

# Commonwealth of Virginia Department of Criminal Justice Services Pretrial and Local Probation Workload Study



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*The points of view expressed in this report are those of the authors and do not necessarily represent the official position or policies of the Commonwealth of Virginia, Department of Criminal Justice Services.*

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## Executive Summary

The Virginia Department of Criminal Justice Services (DCJS) contracted with the National Center for State Courts (NCSC) to complete a workload assessment for local probation and pretrial services in the Commonwealth of Virginia. This is the first assessment of pretrial and local probation agencies' workload and serves as a baseline for future work. Of significant note is the pretrial workload assessment process, which is the first known to the pretrial community. Probation workload models have a long history and Virginia's approach has benefitted from the experience of other states and localities.

The workload assessment process included:

- Advisory Committee comprised of differing positions (director, supervisor, pretrial/probation officer) representing small and large agencies as well as diversity of program design and geography. The Advisory Committee guided the process and provided feedback on project design.
- Four-week time study (94% participation).
- *Pretrial and Probation Policy, Practice, and Operations Survey* (85% participation) to explore the sufficiency of time to complete duties in a high-quality manner as trained and impact of the operational response to the pandemic.
- Four Delphi Groups to make quality adjustments based on sufficiency of time survey and direct field experience.

Tables 1-3 provide the final workload values derived from the workload assessment.

**Table 1: Pretrial Investigation – Workload Values**

PRETRIAL INVESTIGATIONS	
Activity	Final Workload (per case)
Screening	<b>13 minutes</b>
Investigation	<b>89 minutes</b>
Prior Criminal Activity Only Report (No Investigation)	<b>31 minutes</b>

**Table 2: Pretrial Supervision – Workload Values**

PRETRIAL SUPERVISION		
Case Type	Sub Type	Final Workload (per case/per month)
Pending/ Pending Close		<b>8 minutes</b>
Active	Monitoring	<b>23 minutes</b>
	Level I	<b>25 minutes</b>
	Level II	<b>50 minutes</b>

<b>PRETRIAL SUPERVISION</b>		
<b>Case Type</b>	<b>Sub Type</b>	<b>Final Workload (per case/per month)</b>
	Level III	<b>86 minutes</b>
Inactive		<b>2 minutes</b>

Table 3: Probation Supervision – Workload Values

<b>PROBATION SUPERVISION</b>		
<b>Case Type</b>	<b>Sub Type</b>	<b>Final Workload (per case/per month)</b>
Pending/ Pending Close		<b>4 minutes</b>
Active	Low Risk	<b>42 minutes</b>
	Medium/ High Risk	<b>165 minutes</b>
Monitoring		<b>7 minutes</b>
Inactive		<b>2 minutes</b>

Based on the 2021 workload values, an additional 35 officers are required statewide to meet the workload demand across the state.

## Introduction

The Virginia Department of Criminal Justice Services (DCJS) contracted with the National Center for State Courts (NCSC) to complete a workload assessment for local probation and pretrial services in the Commonwealth of Virginia. The workload assessment is designed to provide measures for practitioners on the application of science in the work, efficiencies, and staffing needs. In addition, the workload assessment is a necessary step to develop an informed funding assessment to improve the equitable distribution of financial resources. This assessment methodology (process and application) is new to pretrial and local probation agencies in the Commonwealth. Any future iterations will evolve as new data management practices and systems are implemented and institutionalized.

## Department of Criminal Justice Services

The Virginia Department of Criminal Justice Services (DCJS) is charged with planning and carrying out programs and initiatives to improve the functioning and effectiveness of the criminal justice system as a whole ([§9.1-102 of the Code of Virginia](#)). The agency's primary constituents are local and state criminal justice agencies and practitioners, local governments, state agencies, private agencies, private security practitioners and businesses, and the public-at-large. Other constituents include the federal government, and advocacy groups/associations (About DCJS, n.d.).

DCJS, Division of Programs and Services, Adult Justice Programs administers the Comprehensive Community Corrections Act for local responsible offenders (CCCA) and Pretrial Services Act (PSA) discretionary grants to local units of government (Comprehensive Community Corrections Act (CCCA) & Pretrial Services Act (PSA), n.d.). Only county and city governments currently receiving funding are eligible to receive CCCA and PSA grants for local probation or pretrial agency operations. This creates a unique relationship with local government agencies as designed by Community Corrections Acts around the country. This report is specific to the CCCA and PSA in the Commonwealth of Virginia.

## Pretrial

In 1989, Pretrial Services was first created in Virginia pursuant to authorizing language in the Appropriations Act; and in 1995, Pretrial Services Agencies were authorized by statute with the passage of the Pretrial Services Act (PSA, §19.2-152.2 COV). Pretrial Services Agencies provide information and investigative services to judicial officers to help determine whether individuals charged with certain offenses and awaiting trial need to be held in jail or can be released to the community subject to supervision (CCCA & PSA, n.d.). Pretrial Services Agencies also supervise individuals released from incarceration pending trial and court ordered to such services. These services may include substance abuse assessment, substance abuse testing, referrals to treatment services in the community, and electronic monitoring.

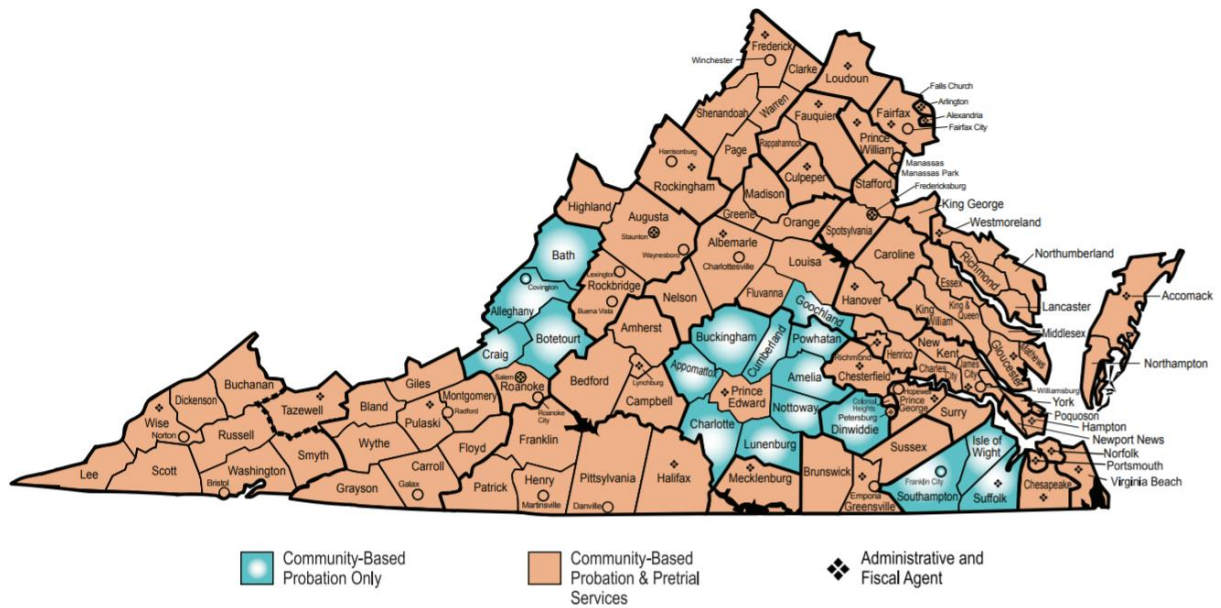
## Local Probation

In 1995, local community-based probation agencies were created by the Comprehensive Community Corrections Act (CCCA, §9.1-173 COV). This act established an alternative to incarceration for persons convicted of certain misdemeanors or non-violent felonies for which

sentences would be 12 months or less in a local or regional jail (CCCA & PSA, n.d.). Local community-based probation services agencies provide supervision, community service referral and monitoring, home incarceration with or without electronic monitoring, substance abuse screening, assessment, testing, and evidence-based interventions.

Figure 1 provides a visual representation of community-based probation and pretrial services in the Commonwealth of Virginia as of July 2021.

**Figure 1: Community-Based Probation and Pretrial Services**



DCJS has previously focused efforts to equalize the distribution of grant funding supporting the CCCA and PSA agencies. In 2018, Virginia State Crime Commission published the [2018 Annual Report: Virginia Pre-Trial Data Project and Pre-Trial Process](#) noting the need for a funding formula for pretrial services agencies. In response to this recommendation, DJCS committed to establishing a research based funding formula. The workload study undertaken in this report is a significant step in establishing funding formulas for CCCA and PSA agencies.

## Overview

Nationally, pretrial and probation leaders face continual challenges of effectively managing rising caseloads, limited staff, and increasing investigation and supervision requirements and expectations. The American Probation and Parole Association (APPA) has worked for years to develop national standards for caseload sizes but has been unsuccessful because of the vast variation in state and local investigation and supervision practices. Even so, the APPA recognizes the need for developing national standards as guidelines but strongly endorses the need for states to determine local workloads based on carefully conducted time studies (Burrell, 2006; Paparozzi and Hinzman, 2005). In a joint BJA-APPA publication in 2011, the authors describe the varied benefits of conducting work-time studies, from making funding requests based on empirical findings to identifying areas for improving efficiencies and effectiveness to assisting in the development of guidelines in performance evaluations (DeMichele, Payne and Matz, 2011). In response to these multiple and sometimes conflicting challenges and problems, probation leaders have adopted methodologies that are quantitatively more sophisticated to assess pretrial and probation resource needs.

Two constant and recurring problems are inherent with these challenges: (1) objectively assessing the number of pretrial and probation officers required to manage current and future caseloads, and (2) deciding whether pretrial and probation resources are being allocated geographically according to need. Assessing the workload for pretrial and probation through the development of a weighted workload model is a rational, credible, and practical method for meeting these objectives and determining the need for pretrial/probation staff.

## Project Approach

The focus of this study was the pretrial and local probation officer workload within the Commonwealth of Virginia. In February of 2020, the National Center for State Courts (NCSC) contracted with the Commonwealth of Virginia, Department of Criminal Justice Services (DCJS) to conduct a comprehensive weighted workload study for the pretrial and probation system. This weighted workload assessment for pretrial and probation officers produced a model that can address potentially changing workloads and staffing needs to ensure that pretrial and probation services are appropriately resourced. The original timeline was postponed until the Fall of 2020 due to a national pandemic that caused disruption in business-as-usual practices. Practices did not fully return to pre-pandemic operations and the project was further adjusted to capture present work in contrast to previous work.

To adequately perform pretrial and probation duties, officers must be highly trained and highly skilled in the use of assessment tools and of evidence-based practices that result in behavioral change. Officers must also have a keen understanding of the entire justice system and be adept at interacting with their clients. They must be able to act as service referral agents, change agents, and provide accountability. To be effective, they must have adequate time to do the work for which they are entrusted.

The NCSC has conducted weighted workload assessment studies for almost 30 years. The weighted workload method uses time as a measure for workload and is based on the assumption that the more complex the case or activity, the more time required to process,

manage, or supervise the case. Thus, low-risk cases, which often require less intensive interventions should, on average, require less time on the part of the officer than a high- or moderate-risk (high-need) case.

The current study developed workload values for each of the pretrial and probation case status types. A workload value (also called a case weight) is defined as the average amount of time it takes to complete the work associated with a particular case status type (e.g., screening, investigation, supervision, etc.). The NCSC computes workload values based upon the average number of minutes it takes to complete tasks associated with each designated case status type. Multiplying the workload values by the number of cases in each of those case status categories provides a solid data driven means for determining the workload for pretrial and local probation officers across the state.

Specifically, the current study accomplished the following objectives:

- Applied a methodology that based the workload values on all work recorded by all pretrial and probation officers;
- Achieved a 92 percent participation rate by pretrial and probation officers, thereby enhancing the credibility and validity of the data;
- Included a four-week data collection period to ensure sufficient data to develop valid workload values;
- Accounted for pretrial and probation officer work for all phases of case processing;
- Accounted for non-case-related activities that are a normal part of pretrial and probation officer work (e.g., work-related travel, committee meetings, training);
- Gained staff perspective on gaps in pretrial and probation officer ability to do high quality work, as trained;
- Established a transparent and flexible model using workload values to determine the pretrial and probation officer staffing need statewide; and
- Explored the officer's experience of virtual contacts and remote work, driven by the pandemic, for future consideration.

## Advisory Committee

The NCSC worked with an Advisory Committee consisting of local agency directors, supervisors, pretrial and local probation supervision officers, and pretrial services investigators as well as representatives from the Virginia Department of Criminal Justice Services, Division of Programs and Services. The advisory committee represented small and large agencies as well as a range of program design and geography.

With the Advisory Committee's guidance, the NCSC developed and carried out the critical components of the study. Specifically, the Advisory Committee provided advice and feedback on the overall study design, the identification of case status types, the duration of the time study, the approach, and reviewed and provided feedback on the workload values prior to the completion of the project.

## Study Design

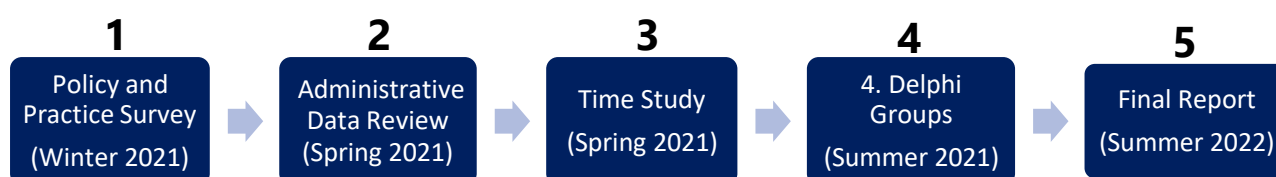
To achieve a comprehensive understanding of the pretrial and probation workload, the study included quantitative and qualitative data and information gathering to inform the model. The study goals were:

1. Provide a workload assessment that determines the number of staff currently and the number needed based on the agreed upon workload values.
2. Provide an interactive workload model broken down by distinct activities observed during the time study that can be used when evaluating changing practices.
3. Identify transitional practices during COVID-19 that may carry over beyond the altered state of operations and identify practices that have remained the same throughout the transition period.

The quantitative and qualitative data and information strategies included:

1. Survey all pretrial and probation officers and staff providing direct service.
  - a. Sufficiency of time survey.
  - b. Policy, practice, and operations survey.
2. Review and analyze the administrative data available.
3. Deploy a four-week time study with all pretrial and probation staff providing investigation or supervision duties.
4. Hold Delphi Groups to assess the reasonableness to complete duties in a quality and timely manner as trained.

**Figure 2: Project Timeline**



### 1. Pretrial and Probation Policy, Practice, and Operations Survey

As part of the Virginia Pretrial and Local Probation Workload Study, the NCSC project team conducted a survey of local pretrial and probation operations and practices. The survey provided the staff an opportunity to share areas of concern regarding the time available to complete regular tasks and provide feedback on the changes in practice driven by the pandemic. The survey results were used as a supplement to the quantitative data that was gathered during the time study and helped to inform the final workload values. Information on sufficient time to do

duties are reported in the body of the report<sup>1</sup>. Information centered on change in practices driven by the pandemic can be found in Appendix C.

The survey was sent to all frontline officers on January 26, 2021 and ended on February 12, 2021. During that time, 394 pretrial and probation officers from across the state completed the survey and of those 93% (366) carry a caseload (see Table 4). Survey respondents answered questions regarding duties (both current and pre-pandemic), remote working, operations, technology, and opinions on ability to complete regular duties in a timely and high-quality manner. In addition, respondents were asked how their work processes may have been altered in response to the pandemic.

**Table 4: Number of Survey Respondents by Program**

<b>Agency</b>	<b>Number of Respondents</b>	<b>Percentage of Respondents</b>
Alexandria Criminal Justice Services	6	1.5%
Arlington Community Corrections	2	0.5%
Arlington Sheriff Department	2	0.5%
Blue Ridge Court Services	12	3.0%
Accomack Northampton Community Corrections	1	0.2%
Chesapeake Community Corrections	5	1.2%
Chesterfield/Colonial Heights Community Corrections Services	23	5.8%
Clinch Valley Community Corrections	2	0.5%
Colonial Community Corrections	11	2.7%
Court Community Corrections	8	2.0%
Culpeper County Criminal Justice Services	7	1.7%
Fairfax County General District Court – Court Services Division, Community Corrections and Pretrial Services	14	3.5%
Fauquier County Office of Adult Court Services	11	2.7%
Fifth Judicial District Community Corrections	4	1.0%
Halifax/Pittsylvania Court Services	8	2.0%
Hampton/Newport News Criminal Justice Agency	26	6.5%
Hanover Community Corrections	6	1.5%
Henrico County Community Corrections Program	21	5.3%
Loudoun County Community Corrections	23	5.8%
Lynchburg Community Corrections and Pretrial Services	8	2.0%
Middle Peninsula Local Probation and Pretrial Services	5	1.2%

<sup>1</sup> Not all workload activities measured in this study are allowable state funded activities, but it is important to measure all workload.



Agency	Number of Respondents	Percentage of Respondents
New River Community Corrections and Pretrial Services	6	1.5%
Norfolk Criminal Justice Services	16	5.4%
Northern Neck Community Based Probation and Pretrial Services	2	0.5%
OAR/Jefferson Area Community Corrections	9	2.2%
Old Dominion Court Services Pretrial and Local Probation	8	2.0%
Petersburg Community Corrections	5	1.2%
Piedmont Court Services	6	1.5%
Piedmont Court Services – Mecklenburg	3	0.7%
Portsmouth Community Corrections and Pretrial Services	7	1.7%
Prince William Office of Criminal Justice Services	40	10.1%
Rappahannock Regional Jail	13	3.2%
Richmond Department of Justice Services, Division of Adult Programs	20	5.0%
Riverside Criminal Justice Agency	5	1.2%
Rockingham-Harrisonburg Court Services Unit	6	1.5%
Southside Virginia Community Corrections	5	1.2%
Southwest Virginia Community Corrections	22	5.5%
Virginia Beach Office of Community Corrections and Pretrial Services	16	4.0%
<b>Total</b>	<b>394</b>	<b>100%</b>

## 2. Administrative Data

The primary source of administrative data was the statewide Pretrial and Community Corrections Case Management System (PTCC). PTCC is the data collection and case management system for all agencies and has required modules, sub-modules, and individual data elements. Data entry is subject to individual application of data definitions and most agencies lack a robust data quality checks and balances. The workload model presented in this report was limited in some areas due to inconsistent execution across all sites. Data was provided by DCJS from the PTCC database for three years of case counts.

**Table 5: Administrative Data Date Range**

	Begin Date	End Date
Year 1	July 1, 2017	June 30, 2018
Year 2	July 1, 2018	June 30, 2019
Year 3*	July 1, 2019	June 30, 2020

\*Operations in all parts of the justice system were suspended and altered in response to the pandemic beginning March 2020.

### 3. Time Study

An essential element of the workload assessment was the time study conducted by pretrial and probation officers. Individual officers kept track of the amount of time spent engaged in various case status types (see Table 6), as well as on non-case-related activities such as work-related travel, meetings, committee work, and training.

The NCSC project team conducted a four-week time study to measure the time pretrial and probation officers spent processing cases. To prepare participants for the study, NCSC staff conducted nine training sessions via webinar over a one-week period in early March 2021. During the webinars, participants learned the purpose of the study, how to record work time, and how to use the NCSC electronic data entry site. Additionally, the project team provided written instructions for all participants, and one webinar session was recorded and made available for on-demand viewing. Finally, the project team maintained a time study Help Desk that was available during working hours Monday through Friday allowing pretrial and probation officers to call or email with questions regarding time tracking and data entry.

During the four-week period between March 8 and April 2, 2021, 94% of the pretrial and probation officers working at the time participated in the time study.

**Table 6: Time Study Participation Rates (Primary Participants Only)**

	<b>Expected (Count)</b>	<b>Actual</b>	<b>Participation Rate</b>
Accomack	1	1	100%
Albemarle	14	13	93%
Alexandria	4	4	100%
Arlington Sheriff	3	3	100%
Chesapeake	7	7	100%
Chesterfield	25	25	100%
City of Salem	4	4	100%
Culpeper	7	7	100%
Fairfax	37	25	68%
Fauquier County	10	10	100%
Frederick	8	8	100%
Fredericksburg	18	18	100%
Gloucester	6	6	100%
Greensville	5	5	100%
Halifax	7	7	100%
Hampton/N News	22	22	100%
Hanover	5	5	100%
Henrico	23	23	100%
James City	12	11	92%

	<b>Expected (Count)</b>	<b>Actual</b>	<b>Participation Rate</b>
Loudoun County	23	23	100%
Lynchburg	7	7	100%
Mecklenburg-Pied	6	6	100%
Norfolk	14	14	100%
Petersburg	4	4	100%
Portsmouth	7	7	100%
Prince Edward	5	4	80%
Prince George	7	3	43%
Prince William	37	36	97%
Pulaski	7	7	100%
Richmond	21	15	71%
Rockingham	7	7	100%
Staunton	10	10	100%
Suffolk	3	3	100%
Tazewell County	2	2	100%
Virginia Beach	17	16	94%
Westmoreland	4	4	100%
Wise	21	21	100%
<b>Total</b>	<b>420</b>	<b>393</b>	<b>94%</b>

Officers recorded their time on a paper time-tracking form, then transferred that information to a secure web-based data entry program developed and maintained by NCSC specifically for the Virginia pretrial and probation officer workload study. Once submitted, the data were automatically entered into NCSC's secure database.

### Data Elements

NCSC project staff met with the Advisory Committee multiple times during the life of the project. During these meetings, the committee and DCJS representatives identified the eight case status types and 20 activity types to be included in the study. In addition to the case status types and activities, a category was added for Supervisor/Director to provide a place to record time specifically related to duties as an administrator when the administrator also carried a caseload.

### Case Status Types and Activities

Table 7 exhibits the eight case status types and case-related activity types identified for the time study. Case-related activities are distinct activities that have counts available from the PTCC data management system. Pretrial and probation officers tracked and counted their case-related time

during the study period using the categories and related activities in Table 7. Appendix A provides a full explanation of these case status categories.

**Table 7: Pretrial and Probation Officer Case Status Types and Activities**

<b>Case Status Type</b>	<b>Case-Related Activity</b>
<b>Pretrial Investigations</b>	
Screening	Pretrial Screening for investigation eligibility
Investigation	Investigation
No Investigation	Prior Criminal Activity Report Only
Court	Court Time
<b>Pretrial Supervision</b>	
Supervision	Pending/Pending Close
	Active
	Court Time
	Transfer In
	Transfer Out
	Inactive
<b>Probation Supervision</b>	
Supervision	Pending/Pending Close
	Active
	Court Time
	Monitoring
	Transfer In
	Transfer Out
<b>Probation Supervision Related</b>	
Group Work	Educational Group
	Cognitive Behavioral Group
<b>Drug and Alcohol Testing</b>	
Group Testing	Alcohol/Drug Testing

### **Non-Case-Related Activities**

Work performed by pretrial and probation officers that does not relate to a specific case but is considered necessary to the agency operations and individual's growth, is defined as a non-case-related activity. The key distinction between case-related and non-case-related activities is whether the activity is tied to a specific case that can be counted. Table 8 shows a list of non-case-related activities for which participants recorded their time during the time study.

Table 8: Non-Case-Related Activities

Non-Case-Related Activity	Activity Types
<b>Meetings/Administration</b>	Staff/Unit Meetings
	Committee/Work related meetings
	Non-case-related Administration: Email/Telephone
	Community Activity/Community Partnerships
<b>Education</b>	Training (as a participating)
	Trainer (lead training for other professionals, mentor)
<b>Other</b>	Paid Time Off (PTO/Annual/Sick)
	Employee Wellness Activities
	Court Time (general – not case specific)
	Travel (not case specific)
	Other
	Time study data tracking and reporting

#### 4. Delphi Groups

The Delphi method is a systematic, interactive decision-making method, which relies on a panel of experts. Delphi methodology has been extensively used by both the government and private sector as a means of gathering expert opinions on a specific subject or content area. In the justice system, the Delphi process provides a structured way for knowledgeable and experienced pretrial and probation officers to evaluate the quality of current case processing practices.

Drawing on detailed analysis of current practice provided by the time study results, the Delphi process provides a means for pretrial and probation officers to evaluate how existing resource levels support their best efforts or are putting undue strain on their ability to reasonably fulfill their responsibilities. In addition, it affords an opportunity for thoughtful practitioners to offer their recommendations on the areas of case processing that are the highest priority for additional resources when they become available. The NCSC facilitated a series of four separate Delphi sessions with pretrial (2) and probation (2) officers from across the state. Frontline officers willing to engage in a 90-minute session on June 30 or July 31, 2021, were nominated by their agency director. Sessions were broken down by the size of the agency to provide a voice for both large well-resourced agencies and smaller rural agencies. The results of the Delphi process served as the final workload standard recommendations and were presented to the Advisory Committee for review and assessment.

## Pretrial Workload Values

A national scan of published work suggests Virginia is the first statewide pretrial workload process of this type. Virginia pretrial agencies had good participation in each step of the workload process, which increases the confidence of the values presented below. The process in Virginia should be considered a baseline and recognize that future iterations will evolve in the level of detail and complexity that can be measured. A review of data elements available through the PTCC in relation to pretrial duties suggests some alterations may be necessary to improve workload value measures in the future. The following sections will provide the value derived at each step in the process and the final accepted workload value.

### Preliminary Workload Values (Pretrial)

Tables 9 and 10 represent the minutes per case on each activity provided by the time study completed March/April 2021. The time study required daily accounting of all activities (in minutes) associated with pretrial investigations and supervision.

**Table 9: Time Study Outcomes – Pretrial Investigations**

PRETRIAL INVESTIGATIONS			
ACTIVITY	WHAT THE ACTIVITY INCLUDES	TIME STUDY WORKLOAD VALUES	
Screening	<ul style="list-style-type: none"> <li>Pretrial screening for investigation only</li> </ul>	13 minutes	per case
Investigation	<ul style="list-style-type: none"> <li>Interviews</li> <li>Verification attempts</li> <li>Criminal record check (DMV, NCIC/VICN)</li> <li>VPRAI completion,</li> <li>VPRAI Report</li> <li>Pretrial Investigation Court Report</li> <li>Dissemination of the report to court and attorneys</li> <li>Follow up/Sequential Review</li> </ul>	89 minutes	per case
Prior Criminal Activity Only Report (No Investigation)	<ul style="list-style-type: none"> <li>Completing only the prior criminal activity report</li> </ul>	31 minutes	per case
Court	<ul style="list-style-type: none"> <li>Time spent in court related to investigation</li> <li>Time spent traveling to and from court for the investigation.</li> </ul>	Time was added to investigation case type. Court activity does not have a complementing case count to assign with confidence.	

Table 10: Time Study Outcomes – Pretrial Supervision

PRETRIAL SUPERVISION				
CASE TYPE	WHAT THE ACTIVITY INCLUDES	SUB TYPE	TIME STUDY WORKLOAD VALUE	
Pending/ Pending Close	<ul style="list-style-type: none"> <li>▪ Case closings</li> <li>▪ Correspondence</li> <li>▪ Criminal record check (DMV/NCIC/VCIN)</li> <li>▪ Monitoring of status</li> <li>▪ Case preparation</li> </ul>		8 minutes	per case/ per month
Active	<ul style="list-style-type: none"> <li>▪ Initial contact</li> <li>▪ Referrals</li> <li>▪ Face to Face meetings</li> <li>▪ Virtual contacts</li> <li>▪ Collateral contacts</li> <li>▪ Drug testing (single case)</li> <li>▪ Court correspondence (violations, status reports)</li> <li>▪ Court reminder notifications</li> <li>▪ NCIC/VCIN</li> <li>▪ Home electronic monitoring/GPS</li> <li>▪ SCRAM</li> <li>▪ Other correspondence</li> </ul>	Monitoring	35 minutes	per case/ per month
		Level I	24 minutes	per case/ per month
		Level II	50 minutes	per case/ per month
		Level III	57 minutes	per case/ per month
Inactive	<ul style="list-style-type: none"> <li>▪ Correspondence</li> <li>▪ Verification of continuing status</li> <li>▪ Criminal record check (DMV/NCIC/VCIN)</li> </ul>		2 minutes	Per case/ per month
Unknown	<ul style="list-style-type: none"> <li>▪ The level of supervision is unknown</li> </ul>		Time was spread proportionately across Active Level I, II, III, and Monitoring cases. Court and transfer activity does not have a complementing case count to assign with confidence.	
Court Time	<ul style="list-style-type: none"> <li>▪ Time spent in court related to supervision</li> <li>▪ Time spent driving to/from court for the cases</li> </ul>			
Transfer In	<ul style="list-style-type: none"> <li>▪ Administrative paperwork to accept the case and complete monthly reporting to transferring agency</li> </ul>			

PRETRIAL SUPERVISION			
CASE TYPE	WHAT THE ACTIVITY INCLUDES	SUB TYPE	TIME STUDY WORKLOAD VALUE
Transfer Out	<ul style="list-style-type: none"> <li>Administrative paperwork to transfer case to another agency for supervision</li> </ul>		

## Quality Adjustments

The time study provides the ability to determine how long pretrial officers take, on average, to process different case status types. However, data on the average amount of time pretrial officers actually spend on the various case status types does not provide a basis for concluding whether that is a sufficient amount of time to perform their work in a timely and high-quality manner. To get a better sense of whether pretrial officers feel they have enough time to do their work and to explain the struggles they experience in terms of addressing impediments, the NCSC engaged in two types of qualitative data gathering. First, the NCSC included a Sufficiency of Time section in the *Pretrial and Probation Operations Survey* conducted at the end of January 2021, and subsequently conducted two Delphi virtual focus groups with pretrial officers.

### Sufficiency of Time Survey

As part of the *Pretrial and Probation Policy, Practice, and Operations Survey*, the NCSC project team included a section regarding sufficiency of time to complete work in a timely and high-quality manner. Out of the 394 respondents, 143 operate as pretrial investigations or pretrial supervision officers and additional 90 operated with dual duties in pretrial and probation (total of 233). As indicated above, the workload values identify the average amount of time pretrial officers currently spend handling cases, but they do not reveal whether that is sufficient time to ensure high-quality performance of job duties. The sufficiency of time survey supplemented the time study by assessing the extent to which pretrial officers felt they had sufficient time to perform their work efficiently and to their satisfaction.

Specifically, the sufficiency of time survey asked respondents to rate the extent to which they felt they had sufficient time to perform investigation and supervision duties. Participants were asked to answer the question, "During the course of a CURRENT month, to what extent do you have sufficient time to perform the following types of work in a timely and high-quality manner, as trained?" Since the survey was conducted during the pandemic, this question addressed any change in practice due to COVID-19 that may have impacted pretrial officer work. Respondents were also asked, "During the course of a month PRE-COVID, to what extent do you have sufficient time to perform the following types of work in a timely and high-quality manner, as trained?" to gauge how pretrial officers felt regarding workload prior to the pandemic. For both of these questions, respondents were asked to check one of five responses ranging from (1) "Almost Never" to (5) "Almost Always." Respondents were also asked to identify the three main drivers affecting their ability to keep pace with their workload.

NCSC staff compiled the responses and analyzed the results of the survey. For each case status type, the NCSC calculated an average response score. An average rating of 3.0 ("Usually") was



utilized as a threshold to determine whether pretrial officers felt they had adequate time. An average rating of less than 3.0 was deemed to mean most staff members believe they do not “usually” have enough time to perform their daily tasks in a high-quality manner to their satisfaction. An average rating greater than 3.0 was deemed to mean most pretrial officers believe they do “usually” have enough time to perform their daily tasks in a high-quality manner to their satisfaction.

Table 11 shows the average ratings from pretrial officers for investigation and supervision activities currently and pre-COVID. The findings show average scores of 3.0 or higher suggesting pretrial officers feel they usually have enough time to complete their duties to their satisfaction. The primary area of concern noted during the survey was Level II and III supervision. Thirteen percent (13%) of the respondents felt they currently did not have sufficient time to supervise Level II and 24% noted concern in supervising Level III during current operations. Operations pre-covid was also explored and Level II and III were a primary concern at 13% and 20% respectfully.

**Table 11: Sufficiency of Time, Average Scores for Pretrial**

<b>During the course of a month, to what extent do you have sufficient time to perform the following types of work in a timely and high-quality manner, as trained?</b>	<b>“Current” Average Score (N=233)</b>	<b>“Pre-Covid” Average Score (N=213)</b>
<b>Pretrial Investigations</b>		
Pretrial Screening for investigation eligibility	3.7	3.7
Pretrial Investigation	3.5	3.6
Prior Criminal Activity Report Only	3.6	3.6
<b>Pretrial Supervision</b>		
Monitoring Case	3.9	4.1
Level I	3.9	4.0
Level II	3.6	3.7
Level III	3.2	3.4

Respondents were also asked to identify the three main drivers that impact their ability to meet the expected job duties; the highest-rated impediments for pretrial officers were paperwork/data entry/administrative demands, lack of client cooperation/compliance, and inadequate staffing to meet workload demands (all ranked at 38%). Table 12 lists the possible impediments that pretrial officers face.

**Table 12: Main Drivers Affecting Pretrial Workload**

<b>Please check the boxes of the three main DRIVERS affecting your ability to keep up with your workload:</b>	<b>Pretrial N= 143</b>
Inadequate staffing to meet workload demands (positions available but not filled).	41%

<b>Please check the boxes of the three main DRIVERS affecting your ability to keep up with your workload:</b>	<b>Pretrial N= 143</b>
Paperwork/data entry/administrative demands.	40%
Lack of client cooperation/compliance (no shows, cancelled appointments, failure to provide requested information, etc.).	38%
Unrealistic judicial expectations/requirements.	37%
Rescheduling and delaying of court hearings complicate scheduling of work time.	27%
Unpredictable nature of the job; dealing with emergency/crisis situations.	26%
Inadequate budget to meet workload demands.	17%
Other agencies that are slow in providing necessary information.	16%
Technological difficulties (e.g., wifi access issues).	6%
Unrealistic expectations of other parties (e.g. treatment providers, attorneys etc.).	6%
Other*	6%

\*Other includes agency inefficiencies, case management system, and schedule changes to adjust to remote work.

Overall, these findings indicate that pretrial officers feel they can keep up with the demands of the case-related work, but paperwork and the unpredictable nature of their workload and their clients present daily challenges. Additionally, pretrial officers indicated that staffing shortages can and do impede their work.

### Delphi Groups

To ensure that the final workload model incorporated sufficient time for effective pretrial operations, project staff facilitated two Delphi sessions for fifteen pretrial officers that met on June 30 or July 2, 2021. Five pretrial officers from larger agencies comprised one panel and ten pretrial officers from smaller agencies comprised the second panel. The Delphi panels provided opportunities for the NCSC staff to hear from participants regarding how much time it takes to handle different case status types from each of their perspectives.

During each Delphi session, NCSC staff provided group members with a brief overview of the process used to develop the preliminary case weights, followed by a review of the sufficiency of time survey results. Pretrial officers then engaged in a systematic review of the preliminary workload values. Group members drew on current practice (as measured by the time study), pretrial officer perspective (as measured by the sufficiency of time survey), and their personal experience to make recommendations regarding the final workload values. Specifically, each group was asked to:

1. Review each case weight by case status type and activity and identify specific activities where additional time would allow for more efficient, high-quality processing;
2. Within specific case status types, recommend adjustments to the time allotted to case-related activities, if needed; and
3. Provide an explicit rationale to support any proposed increase or reduction in the case weight time.

## Adjusted Workload Values (Pretrial)

Table 13 provides the adjusted pretrial workload values recommended by the Delphi Groups and the Advisory Committee, respectively.

**Table 13: Delphi and Advisory Council Recommendations – Pretrial Investigations (per case)**

PRETRIAL INVESTIGATIONS					
Activity	What the Activity Includes	Time Study (minutes)	Delphi Group A (minutes)	Delphi Group B (minutes)	Advisory Comm. Recom.
Screening	<ul style="list-style-type: none"> <li>Pretrial screening for investigation only</li> </ul>	13	6	10	13
Investigation	<ul style="list-style-type: none"> <li>Interviews</li> <li>Verification attempts</li> <li>Criminal record check (DMV, NCIC/VICN)</li> <li>VPRAI completion,</li> <li>VPRAI Report</li> <li>Pretrial Investigation Court Report</li> <li>Dissemination of the report to court and attorneys</li> <li>Follow up/Sequential Review</li> </ul>	89	84	83	89
Prior Criminal Activity Only Report (No Investigation)	<ul style="list-style-type: none"> <li>Completing only the prior criminal activity report</li> </ul>	31	27	27	31

Delphi Discussion: Delphi group discussion to increase or decrease the workload value noted the difference between agencies in streamlining the screening process and the travel and wait times to access the jail(s) or PolyCom<sup>2</sup>. Multiple courts, jails, and satellite offices may also account for a difference in experience from one agency to another.

<sup>2</sup> PolyCom is a secure communication platform often used to connect to the jail for remote pretrial investigations.

Table 14: Delphi/Advisory Recommendations – Pretrial Supervision (per case/per month)

PRETRIAL SUPERVISION						
Case Type	What the Activity Includes	Sub Type	Time Study (minutes)	Delphi Group A (minutes)	Delphi Group B (minutes)	Advisory Comm. Recom.
Pending/ Pending Close	<ul style="list-style-type: none"> <li>▪ Case closings</li> <li>▪ Correspondence</li> <li>▪ Criminal record check (DMV/NCIC/VCIN)</li> <li>▪ Monitoring of status</li> <li>▪ Case preparation</li> </ul>		8	15	10	15
Active	<ul style="list-style-type: none"> <li>▪ Initial contact</li> <li>▪ Referrals</li> <li>▪ Face to Face meetings</li> <li>▪ Virtual contacts</li> </ul>	Monitoring	35	29	29	35
	<ul style="list-style-type: none"> <li>▪ Collateral contacts</li> <li>▪ Drug testing (single case)</li> </ul>	Level I	24	25	21	24
	<ul style="list-style-type: none"> <li>▪ Court correspondence (violations, status reports)</li> <li>▪ Court reminder notifications</li> </ul>	Level II	50	43	43	50
	<ul style="list-style-type: none"> <li>▪ NCIC/VCIN</li> <li>▪ Home electronic monitoring/GPS</li> <li>▪ SCRAM</li> <li>▪ Other correspondence</li> </ul>	Level III	57	86	51	86
Inactive	<ul style="list-style-type: none"> <li>▪ Correspondence</li> <li>▪ Verification of continuing status</li> <li>▪ Criminal record check (DMV/NCIC/VCIN)</li> </ul>		2	20	6	12

Delphi Discussion: Delphi group discussion to increase or decrease the workload value for pending and inactive cases note the required time to track down clients and paperwork, often requiring multiple attempts. Active Level III cases are typically the most complex cases requiring mental health and substance use disorder referrals, additional drug testing, and intake; and in-person appointments take longer due to the numerous areas requiring follow up.

## Final Workload Values (Pretrial)

After consideration of the time study, quality adjustment information gathered, quality of administrative data counts, and applying the knowledge of evidence-based practices use in Virginia, the following are the final workload values for pretrial investigations (Table 15) and pretrial supervision (Table 16).

**Table 15: Final Workload Value – Pretrial Investigations**

PRETRIAL INVESTIGATIONS					
Activity	Time Study (minutes)	Delphi Group A (minutes)	Delphi Group B (minutes)	Advisory Comm. Recom.	Final Workload
Screening	10	6	10	13	<b>13</b>
Investigation	89	84	83	89	<b>89</b>
Prior Criminal Activity Only Report (No Investigation)	31	27	27	31	<b>31</b>

**Table 16: Final Workload Value – Pretrial Supervision**

PRETRIAL SUPERVISION						
Case Type	Activity	Time Study (minutes)	Delphi Group A (minutes)	Delphi Group B (minutes)	Advisory Comm. Recom.	Final Workload
Pending/ Pending Close		8	15	10	15	<b>8*</b>
Active	Monitoring	35	29	29	35	<b>23</b>
	Level I	24	25	21	24	<b>25</b>
	Level II	50	43	43	50	<b>50</b>
	Level III	57	86	51	86	<b>86</b>
Inactive		2	20	6	12	<b>2*</b>

\*A significant amount of disparity was found in case counts for pending/pending close and inactive cases. A review of the data definitions and application during operations is necessary to increase the confidence of case counts in these two areas. For purposes of the workload value assessment, the value derived from the time study was accepted as the final value without any quality alterations.

## Probation Workload Values

The approach to determine probation workload values has been an accepted practice in the industry and used by numerous states and localities to better distribute limited personnel resources and to consider the statewide impact to changes in practices. Virginia local probation agencies had good participation in each step of the workload process, which increases the confidence of the values presented below. The process in Virginia should be considered a baseline and recognize that future iterations will evolve in the level of detail and complexity that can be measured. A review of data elements available through the PTCC in relation to probation duties suggest some alterations may be necessary to improve workload value measures in the future. The following sections will provide the value derived at each step in the process and the final accepted workload value.

### Preliminary Workload Values (Probation)

Table 17 and 18 represent the minutes per case for each activity provided by the time study completed March/April 2021. The time study required daily accounting of all activity (in minutes) associated with probation supervision.

**Table 17: Preliminary Workload Values – Probation Supervision**

PROBATION SUPERVISION				
CASE TYPE	WHAT THE ACTIVITY INCLUDES	SUB TYPE	TIME STUDY WORKLOAD VALUE	
Pending/ Pending Close	<ul style="list-style-type: none"> <li>▪ Case closings</li> <li>▪ Correspondence</li> <li>▪ Criminal record check (DMV/NCIC/VCIN)</li> <li>▪ Monitoring of status</li> <li>▪ Case preparation</li> </ul>		4 minutes	per case/ per month
Active	<ul style="list-style-type: none"> <li>▪ Initial Screening/assessment</li> <li>▪ Initial Contact</li> <li>▪ Referrals</li> <li>▪ Face to Face meetings</li> <li>▪ Virtual contacts</li> <li>▪ Collateral contacts</li> <li>▪ Report writing</li> <li>▪ Case planning</li> <li>▪ Drug testing (single case)</li> </ul>	Low Risk	42 minutes	per case/ per month

PROBATION SUPERVISION				
CASE TYPE	WHAT THE ACTIVITY INCLUDES	SUB TYPE	TIME STUDY WORKLOAD VALUE	
	<ul style="list-style-type: none"> <li>▪ Court correspondence (violations, status reports)</li> <li>▪ NCIC/VCIN</li> <li>▪ Home electronic monitoring/GPS</li> <li>▪ SCRAM</li> <li>▪ Case related travel</li> <li>▪ Other correspondence</li> </ul>	Medium/ High Risk	165 minutes	per case/ per month
Monitoring	<ul style="list-style-type: none"> <li>▪ Courtesy case from the court</li> <li>▪ Restitution only</li> </ul>		4 minutes	per case/ per month
Inactive	<ul style="list-style-type: none"> <li>▪ Correspondence</li> <li>▪ Verification of continuing status</li> <li>▪ Criminal record check (DMV/NCIC/VCIN)</li> </ul>		2 minutes	per case/ per month
Unknown	<ul style="list-style-type: none"> <li>▪ Screening/Assessment score is unknown</li> </ul>		Time was spread proportionately across Active Low Risk and Medium/High Risk cases. Court and transfer activity do not have a complementing case count to assign with confidence.	
Court Time	<ul style="list-style-type: none"> <li>▪ Time spent in court related to supervision</li> <li>▪ Time spent driving to/from court for the cases</li> </ul>			
Transfer In	<ul style="list-style-type: none"> <li>▪ Administrative paperwork to accept case and complete monthly reporting to transferring agency</li> </ul>			
Transfer Out	<ul style="list-style-type: none"> <li>▪ Administrative paperwork to transfer case to another agency for supervision</li> </ul>			

The time study included activities that directly engaged individuals on probation supervision but likely completed in a group setting (e.g., group testing). This time was captured separately to make it easier for the participating officers but then proportionately distributed across all active low-risk and medium/high-risk probation cases.

Table 18: Probation Supervision Related Activities

PROBATION SUPERVISION RELATED			
Case Type	Sub Type	WHAT THE ACTIVITY INCLUDES	
Group Work		<ul style="list-style-type: none"> <li>All probationer related group work that cannot be assigned as individual time.</li> </ul>	Time was spread proportionately across Active Low Risk and Medium/High Risk cases. Group work activity does not have a complementing case count to assign with confidence.
Educational Group		<ul style="list-style-type: none"> <li>Shoplifter Group</li> <li>Anger Management</li> <li>Substance Abuse Education</li> <li>Life Skills</li> </ul>	
Cognitive Behavioral Group		<ul style="list-style-type: none"> <li>Moral Recognition Therapy</li> <li>Thinking for a Change</li> </ul>	
GROUP DRUG/ALCOHOL TESTING			
Case Type		WHAT THE ACTIVITY INCLUDES	
Group Testing		<ul style="list-style-type: none"> <li>Large group of individuals called into the office for a team of Pos to test for alcohol or drugs over a period of time.</li> </ul>	Time was spread proportionately across Active Low Risk and Medium/High Risk cases. Group testing activity does not have a complementing case count to assign with confidence.

## Quality Adjustments

In an effort to better understand the probation officer experience and assess the ability of the officer to complete duties in a reasonable time period while applying evidence-based supervision practices, the NCSC engaged in two types of qualitative data gathering, the sufficiency of time section included in the *Pretrial and Probation Operations Survey* conducted at the end of January, and two Delphi virtual focus groups with seventeen probation officers completed in July 2021.

### Sufficiency of Time Survey

As part of the *Pretrial and Probation Policy, Practice, and Operations Survey*, NCSC staff included a section regarding sufficiency of time to complete work in a timely and high-quality manner. Out of the 394 respondents, 123 operated as probation officers and an additional 90 operated with dual responsibilities of pretrial and probation supervision (total of 223).

The sufficiency of time survey asked respondents to rate the extent to which they feel they have sufficient time to perform supervision duties. Participants were asked to answer the question, "During the course of a CURRENT month, to what extent do you have sufficient time to perform



the following types of work in a timely and high-quality manner, as trained?” Since the survey was conducted during the pandemic, this question addressed any changes in practice due to COVID-19 that may have impacted probation officer work. Respondents were also asked, “During the course of a month PRE-COVID, to what extent do you have sufficient time to perform the following types of work in a timely and high-quality manner, as trained?” to gauge how probation officers felt regarding workload prior to the pandemic. For both of these questions, respondents were asked to check one of five responses ranging from (1) “Almost Never” to (5) “Almost Always.” Respondents were also asked to identify the three main drivers affecting their ability to keep pace with their workload.

NCSC staff compiled the responses and analyzed the results of the survey. For each case status type, the NCSC calculated an average response score. An average rating of 3.0 (“Usually”) was utilized as a threshold to determine whether probation officers felt they had adequate time. An average rating of less than 3.0 was deemed to mean most staff members believe they do not “usually” have enough time to perform their daily tasks in a high-quality manner to their satisfaction. An average rating greater than 3.0 was deemed to mean most probation officers believe they do “usually” have enough time to perform their daily tasks in a high-quality manner to their satisfaction.

Table 19 shows the average ratings from probation officers for supervision activities currently and pre-COVID. The findings show average scores of 3.0 or higher for all activities suggesting probation officers feel they usually have enough time to complete their duties to their satisfaction. The one standout area of concern was completing case plans in a high-quality manner. Twenty-four percent (24%) of the responding officers noted not having enough time to complete case plans during current operations and 17% noted this concern pre-covid.

**Table 19: Sufficiency of Time, Average Scores for Probation**

<b>During the course of a month, to what extent do you have sufficient time to perform the following types of work in a timely and high-quality manner, as trained?</b>	<b>“Current” Average Score (N=223)</b>	<b>“Pre-Covid” Average Score (N=211)</b>
<b>Probation Supervision, N=223</b>		
Assessments	3.7	3.8
Probationer Contacts	3.8	3.9
Collateral Contacts	3.5	3.6
Case Planning	3.3	3.4
Responding to Behavior	3.5	3.7

Respondents were also asked to identify the three main drivers to keeping up with their expected job duties. The highest-rated impediment for probation officers was lack of client cooperation/compliance (46%), the second largest impediment was paperwork/data entry/administrative demands (45%) and the third was inadequate staffing to meet workload demands (35%). Table 20 shows the possible impediments that probation officers face.

Table 20: Main Drivers Affecting Probation Workload

<b>Please check the boxes of the three main DRIVERS affecting your ability to keep up with your workload:</b>	<b>Probation N=133</b>
Paperwork/data entry/administrative demands.	47%
Lack of client cooperation/compliance (no shows, cancelled appointments, failure to provide requested information, etc.).	46%
Inadequate staffing to meet workload demands (positions available but not filled).	38%
Unpredictable nature of the job; dealing with emergency/crisis situations.	32%
Other agencies that are slow in providing necessary information.	29%
Rescheduling and delaying of court hearings complicate scheduling of work time.	27%
Unrealistic judicial expectations/requirements.	15%
Technological difficulties (e.g., wifi access issues).	11%
Inadequate budget to meet workload demands.	11%
Unrealistic expectations of other parties (e.g. treatment providers, attorneys etc.).	8%
Other*	3%

\*Other includes agency inefficiencies and case management system.

Overall, these findings indicate that probation officers feel they are able to keep up with their case-related work; but like pretrial officers, probation officers indicated that paperwork and the unpredictable nature of their workload and their clients present daily challenges. Additionally, probation officers also indicated that staffing shortages can and do impede their work.

### Delphi Groups

To ensure that the final workload model incorporated sufficient time for effective probation operations, project staff facilitated a series of Delphi sessions with two panels of probation officers on July 1, 2021. The officers were nominated by the agency director and had to be available for a 90-minute session. Eight officers from smaller agencies comprised one panel and 9 officers from larger agencies comprised the other panel. The Delphi panels provided opportunities for the NCSC staff to hear from participants regarding how much time it takes to handle different case status types from each of their perspectives.

During each Delphi session, NCSC staff provided group members with a brief overview of the process used to develop the preliminary case weights, followed by a review of the sufficiency of time survey results. Probation officers then engaged in a systematic review of the preliminary workload values. Group members drew on current practice (as measured by the time study), probation officer perspective (as measured by the sufficiency of time survey), and their personal experience to make recommendations regarding the final workload values. Specifically, each group was asked to:

1. Review each case weight by case status type and activity and identify specific activities where additional time would allow for more efficient, high-quality processing;

2. Within specific case status types, recommend adjustments to the time allotted to case-related activities, if needed; and
3. Provide an explicit rationale to support any proposed increase or reduction in the case weight time.

## Adjusted Workload Values (Probation)

Table 21 provides the adjusted probation workload values recommended by the Delphi Groups and the Advisory Committee, respectively.

**Table 21: Delphi/Advisory Recommendations – Probation Supervision (per case/per month)**

PROBATION SUPERVISION						
Case Type	What the activity includes	Sub Type	Time Study (minutes)	Delphi Group A (minutes)	Delphi Group B (minutes)	Advisory Comm. Recom.
Pending/ Pending Close	<ul style="list-style-type: none"> <li>▪ Case closings</li> <li>▪ Correspondence</li> <li>▪ Criminal record check (DMV/NCIC/VCIN)</li> <li>▪ Monitoring of status</li> <li>▪ Case preparation</li> </ul>		4	10	15	15
Active	<ul style="list-style-type: none"> <li>▪ Screening/assessment</li> <li>▪ Initial Contact</li> <li>▪ Referrals</li> <li>▪ Face to Face meetings</li> <li>▪ Virtual contacts</li> </ul>	Low Risk	42	36	36	42
	<ul style="list-style-type: none"> <li>▪ Collateral contacts</li> <li>▪ Report writing</li> <li>▪ Case planning</li> <li>▪ Drug testing (single case)</li> <li>▪ Court correspondence (violations, status reports)</li> <li>▪ NCIC/VCIN</li> </ul>	Med/High Risk	165	154	145	165

	<ul style="list-style-type: none"> <li>▪ Home electronic monitoring/GPS</li> <li>▪ SCRAM</li> <li>▪ Case related travel</li> <li>▪ Other correspondence</li> </ul>					
Monitoring	<ul style="list-style-type: none"> <li>▪ Courtesy case from the court</li> <li>▪ Restitution only</li> </ul>	4	10	5	7	
Inactive	<ul style="list-style-type: none"> <li>▪ Correspondence</li> <li>▪ Verification of continuing status</li> <li>▪ Criminal record check (DMV/NCIC/VCIN)</li> </ul>	2	10	5	12	

Delphi Discussion: Delphi group discussion to increase or decrease the workload value focused on the programs being streamlined in some agencies for particular process (e.g., intake) and others recognized unsuccessful cases take significantly more time due to court noncompliance letters, data entry for noncompliant behavior, and appearing in court which also varies greatly from one agency to another. Medium- and high-risk cases require more collateral contacts and referrals with follow up to each activity. As expected, probation officers noted the quality of work suffers when caseloads are high.

### Final Workload Values (Probation)

After consideration of the time study, quality adjustment information gathered, quality of administrative data counts, and applying the knowledge of evidence-based practices use in Virginia, the following are the final workload values for probation supervision (Table 22).

**Table 22: Final Workload Value – Probation Supervision**

PROBATION SUPERVISION						
Case Type	Sub Type	Time Study (minutes)	Delphi Group A (minutes)	Delphi Group B (minutes)	Advisory Comm. Recom.	Final Workload
Pending/ Pending Close		4	10	15	15	4*
Active	Low Risk	42	36	36	42	42

	Medium/ High Risk	165	154	145	165	<b>165</b>
Monitoring		4	10	5	7	<b>7</b>
Inactive		2	10	5	12	<b>2*</b>

\*A significant amount of disparity was found in case counts for pending/pending close and inactive cases. A review of the data definitions and application during operations is necessary to increase the confidence of case counts in these two areas. For purposes of the workload value assessment the value derived from the time study was accepted as the final value without any quality alterations.

## Non-Case Related

Work performed by pretrial/probation officers that does not relate to a specific case is defined as a non-case-related activity. The key distinction between case-related and non-case-related activities is whether the activity is tied to a specific case that can be counted. The breakdown between case-related and non-case-related work is a key part to determining pretrial and probation officer workload values. Table 23 provides the categories of non-case-related activities. On average, one hour per day is used on non-case-related activities, as defined below.

**Table 23: Non-Case Related Activity (Assignment of Time)**

NON-CASE RELATED ACTIVITY			
Category	Sub Type	WHAT THE ACTIVITY INCLUDES	Time Assignment
Meetings/ Administration	Staff/Unit Meeting	<ul style="list-style-type: none"> <li>Meetings held in the organization to deliver or gather information.</li> </ul>	Non-case related time
	Committee/Work related meetings	<ul style="list-style-type: none"> <li>Meetings held internal or external to develop processes.</li> </ul>	Non-case related time
	Email/Telephone (not case specific)	<ul style="list-style-type: none"> <li>Communication by email or telephone that is not specific to a case.</li> </ul>	Non-case related time
	Community Activity/ Community Partnerships	<ul style="list-style-type: none"> <li>External to the agency and in partnership with other organizations while on work time.</li> </ul>	Non-case related time
Education	Training (participant)	<ul style="list-style-type: none"> <li>Time spent engaging in coaching, conducting observations of others, providing or receiving feedback and one-on-one meetings with supervisor to further develop skills. <u>Note: Time spent staffing a case with peers or supervisor should be included under case-related activities.</u></li> <li>Includes attending training sessions, reading professional literature, or engaging in other activities to stay current with professional literature, and communities of practice (COPs). Excludes any training provided outside of work for personal compensation or payment.</li> </ul>	Non-case related time
	Trainer (lead training)	<ul style="list-style-type: none"> <li>Includes leading or presenting training sessions, and all time</li> </ul>	Non-case related time

NON-CASE RELATED ACTIVITY			
Category	Sub Type	WHAT THE ACTIVITY INCLUDES	Time Assignment
		relate to the preparation of the training session.	
Other	Paid Time Off	<ul style="list-style-type: none"> <li>Vacation/Illness/Leave</li> </ul>	PTO considered part of the year value.
	Employee Wellness Activities	<ul style="list-style-type: none"> <li>Activities developed and/or supported by your management team to facilitate employee health and well-being (e.g., reduce stress, burnout) or develop a positive local culture (e.g., teambuilding activities).</li> </ul>	Non-case related time
	Court Time	<ul style="list-style-type: none"> <li>Includes time waiting in court in general (for example, if you have court duty for a day or for a section of a day. Any time spent in court on a specific case should be recorded for that case type).</li> </ul>	Time was spread proportionally across all active pretrial and probation cases.
	Travel	<ul style="list-style-type: none"> <li>This travel includes time related to training and/or work-related activities not related to a case. Does NOT include traveling to court or traveling to deliver paperwork for a specific case.</li> </ul>	Non-case related time
	Other	<ul style="list-style-type: none"> <li>All other non-case-related time not captured in items above should be recorded in this category.</li> <li>Most work engaged in as a pretrial/probation officer should fit within one of the case-related or non-case-related activities specified.</li> </ul>	Time was spread proportionally across all active pretrial and probation cases.
	Time Study Tracking	<ul style="list-style-type: none"> <li>Record time expended recording or entering your time for the workload study project.</li> </ul>	Time was spread proportionally across all case related and non-case relations activities.

## Day and Year Values

In every weighted caseload system, three factors contribute to the calculation of officer need: caseload data (case counts), case weights, and the year value. The year value is the amount of time each full-time pretrial and probation officer has available for case-related work on an annual basis.

Multiplying the case counts by the corresponding case weights calculates the total annual officer workload in minutes. Dividing the workload by the year value yields the total number of full-time equivalent (FTE) pretrial and probation officers needed to manage the workload.

To develop the year value, it is necessary to determine the number of days officers have available for case-related work in each year (staff year), as well as how to divide the workday between case-related and non-case-related time (staff day). Computing a staff year is accomplished by determining how many days must be subtracted from a calendar year to account for weekends, holidays, conferences, vacation days, and sick time. After considering these factors, a staff year of 233 days was calculated for Virginia (365 days – 104 weekend days – 11 holidays – 12 days of vacation, sick, and other leave – 5 days of training/education a year).

The weighted caseload model is based on the number of open office hours. As shown in table 24, the Virginia-based agencies fluctuate slightly in the number of hours per day available for work. This is locally driven by policy. Non-case-related time is defined as time spent on functions not directly related to case processing yet essential to the efficiency and effectiveness of daily court operations. Although time available to process casework will vary daily, the typical day will include the number of hours in the workday less the average time spent on non-case-related tasks.

**Table 24: Day and year values**

Days/Year	Number of Offices	Workday (Hours/Day)	Case-Related Time	Non-Case-Related Time
233	29	8	7	1
	7	7.5	6.5	1
	1	7	6	1



## Pandemic-Related Operations and Feedback

The Virginia pretrial and local probation time study took place during altered operations in response to the pandemic. The pandemic forced virtual operations for many tasks altering the time spent on an activity. The field generally accepts that all practices will not return to pre-pandemic operations. To inform future decisions a series of questions were built into the qualitative survey for decision makers to consider when designing post-pandemic operations. The full survey responses can be found in Appendix C.

The survey was deployed on January 26, 2021 (10 months after initial pandemic) and closed on February 12, 2021. The survey completion rate was 85% (394 of 462 employees) and 79% (366 personnel) carried a caseload. Both pretrial (65%) and probation (75%) supervision contact was moved to remote contact at some point and drug and/or alcohol testing was decreased (63%) in comparison to pre-pandemic operations. The majority (55%) of officers using technology used audio only with an additional 26% using video/audio to complete duties. When video/audio was in use Zoom™ and Microsoft® Teams were the most often utilized technology. Eighty-two percent of the respondents who use audio/video responded with positive support for use of virtual options in the future. Survey respondents (53%) acknowledged virtual client contacts as an acceptable communication in certain circumstances such as low/low medium/first offender contact (63% respondent agreement) with no special conditions (31% respondent agreement) and likely fully compliant. Survey respondents recognized virtual supervision practices may alter desired outcomes and research is necessary to support best practice models.

## Employee Wellness

Recently, the community supervision field has begun to pay closer attention to employee wellness, recognizing the duties associated with the work increase the individual's exposure to traumatic events. Burnout and compassion fatigue are consequences of the work if not managed proactively. This leads to a workforce with low morale, low motivation, and a sense of hopelessness often leading to higher-than-normal turnover rate. Turnover has huge financial and workforce implications. A skilled community supervision officer gains specialized skills through the classroom and on-the-job experience that require time to acquire and master. These skills are necessary to effect behavior change in individuals on supervision to positively impact community safety outcomes. The skilled community supervision officer can cost between 100-150% of the salary to replace (Heinz, 2020).

During the time study, the non-case-related time averaged 20 hours per month (one hour per day) and 3% of the time was captured as employee wellness (36 minutes per month or 2 minutes per day). If employee wellness and turnover are an area of concern, this measure should be adjusted to reflect the values of the organization.

## Summary

The Virginia pretrial and local probation workload model serves as an excellent baseline for Virginia agencies providing pretrial investigation, pretrial supervision, and probation supervision. The study provides an understanding of the workload value for each case type and identifies the average number of hours officers have available to complete all duties, including case related and non-case related. Caseload numbers have often been an industry measure for pretrial and probation agencies. Workload values are a better representation of the work, adjusting for evidence-based application across the primary duties. The workload model provides decision makers at the state and local levels additional information when considering the impact of a change in practice or funding.

The 2021 workload model includes 445 full time positions (2021 staffing level) across the state. Based on the workload assessment, an additional 35 full time positions (totaling 480) are necessary to meet the workload presently experienced by the agencies.

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## Appendix A

### Case Type Categories and Activities

Table 25: Case Type/Activities

PRETRIAL INVESTIGATIONS			
Box 1	Box 2	WHAT THE ACTIVITY INCLUDES	
A. Screening		<ul style="list-style-type: none"> <li>Pretrial screening for investigation only</li> </ul>	
B. Investigation		<ul style="list-style-type: none"> <li>Interviews</li> <li>Verification attempts</li> <li>Criminal record check (DMV, NCIC/VICN)</li> <li>VPRAI completion,</li> <li>VPRAI Report</li> <li>Pretrial Investigation Court Report</li> <li>Dissemination of the report to court and attorneys</li> <li>Follow up/Sequential Review</li> </ul>	
C. No Investigation		<ul style="list-style-type: none"> <li>Completing only the prior criminal activity report</li> </ul>	
D. Court		<ul style="list-style-type: none"> <li>Time spent in court related to investigation</li> <li>Time spent traveling to and from court for the investigation.</li> </ul>	
	Number of Cases	<ul style="list-style-type: none"> <li>Number of cases you appeared in court for and should be associated with the time noted in court activity.</li> </ul>	
PRETRIAL SUPERVISION			
Box 1	Box 2	Box 3	WHAT THE ACTIVITY INCLUDES
E. Pretrial Supervision	Pending/ Pending Close		<ul style="list-style-type: none"> <li>Case closings</li> <li>Correspondence</li> <li>Criminal record check (DMV/NCIC/VICIN)</li> <li>Monitoring of status</li> <li>Case preparation</li> </ul>
	Active		<ul style="list-style-type: none"> <li>Initial contact</li> <li>Referrals</li> <li>Face-to-face meetings</li> <li>Virtual contacts</li> <li>Collateral contacts</li> <li>Drug testing (single case)</li> <li>Court correspondence (violations, status reports)</li> </ul>

			<ul style="list-style-type: none"> <li>▪ Court reminder notifications</li> <li>▪ NCIC/VCIN</li> <li>▪ Home electronic monitoring/GPS</li> <li>▪ SCRAM</li> <li>▪ Other correspondence</li> </ul>
		Monitoring	<ul style="list-style-type: none"> <li>▪ Level defendant is supervised</li> </ul>
		Level I	<ul style="list-style-type: none"> <li>▪ Level defendant is supervised</li> </ul>
		Level II	<ul style="list-style-type: none"> <li>▪ Level defendant is supervised</li> </ul>
		Level III	<ul style="list-style-type: none"> <li>▪ Level defendant is supervised</li> </ul>
		Unknown	<ul style="list-style-type: none"> <li>▪ The level of supervision is unknown</li> </ul>
	Court Time		<ul style="list-style-type: none"> <li>▪ Time spent in court related to supervision</li> <li>▪ Time spent driving to/from court for the cases</li> </ul>
		Number of Cases	<ul style="list-style-type: none"> <li>▪ How many cases were you appearing in court for and should be associated with the time noted in court activity.</li> </ul>
	Transfer In		<ul style="list-style-type: none"> <li>▪ Administrative paperwork to accept the case and complete monthly reporting to transferring agency</li> </ul>
	Transfer Out		<ul style="list-style-type: none"> <li>▪ Administrative paperwork to transfer case to another agency for supervision</li> </ul>
	Inactive		<ul style="list-style-type: none"> <li>▪ Correspondence</li> <li>▪ Verification of continuing status</li> <li>▪ Criminal record check (DMV/NCIC/VCIN)</li> </ul>

**PROBATION SUPERVISION**

Box 1	Box 2	Box 3	WHAT THE ACTIVITY INCLUDES
F. Probation Supervision	Pending/ Pending Close		<ul style="list-style-type: none"> <li>▪ Case closings</li> <li>▪ Correspondence</li> <li>▪ Criminal record check (DMV/NCIC/VCIN)</li> <li>▪ Monitoring of status</li> <li>▪ Case preparation</li> </ul>
	Active		<ul style="list-style-type: none"> <li>▪ Screening/assessment</li> <li>▪ Initial Contact</li> <li>▪ Referrals</li> <li>▪ Face to Face meetings</li> <li>▪ Virtual contacts</li> <li>▪ Collateral contacts</li> <li>▪ Report writing</li> </ul>

		<ul style="list-style-type: none"> <li>▪ Case planning</li> <li>▪ Drug testing (single case)</li> <li>▪ Court correspondence (violations, status reports)</li> <li>▪ NCIC/VCIN</li> <li>▪ Home electronic monitoring/GPS</li> <li>▪ SCRAM</li> <li>▪ Case related travel</li> <li>▪ Other correspondence</li> </ul>
	Low Risk	<ul style="list-style-type: none"> <li>▪ Scored low on the MOST or on the OST</li> </ul>
	Med/High Risk	<ul style="list-style-type: none"> <li>▪ Scored as medium or high risk on the OST</li> </ul>
	Unknown	<ul style="list-style-type: none"> <li>▪ Screening/Assessment score is unknown</li> </ul>
	Court Time	<ul style="list-style-type: none"> <li>▪ Time spent in court related to supervision</li> <li>▪ Time spent driving to/from court for the cases</li> </ul>
	Number of Cases	<ul style="list-style-type: none"> <li>▪ Number of cases you appeared in court for and should be associated with the time noted in court activity.</li> </ul>
	Monitoring	<ul style="list-style-type: none"> <li>▪ Courtesy case from the court</li> <li>▪ Restitution only</li> </ul>
	Transfer In	<ul style="list-style-type: none"> <li>▪ Administrative paperwork to accept case and complete monthly reporting to transferring agency</li> </ul>
	Transfer Out	<ul style="list-style-type: none"> <li>▪ Administrative paperwork to transfer case to another agency for supervision</li> </ul>
	Inactive	<ul style="list-style-type: none"> <li>▪ Correspondence</li> <li>▪ Verification of continuing status</li> <li>▪ Criminal record check (DMV/NCIC/VCIN)</li> </ul>
<b>PROBATION SUPERVISION RELATED</b>		
<b>Box 1</b>	<b>Box 2</b>	<b>WHAT THE ACTIVITY INCLUDES</b>
G. Group Work		<ul style="list-style-type: none"> <li>▪ All probationer related group work that cannot be assigned as individual time.</li> </ul>
	Educational Group	<ul style="list-style-type: none"> <li>▪ Shoplifter Group</li> <li>▪ Anger Management</li> <li>▪ Substance Abuse Education</li> <li>▪ Life Skills</li> </ul>
	Cognitive Behavioral Group	<ul style="list-style-type: none"> <li>▪ Moral Recognition Therapy</li> <li>▪ Thinking for a Change</li> </ul>

<b>GROUP DRUG/ALCOHOL TESTING</b>	
<b>Box 1</b>	<b>WHAT THE ACTIVITY INCLUDES</b>
H. Group Testing	<ul style="list-style-type: none"> <li>▪ Large group of individuals called into the office for a team of Pos to test for alcohol or drugs over a period of time.</li> </ul>
<b>WORKING SUPERVISOR/DIRECTOR</b>	
<b>Box 1</b>	<b>WHAT THE ACTIVITY INCLUDES</b>
I. Supervisor/ Director Duties	<ul style="list-style-type: none"> <li>▪ Activities not related to caseload of the working supervisor/ director but to supervision of other pretrial/probation staff. Allow a working supervisor/director time in a day to = 8 hours.</li> <li>▪ Case reviews</li> <li>▪ Correspondence review</li> <li>▪ Staff supervision</li> </ul>

## APPENDIX B

### Non-Case-Related Staff Activities

Activities that do not relate to the processing of an active case but must be done by pretrial and probation officers are defined as non-case-related activities. The key distinction between case-related and the non-case-related activities is whether the activity can be tied to a specific case.

**Table 26: Non-Case Related Activities**

NON-CASE RELATED ACTIVITY		
Box 1	Box 2	WHAT THE ACTIVITY INCLUDES
J. Meetings/ Administration	Staff/Unit Meeting	<ul style="list-style-type: none"> <li>Meetings held in the organization to deliver or gather information.</li> </ul>
	Committee/Work related meetings	<ul style="list-style-type: none"> <li>Meetings held internal or external to develop processes.</li> </ul>
	Email/Telephone (not case specific)	<ul style="list-style-type: none"> <li>Communication by email or telephone that is not specific to a case.</li> </ul>
	Community Activity/ Community Partnerships	<ul style="list-style-type: none"> <li>External to the agency and in partnership with other organizations while on work time.</li> </ul>
K. Education	Training (participant)	<ul style="list-style-type: none"> <li>Time spent engaging in coaching, conducting observations of others, providing or receiving feedback and one-on-one meetings with supervisor to further develop skills. <u>Note: Time spent staffing a case with peers or supervisor should be included under case-related activities.</u></li> <li>Includes attending training sessions, reading professional literature, or engaging in other activities to stay current with professional literature, and communities of practice (COPs). Excludes any training provided outside of work for personal compensation or payment.</li> </ul>
	Trainer (lead training)	<ul style="list-style-type: none"> <li>Includes leading or presenting training sessions, and all time relate to the preparation of the training session.</li> </ul>
L. Other	Paid Time Off	<ul style="list-style-type: none"> <li>(Vacation/Illness/Leave) – record all time you have officially taken as PTO, regardless of whether the time is a few hours or an extended period.</li> </ul>
	Employee Wellness Activities	<ul style="list-style-type: none"> <li>Activities developed and/or supported by your management team to facilitate</li> </ul>



NON-CASE RELATED ACTIVITY		
Box 1	Box 2	WHAT THE ACTIVITY INCLUDES
		employee health and well-being (e.g., reduce stress, burnout) or develop a positive local culture (e.g., teambuilding activities).
	Court Time	<ul style="list-style-type: none"> <li>Includes time waiting in court in general (for example, if you have court duty for a day or for a section of a day. Any time spent in court on a specific case should be recorded for that case type).</li> </ul>
	Travel	<ul style="list-style-type: none"> <li><u>Does NOT include traveling to court or traveling to deliver paperwork for a specific case!</u> This travel includes time related to training and/or work-related activities not related to a case.</li> </ul>
	Other	<ul style="list-style-type: none"> <li>All other non-case-related time not captured in items above should be recorded in this category. Do not use this category as a catch-all category. Most work engaged in as a pretrial/probation officer should fit within one of the case-related or non-case-related activities specified.</li> </ul>
	Time Study Tracking	<ul style="list-style-type: none"> <li>Record time expended recording or entering your time for the workload study project.</li> </ul>

## APPENDIX C

### Pandemic-Related Survey Responses

Operations were altered during the sufficiency of time survey and the time study due to the pandemic. The pandemic forced virtual operations for many tasks altering the time spent on a task. Some tasks took longer due to technology, and some were shorter. The field generally accepts that all practices will not return to pre-pandemic operations. To inform these decisions a series of questions were built into the qualitative survey for decision makers to consider when designing future operations.

The survey was deployed on January 26, 2021 (10 months after initial pandemic) and ended on February 12, 2021. The survey completion rate was 85% (394 of 462 employees) and 79% (366 personnel) carried a caseload.

### Demographics

The following tables and figures provide demographics on the pool of survey respondents.

**Table 27: Survey Respondents Gender**

	<b>Pretrial N=143</b>	<b>Probation N=133</b>	<b>Both N=90</b>	<b>Total N=366</b>
Male	29%	21%	30%	26%
Female	56%	67%	57%	60%
Prefer Not to Answer	15%	12%	13%	14%

**Table 28: Survey Respondents Age Distribution**

	<b>Pretrial N=143</b>	<b>Probation N=133</b>	<b>Both N=90</b>	<b>Total N=366</b>
Under 25 y/o	6%	4%	1%	4%
25 – 39 y/o	44%	38%	38%	40%
40-65 y/o	38%	48%	51%	45%
Over 65 y/o	1%	2%	0%	1%
Prefer Not to Answer	10%	8%	10%	10%

Figure 3: Experience in Position

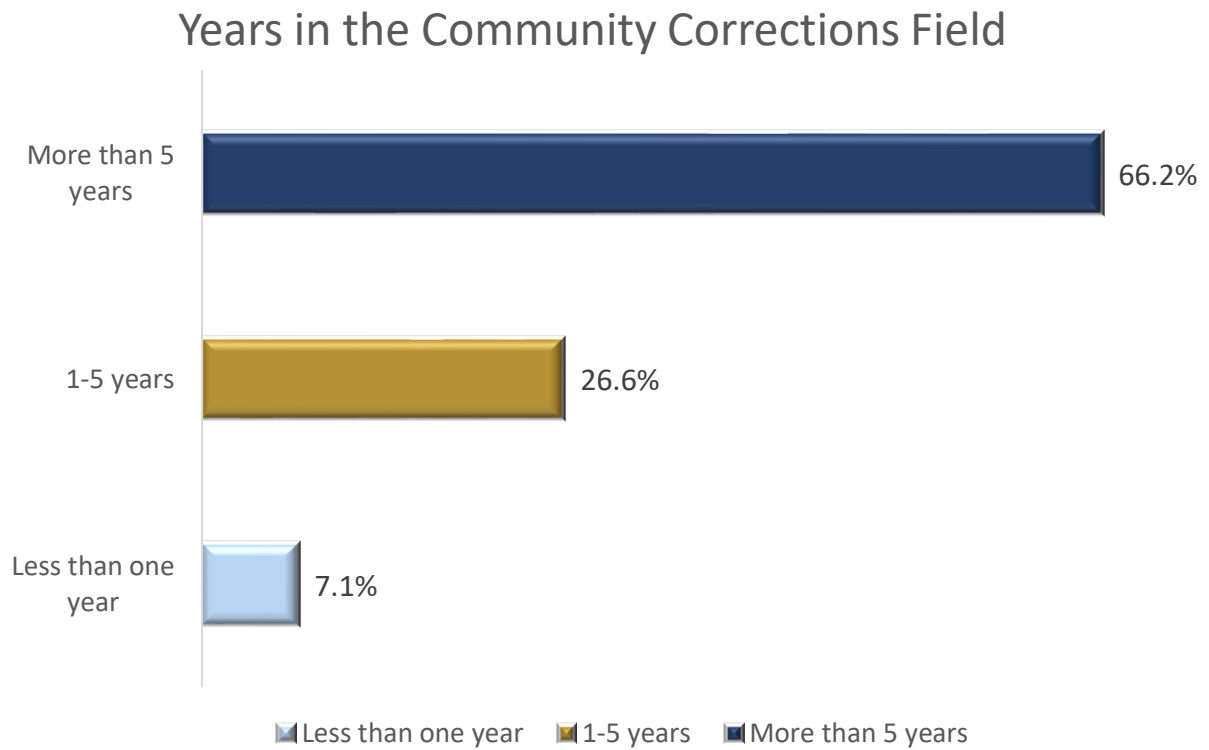
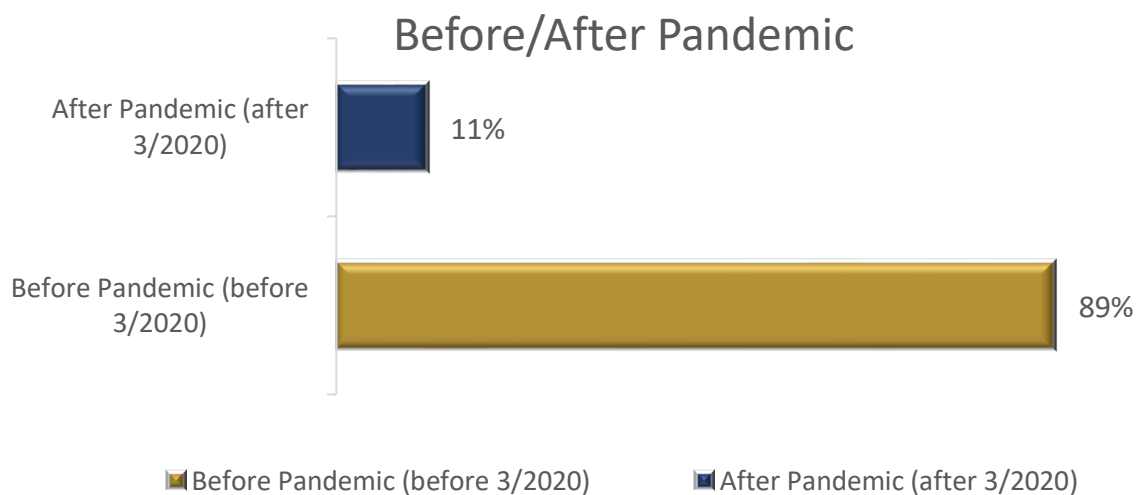
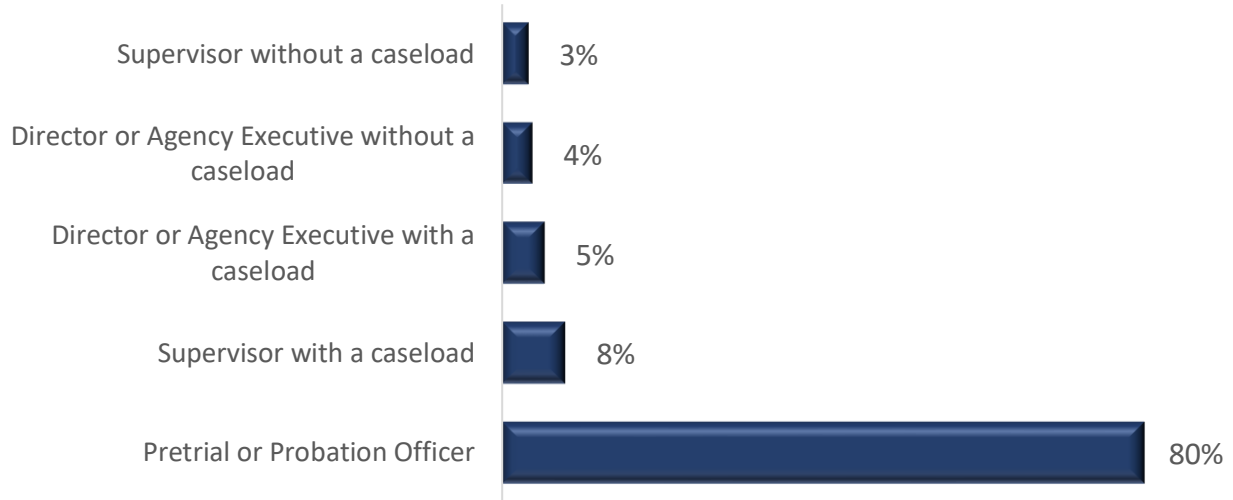


Figure 4: Employed Before/After Pandemic

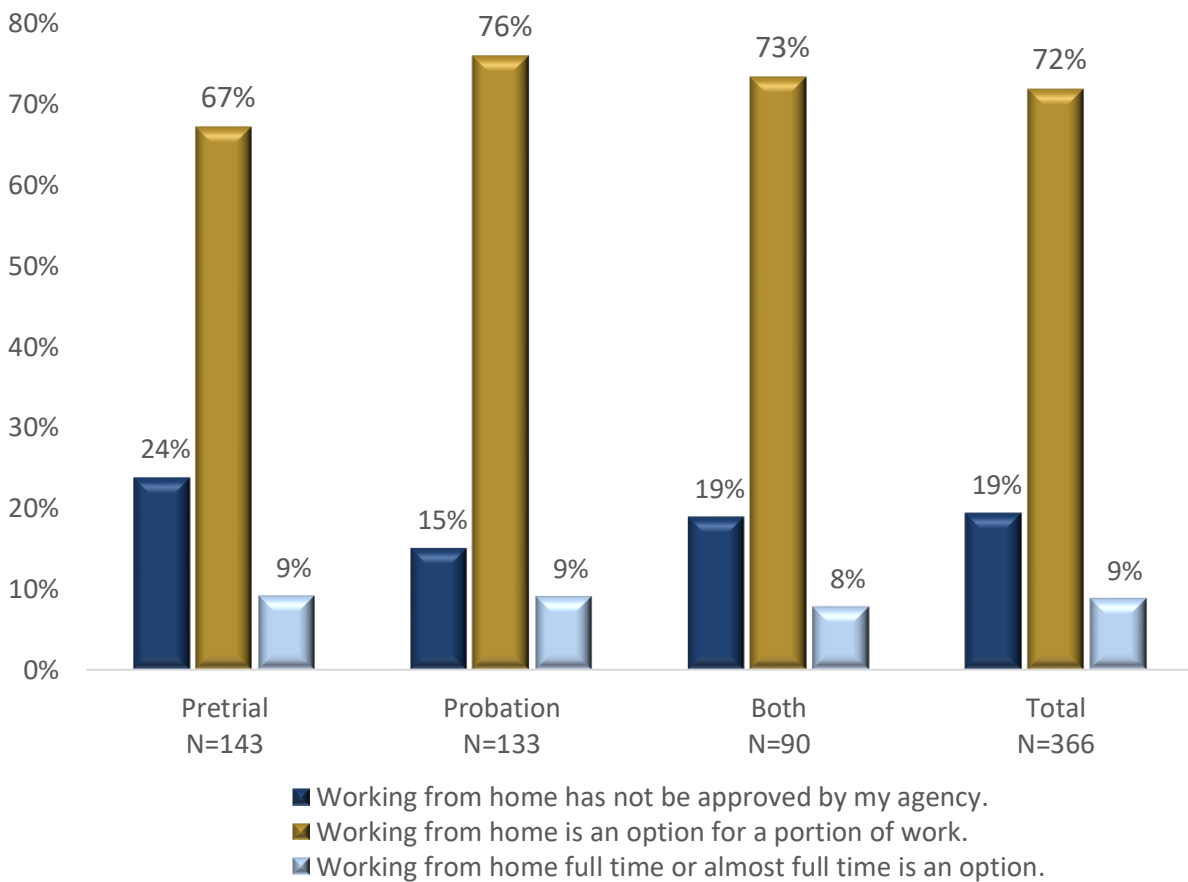


**Figure 5: Position in the Agency**



## Remote Duties

**Figure 6: Remote Duties**



**Table 29: PRETRIAL Duties Moved to Remote Operations**

<b>Pretrial</b>	<b>Remote (N=233*)</b>
Screen for pretrial investigation eligibility	18%
Pretrial interview	31%
Submit VPRAI and Court Report	6%
VPRAI completion (direct placement/supervision)	20%
Pretrial defendant contact for supervision	65%
Court date notification (electronic or by other means)	32%
Requesting show cause or capias for supervision violations (pretrial)	13%
Pretrial related court appearances	10%

\*233 individuals responded to the survey as a pretrial officer or partial pretrial officer duties.

**Table 30: PROBATION Duties Moved to Remote Operations**

<b>Probation</b>	<b>Remote (N=233*)</b>
MOST screener	58%
OST assessment	58%
Other probation supervision related screening/assessments (e.g., SSI, DVI)	47%
Probation intake/Initial contact	67%
Probationers contact for supervision	75%
Case planning	58%
Requesting show cause or capias for supervision violations (probation)	19%
Probation related court appearances	11%

\*223 individuals responded to the survey as a probation officer or partial probation officer duties.

**Table 15: PRETRIAL/PROBATION Duties Moved to Remote Operations**

<b>Pretrial/Probation</b>	<b>Remote (n=366)</b>
Drug/alcohol testing – individual client	17%
Group work (lead education or cognitive behavioral groups)	17%

## Change in Operations

Table 31: Change in Frequency of Client Contact

Probationer/Defendant Barriers (staff perception)	Percentage			
	Pretrial N=143	Probation N=133	Both N=90	Total N=366
Decreased since March 2020	28%	29%	30%	29%
Same as pre-March 2020	17%	39%	30%	28%
Increased since March 2020	39%	26%	27%	31%
Unknown/Not applicable	16%	6%	13%	12%

Table 32: Change in Frequency of Drug or Alcohol Testing

How would you best describe the frequency of drug or alcohol testing?	Percentage			
	Pretrial N=143	Probation N=133	Both N=90	Total N=366
Decreased since March 2020	57%	63%	73%	63%
Same as pre-March 2020	13%	26%	10%	17%
Increased since March 2020	16%	7%	7%	10%
Unknown/Not applicable	14%	4%	10%	9%

Table 33: Other Changes in Operations

For each of the items below, please indicate what your agency has done in light of the pandemic?	Percentage (n=366)			
	Did not do this	Did this at some point	Currently doing this	Don't Know N/A
Waiving or suspending supervision fees (formally or informally).	42%	3%	3%	52%
Not request capias for positive drug/alcohol screens.	54%	10%	14%	22%
Not request show cause for positive drug/alcohol screens.	61%	7%	10%	22%
Not request capias for supervision non-compliance unrelated to drug/alcohol use.	58%	13%	12%	17%
Not request show cause for supervision non-compliance unrelated to drug/alcohol use.	62%	9%	11%	18%

For each of the items below, please indicate what your agency has done in light of the pandemic?	Percentage (n=366)			
	Did not do this	Did this at some point	Currently doing this	Don't Know N/A
Suspending community service requirements	37%	19%	2%	43%

## Type of Technology

Figure 7: Video/Audio Usage

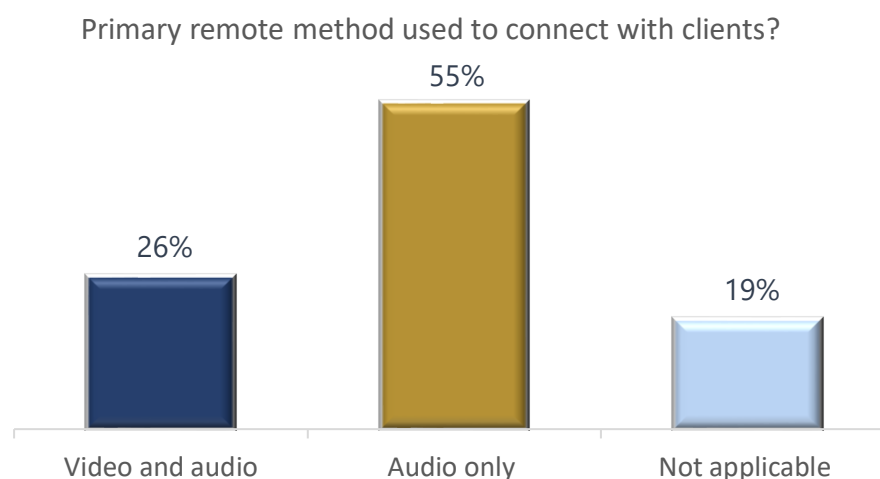
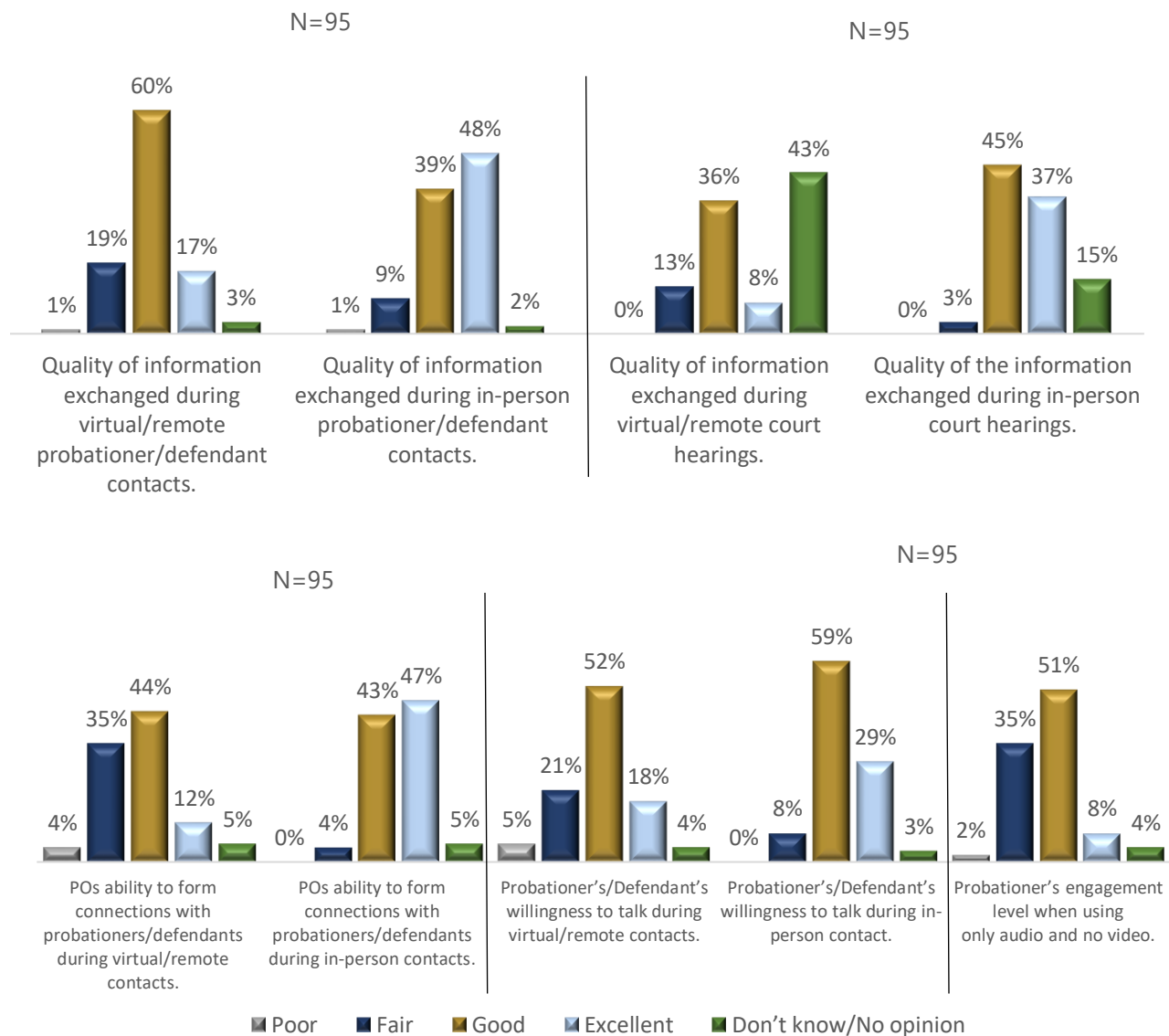


Table 34: Remote Technology Type

What technology are you using to conduct remote services?	N=366
Zoom	35%
Google Meets	6%
Microsoft Teams	23%
Skype	8%
Facebook	2%
Pretrial or Probation Supervision App	4%
Polycom (video connection to jail or court)	11%
Texting (agency phone)	17%
Texting (personal phone)	22%
Telephone (agency phone)	65%
Telephone (personal phone)	29%
Other	28%
None/Not applicable	10%

Figure 8: Quality of Information Exchange In Person vs. Remote



**Virtual Support:**

**Audio/Video** (respondents using audio/video)

- 82% of the respondents who use audio/video responded with positive support (good to excellent) for use of virtual options in the future. N=95

**Audio Only** (respondents using audio only)

- 69% of the respondents who use audio only responded with positive support (good to excellent) for use of virtual options in the future. N=203



## Barriers to Technology

Table 35: Staff Perception of Client Technology Barriers

Probationer/Defendant Barriers (staff perception)	Percentage (n=366)			
	Not a Barrier	Somewhat	Significant	Don't Know No Opinion
Probationer/Defendant access to technology to participate in services virtually.	16%	52%	19%	12%
Probationer/Defendant access to WIFI/Internet.	16%	50%	21%	13%
Probationer/Defendant skill level with necessary technologies.	19%	52%	16%	13%
Probationer/Defendant attitudes toward virtual services.	41%	31%	10%	19%

Table 36: Staff Perception of Staff Technology Barriers

Probationer/Defendant Barriers (staff perception)	Percentage (n=366)			
	Not a Barrier	Somewhat	Significant	Don't Know No Opinion
My access to necessary technology to participate in services virtually.	66%	19%	8%	7%
My skill level with necessary technologies.	81%	15%	2%	3%
My access to WIFI/Internet	87%	7%	4%	3%
Lack of financial resources within my agency to purchase the licenses for software needed to provide services virtually.	50%	13%	13%	23%
My attitudes toward technology	85%	11%	1%	3%
Available training and other supports to adapt practices and engage participants virtually.	63%	18%	7%	13%

## Technology Resources

Table 37: Staff Readiness for Virtual/Remote Services

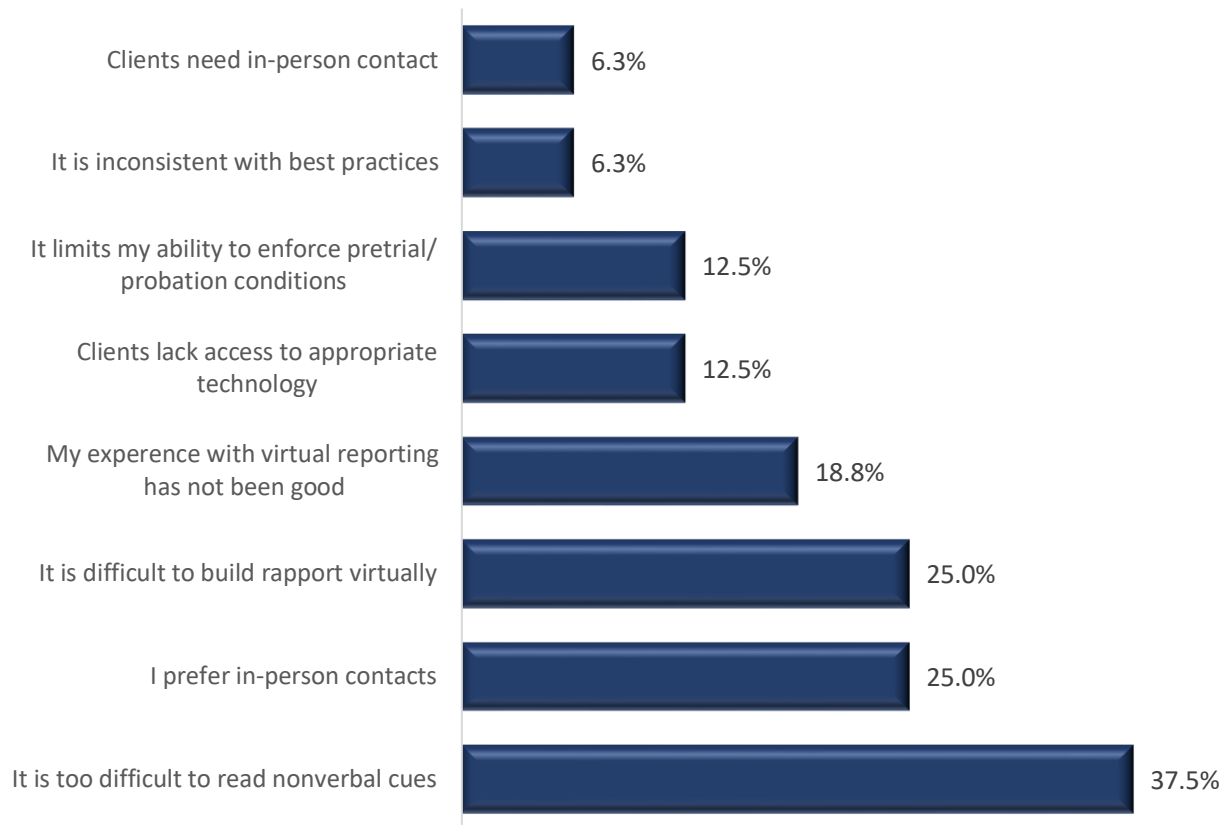
Rate the following based on the level of support you received.	Percentage (n=366)			
	Strong Support	Moderate Support	Limited or no Support	Don't Know No Opinion
The provision of the necessary equipment and software to go virtual.	46%	25%	18%	11%
Training on how to use the equipment/software in order to go virtual.	42%	22%	20%	16%
Policy and practice guidance from the leadership within my agency on how to go virtual.	48%	21%	18%	14%
Buy-in and cooperation from other justice agencies in my community to go virtual.	32%	15%	13%	41%

## Future Application

Table 38: Preference for Remote Operations in the Future (n=255)

Remote Operations	Description	Percentage
Virtual Client Contacts	Includes video, telephone, email, text, and other electronic means of communication/ contact as contact.	53.1%
Work from Home	Includes those who want to keep their current or a modified rotating telework schedule, those who want flexibility to work from home sometimes, and those who prefer to work from home.	42.6%
Return to Pre-Pandemic Practices	Includes those who want to continue none of the changes instituted (if any), and those who would prefer other partners would return to normal as well.	9.4%
Virtual Meetings/Trainings	Refers to use of Microsoft Teams, Zoom, WebEx and other technologies to have virtual team/staff meetings, virtual collaboration meetings, and virtual trainings.	6.9%
Electronically Sign and Submit Documents	Includes fax, email, DocuSign, Adobe, Doxy.me and other platforms instituted to allow for	6.9%

Remote Operations	Description	Percentage
	electronic signatures and virtual submission of court reports and other important documents. Many noted that current practices require in person pick-up/delivery of documents, which is inefficient.	
Outsourced & Other Drug Testing Changes	Include reduced drug testing and halting group testing in favor of individual testing at in-person contacts.	6.1%
Limiting Clients/People in the Office	Refers to the use of appointments rather than walk-ins, client escorts in the building, not allowing family/additional persons to attend appointments, limiting waiting room capacity, limiting staff in the office, and other measures taken to allow for social distancing.	5.4%
Differential Supervision	Refers to supervising defendants/probationers by their risk level as opposed to standard probation supervision that pays no attention to risk level. This includes focusing resources and supervision on higher risk individuals, and not over supervising lower risk individuals.	4.3%
Agency Furnished Tech	Refers to both the equipment furnished to officers (e.g., laptops, phones, printers) and the software/platforms made available to them for virtual supervision. Some also noted it would be helpful to have their internet access paid for. Others are using their own tech at home and would like to have agency issued equipment.	4.0%
PPE & Other Precautions	Includes the plexiglass, hand sanitizer, extra cleaning, and other precautions taken to make the office safer.	3.6%
Virtual Court/Polycom	Refers to officers being able to attend court virtually rather than in person. This includes not having to sit through arraignments or other court hearings for which they are not specifically called to testify.	2.5%
Keep/Add/Modify Unspecified Changes	Covers respondents who said 'yes' but did not specify the particular change.	2.5%
Virtual Treatment/COG Groups	Refers to allowing virtual treatment and virtual groups done by the officers in house to continue/start.	2.1%
Other	Includes allowing for virtual collateral contacts and keeping the reduced caseloads.	1.8%

**Figure 9: Reasons Given for 'Poor' Support of Continued Virtual Contacts (DQ) (n=16)****Table 39: Client Attributes For Which I Would Support Continued Virtual Contacts (n=251)**

Attributes	Description	Percentage
Low/Low Medium/First Offenders	Includes Phase I Pretrial Defendants and Low to Low-Medium Risk and First Offender Probationers.	62.5%
Have No Special Conditions/Needs	Includes those without SUD/treatment, DV, SO, MH or other supervision conditions or needs that require more frequent contact and/or drug testing.	31.1%
Compliant/Completed Conditions	Defendants/probationers who are compliant with or have completed all of the conditions of their supervision.	17.9%
Medium Risk/Needs	Includes Phase II Pretrial Defendants and Medium Risk Probationers.	15.1%
All Defendants/Probationers	These respondents indicated that virtual contacts are appropriate for all, though frequency of use may vary.	11.6%

<b>Attributes</b>	<b>Description</b>	<b>Percentage</b>
Willing/Access/Able	Refers to those defendants/probationers who are willing to utilize virtual means of contact, have the technology and internet access necessary for successful virtual contacts, and have the ability/are proficient enough to utilize the technology.	10.4%
Minimum/ Administrative Level Supervision	Refers to those defendants/probationers who require very little contact and monitoring.	9.2%
Ill/Unable to Make In-Person Contact	Includes those who fall ill and cannot make a specific in-person appointment, and those who have transportation, day care, health or employment issues that make in person-reporting difficult.	7.6%
Have Special Needs or Conditions	Includes those defendants/probationers who have SUD, treatment, DV, SO or other special need or supervision conditions that require them to have more frequent contact.	6.0%
High Risk/Need	Includes Phase III Pretrial defendants and High-Risk Probationers.	4.4%
Other	Includes which court they are in (juvenile, domestic relations, general district court), those over age 50, those at intake/pre-initial appearance, and allowing officer discretion to utilize virtual contacts.	3.2%
Misdemeanants	Refers to those on supervision for misdemeanor offenses.	3.2%
Based on Supervision Level	Some respondents noted frequency of supervision (monthly, bi-weekly) or that it should be based on supervision frequency or level without specifying frequency or level.	2.8%
Nonviolent	Refers to those on supervision for non-violent offenses who have no history of violent offenses.	2.4%

## Training, Technical Assistance, and Research

Table 40: Training Wanted on Virtual Topics (n=103)

Training	Description	Percentage
Justice Related Platforms and Apps	Includes those who want to know what is available, those who want to know which virtual meeting platforms are available/recommended, training on specific platforms (Zoom, Skype, Teams, WebEx), smartphone applications that are available/recommended, what platform(s) the feds are using, and generally what tech is out there to make virtual supervision easier and what is recommended.	26.2%
Best Practices for Virtual Client Supervision	Includes how to engage clients and build rapport, read nonverbal cues, be culturally responsive, implement EBPs, manage boundaries and delicate situations, interview effectively, and how to best handle supervision activities like court reminders, consent, assessment and case planning, etc. virtually.	21.4%
Any	Some respondents did not provide specific topics but noted they would like any training made available to them.	11.7%
Improving Agency Access to Technology	Included funding and grants available for purchasing technology, addressing barriers and hurdles to rolling out technology, and improving attitudes toward technology.	8.7%
Improving Client Access and Proficiency	Includes ways to ensure clients have adequate equipment and internet access to participate in virtual supervision and services, and how to improve client proficiency at utilizing the technology and software.	6.8%
Best Practices for Virtual Trainings & Meetings	Refers to inter- and intra-agency meetings, as well as utilizing platforms to deliver training.	5.8%
Best Practices for Virtual Staff Supervision & Development	Includes time management, phone etiquette, engaging staff virtually, supervising staff virtually, and improving morale.	4.9%
Confidentiality and Platform Security	Refers to addressing concerns of both IT and end users regarding real or perceived security issues with virtual platforms.	4.9%

<b>Training</b>	<b>Description</b>	<b>Percentage</b>
Data and Performance Measurement	Refers to what to do with data available from virtual platforms, and what performance measures agencies should be using to gauge how well virtual supervision and other activities are working.	4.9%
Getting Comfortable with Tech & Platforms	Refers to how to help those staff who feel less proficient at using technology gain more confidence and skill.	3.9%
What Other Agencies Are Doing	Some respondents would like to know what has been successful and unsuccessful at other agencies.	2.9%
Best Practices for Virtual Treatment	Officers would like to know how to tell if their treatment/service providers are doing what they should regarding providing virtual services.	1.9%
The Pandemic's Effect on Officers	This respondent would like to know how all of the past year's changes have affected officers.	1.0%

**Table 26: Technical Assistance Wanted on Virtual Topics (n=90)**

<b>Technical Assistance</b>	<b>Description</b>	<b>Percentage</b>
Improving Agency Access to Technology	Includes funding and grants available for purchasing technology, addressing barriers and hurdles to rolling out technology, and improving attitudes toward technology.	56.7%
Specific Platforms	Includes deeper dives into usefulness, security, features and how to best use the listed platforms.	8.9%
Digital Signatures and Document Filing	Includes comparing platforms and a deeper dive into security, confidentiality, and best practices for using these tools.	8.9%
PTCC	Includes help gaining remote access to the PTCC, and discussing the many updates and changes needed to make the PTCC user friendly and useful to agencies so they don't have to utilize additional spreadsheets and can pull needed data for reporting.	7.8%
Virtual Interviews/ Connecting with the Jail	Refers to assisting pretrial agencies with connecting virtually with their jails, platforms and technology to use, best practices.	5.6%

Technical Assistance	Description	Percentage
Improving Client to Technology	Includes ways to ensure clients have adequate equipment and internet access to participate in virtual supervision and services.	4.4%
Security and Troubleshooting	Includes debunking myths about security issues, discussing real security issues, and helping agencies develop systems for troubleshooting issues with hardware and software.	4.4%
Efficacy of Virtual Services, Including Client Perspectives	Includes respondents who want to know if virtual services are working and how their clients feel about using them.	2.2%
Supervising Teleworkers	Refers to best practices for supervising officers who are working from home.	1.1%
Smartphones for Supervision	Includes applications that can be used with clients for supervision.	1.1%
Remote Access to VCIN	Request to allow for remote access to VCIN to occur, or technical assistance on what would be needed for this to occur.	1.1%

Table 41: Areas for Research (n=81)

Technical Assistance	Description	Percentage
Efficacy/Impact of Virtual Supervision	Refers to studies on the outcomes related to virtual supervision in comparison to supervision as usual.	58.0%
Efficacy/Impact of Virtual Services	Refers to research on outcomes related to virtual service/treatment delivery in comparison to service/treatment as usual.	23.5%
Strategies to Improve Virtual Supervision	Lessons learned research on improving efficacy of virtual supervision.	8.6%
Perceptions of Virtual Supervision by Role	Examining how the judiciary, probation, law enforcement, prosecution, defense, clients, and service providers view the effectiveness of virtual supervision.	7.4%
Impact of Client Technology Access/Ability	Refers to research on how client access to technology and/or their ability to use the technology effectively has impacted outcomes for those clients and their perceptions of supervision/services/treatment/court done virtually.	7.4%



Technical Assistance	Description	Percentage
Other	Includes single requests for studies on: Efficacy/Impact of Virtual Court; Impact of IT Policies on Efficacy; Impact of Reduced Arrests and Charging of Crimes; Performance Measures for Virtual Supervision; SAC; and Efficacy of Remote Learning.	7.4%
Efficacy/Impact of Drug Testing Changes	Includes the effects of outsourcing drug testing, the effects of reducing drug testing, and the effects of stopping drug testing altogether on client outcomes.	4.9%
Efficacy/Impact of Digital Signing and Document Filing	Includes impact on client confidentiality and identity protection, accuracy, timeliness, etc. when using technology for signing and filing of documents compared to in person signatures/paper filing.	2.5%
Impact on Client Confidentiality	Refers to the potential breaches of confidentiality that can occur when supervising, treating, providing service, or other activities virtually rather than in person. Impact on 42 CFR Part 2; HIPAA (for providers), etc. both actual and perceived on client confidentiality.	2.5%
Best Equipment/ Platforms/Digital Storage	Side by side comparison of platforms and equipment utilized for pretrial/probation/court work, including security, user experience, performance, etc.	2.5%