

# REPORT TO THE LEGISLATURE

Pursuant to PA 245 of 2008  
Section 607

Statewide Workload Study  
of  
Parole or Probation Managers and Supervisors

**Michigan Department of Corrections**  
**Probation and Parole Supervisor/Manager**  
**Workload Study**  
**March 2009**

**RESPECTFULLY SUBMITTED TO:**

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## Executive Summary

### Introduction

The Michigan Senate-House Appropriations Committee on Corrections directed the Michigan Department of Corrections (MDOC) to conduct a workload analysis of probation and parole supervisor and manager work, in order to determine the feasibility of having probation and parole supervisors and managers perform some of the caseload functions that are currently performed exclusively by field agents. See Public Act No. 245 (SB1095), effective July 18, 2008, Sec. 607 (p. 19), which mandates:

*By March 1, 2009, the department shall report to the senate and house appropriations subcommittees on corrections, the senate and house fiscal agencies, and the state budget director on a statewide workload study of parole or probation agent supervisors and parole or probation agent managers. The study shall assess the ability of the supervisors and managers to carry a caseload of parolees, probationers, or both, in addition to completing their professional duties as supervisors and managers.*

### Workload Survey Findings

One hundred forty (140) MDOC probation and parole supervisors (n=128) and area managers (n=12) were surveyed.<sup>1</sup> One hundred twenty-two (122) responded (111 supervisors and 11 area managers). This represents an eighty-seven percent (87%) overall response rate.

The survey demonstrated that, on average, MDOC probation and parole supervisors and managers are working approximately 233.8 hours each month. This equates to working a 54 hour work week. Clearly, these employees are working well beyond the confines of their paid 40-hour work week. In many cases, they must take work home with them, simply to keep up with their regular assigned duties.

### Conclusions

The assignment of caseload responsibilities to supervisors and managers is not feasible for two important reasons:

1. There is no "surplus" time available given all of the other responsibilities that these staff have; and
2. There is a collective bargaining agreement in place with the United Auto Workers (UAW) that preserves casework as the exclusive bargaining unit work of the probation and parole field agents.

<sup>1</sup> Note: This workload study surveyed the 140 MDOC supervisors and area managers who were on active duty at the time of the survey. Authorized complement for FY08 is 145.

## Acknowledgments

I would like to acknowledge the MDOC Probation and Parole Supervisors and Managers who took their time to complete the on-line Workload Study Survey. They are, collectively, a dedicated team of professionals who deserve public recognition and appreciation.

I would especially like to thank Russ Cilibraise, and recognize his efforts as the Project Team Leader. He accepted every challenge and responded as a consummate professional. Without his dedication and commitment to excellence, this project could not have been completed within the established timeframe.

My appreciation is also extended to the rest of the MDOC Project Team: Deputy Director John Rubitschun, Michael Glynn, Dinah Moore, Darlene Schimmel, and Kami Pasch. Their collective counsel and contributions to the final report are noted and appreciated.

Lastly, I would like to acknowledge the MDOC Director, Patricia L. Caruso. She is a visionary leader, committed to managing her agency in a manner that promotes public safety, while providing opportunities for prisoners to re-enter Michigan communities as productive citizens.

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## 1.00 INTRODUCTION

The Michigan Senate-House Appropriations Committee on Corrections directed the Michigan Department of Corrections (MDOC) to conduct a workload analysis of probation and parole supervisor and manager work, in order to determine the feasibility of having probation and parole supervisors and managers perform some of the caseload functions that are currently performed exclusively by field agents. See Public Act No. 245 (SB1095), effective July 18, 2008, Sec. 607 (p. 19), which mandates:

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There have been three prior formal workload studies conducted on the workload of MDOC probation and parole field agents (1986, 1991, and 2006). None of the studies addressed the issue of probation and parole supervisor and manager workload. These prior studies all focused exclusively on field agent workload.

Since 2006, the number of offenders on probation and parole increased by 8.50%, the field agent ranks grew by 8.21%, while the supervisor and manager ranks were reduced by 7.05%. (See Figure 1.)

**Figure 1. MDOC Probation and Parole Growth and Staffing Since 2006**

Staffing	MDOC Probation and Parole Growth and					
	2006	to	2008			
	FY06	% Change FY06-07	FY07	% Change FY07-08	FY08	% Change FY06-08
*Probation/Parole Total	69,454	4.06%	72,275	4.27%	75,360	8.50%
MDOC Agents	1,145	0.52%	1,151	7.65%	1,239	8.21%
MDOC Supvs./Mgrs.	156	2.56%	160	-9.38%	145**	-7.05%

\*Note: Population totals are derived from FY 4th Qtr. Reports and are an average of the number of offenders supervised during that period.  
 \*\*Note: This study surveyed the 140 Supvs./Mgrs. who were on active duty at the time of the survey. Authorized complement for FY08 is 145.

Data Source: MDOC (2009)

This data reveals that the field agent complement has been increased proportionately to the growth in the offender population. The supervisor and manager complement, on the other hand, has been substantially reduced during the same period. This means that MDOC field agents are supervising more offenders than ever, but with a relatively stable caseload size. It also means that MDOC probation and parole supervisors and managers currently have a greater span of control over more field agents than they have had in the past.

The American Probation and Parole Association (APPA) recently issued a report, *Probation and Parole's Growing Caseloads and Workload Allocation: Strategies for Managerial Decision Making* (May 2007), that clearly makes the distinction between probation and parole caseload versus workload.

*It is important to consider differences between caseload, which is the number of offenders supervised by an officer, and workload, which is the amount of time needed to complete various tasks. Ironically, while caseload size will grow as offender populations increase, workload is a rather stagnant figure as there are only so many working hours available in each day, week, month, or year for each officer. (p.5)*

This is also true for probation and parole supervisors and managers. They can be given a greater number of probation and parole agents to supervise (caseload), but their workload remains about the same. What suffers is the amount of time available to spend on each functional task. If caseload increases, and workload remains relatively stable, work must be prioritized. The critical functional work tasks (i.e., those that are measured), are being completed. Other functional work tasks are likely being done with less quality assurance, or they are being neglected to varying degrees.

Clearly, when caseloads become overwhelming, crucial duties are sacrificed, and there is less available time to perform the functions that are expected. As the APPA report (May 2007) states:

*It is necessary to take a critical look at what can potentially happen when caseloads move beyond realistic workloads (i.e., there is simply not enough time to complete all assigned duties). This may create a situation in which agencies and officers are unable to perform all of their job requirements. (p. 21)*

Several years of severe budget cuts have had a significant operational impact on the MDOC. The agency struggles to meet the needs of the incarcerated prisoner population as a result. Since 2002, the MDOC budget has been cut by \$502 million. (See Figure 2.)

Figure 2. MDOC Budget Cuts by Fiscal Year (2002-2008)

MDOC Budget Cuts by Fiscal Year (2002-2008)	
Appropriation Year	Budget Cuts
2002	\$84,855,600
2003	\$31,757,900
2004	\$114,967,500
2005	\$130,840,200
2006	\$43,755,500
2007	\$24,421,600
2008	\$71,597,700
<b>TOTAL BUDGET CUTS SINCE 2002</b>	<b>\$502,196,000</b>
<b>SOURCE: MDOC (2008)</b>	

The MDOC expects to manage some of these funding cuts by placing more offenders in the community. This means that the probation and parole offender population is expected to rise significantly over the next 3 years. (See Figure 3.)

Figure 3. MDOC Probation and Parole Projected Growth 2009-2011

MDOC Probation and Parole Projected Growth 2009-2011			
	FY09	FY10	FY11
Probation Population	58,670	59,844	60,742
Parole Population	20,239	20,664	20,164
<b>TOTALS</b>	<b>78,909</b>	<b>80,508</b>	<b>80,906</b>
*Note: These population figures are inexact projections based on the population data from Figure 1. Data Source: MDOC (2009)			

Some of the MDOC budget can be redistributed from facility operations, to community-based programs in order to adjust to the population shift. This is the focus of the ongoing Justice Reinvestment Initiative that is being coordinated with the Council of State Governments (CSG). See the recently-issued CSG Report at:

<http://www.justicereinvestment.org/states/michigan/pubmaps-mi>

The CSG report offers a series of policy options designed to deter criminal activity, lower recidivism, and reduce spending on corrections. Many of these recommended policy options involve an increased reliance on probation, parole, and community corrections resources in lieu of incarceration. Once adopted, there will be a significant impact on probation and parole staff. Unfortunately, the MDOC lacks a reliable probation and parole population projection model that would enable them to anticipate and plan for the inevitable changes that are about to occur.

There are many variables involved in forecasting the future probation and parole population. Every jurisdiction struggles with the elusive goal of accurately projecting future offender population in light of the impact of legislation, sentencing guidelines, judicial interpretation and sentencing practices, agency policy decisions and operational practices. As elusive as it may be, it is crucial to make every effort to project these numbers and plan for the resources that will be necessary to address them. In the absence of adequate planning and resource allocation, agency performance will suffer. Inadequate agency performance can have a serious impact on public safety.

Adequate resources must follow the prisoners from the prisons to their communities in order to ensure public safety, and to maximize the opportunities for successful offender re-entry. Michigan is not unique in this struggle. Most states are scrutinizing their criminal justice spending and seeking to allocate the limited funds in the most efficient and effective manner. Evidence-based practices are being adopted and implemented in an effort to conserve every available dollar, while reinvesting some of the savings into programs that have demonstrated proven results.

See Section 2.00 Background for further discussion about the national trend to reduce the incarcerated prisoner population by placing more offenders under supervision in the community.

## **2.00 BACKGROUND**

An increasing workload burden is one of the critical problems facing America's probation and parole agency supervisors and managers. Since 1990,

the number of offenders receiving probation supervision increased from 2.7 million to more than 4.2 million at the end of 2006, an increase of more than 55%. (BJS, August 2008) During that same period, the number of offenders under parole supervision also increased significantly.

The August 2008 Bureau of Justice Statistics *Special Report on the Characteristics of State Parole Supervising Agencies, 2006*, placed Michigan eighth among the top ten states with the largest probation and parole populations. (See Figure 4.)

**Figure 4. Top 10 States with Largest Probation and Parole Populations**

Top 10 States with Largest Probation and Parole Populations				
06/30/06				
Rank	State	# on Probation	# on Parole	TOTAL # on Probation and Parole
1	FL	183,855	4,832	188,687
2	MN	127,797	4,444	132,241
3	CA	n/a	125,067	125,067
4	NC	112,416	3,311	115,727
5	TX	n/a	101,175	101,175
6	MD	61,558	14,132	75,690
7	WI	55,088	16,057	71,145
8	MI	54,178	16,267	70,445
9	MO	51,498	17,089	68,587
10	OR	44,806	22,295	67,101

SOURCE: Bureau of Justice Statistics (BJS) Special Report on the *Characteristics of State Parole Supervising Agencies, 2006*, August 2008.

In addition to having the eighth largest probation and parole population in the United States, between 1995 and 2004, Michigan had the third largest increase in its probation population, behind only California and Pennsylvania. (BJS, 2005)

While each correctional agency operates in a different environment, increased demand for community supervision is attributable, in general, to several factors: (1) increased use of probation as a direct sentencing option; (2) diversion of offenders from crowded institutions; (3) higher arrest and conviction rates; and (4) longer probation and parole terms.

In many jurisdictions, the increase in the number of offenders placed on community supervision has not been accompanied by a corresponding increase in the agents who supervise them in the field. When a probation and parole agency is not adequately staffed, an agent's ability to monitor offenders may be reduced to a level at which supervision is no longer effective. Failure to maintain credible supervision or investigation standards may have an adverse impact on public safety.

It is essential that workloads are studied, and periodically adjusted, in order to ensure that there are sufficient staff resources to complete the requirements and meet the expectations that are placed upon the agency. Unfortunately, in Michigan (like in many other states), the focus of prior workload studies has been on field agent workload. Little attention has been paid to the impact on the workload of probation and parole supervisors and managers as the number of offenders under community supervision grows.

The primary focus of this study, consistent with the Michigan Senate-House Appropriations Committee on Corrections' mandate, was to assess the ability of the MDOC probation and parole supervisors and managers to carry a caseload of parolees, probationers, or both, in addition to completing their professional duties as supervisors and managers.

### **3.00 METHODOLOGY**

#### **3.10 Stipulations, Assumptions, and Scope of Work**

The workload analysis methodology employed in this study was necessarily limited by time constraints and budget. Public Act 245 became effective on July 18, 2008. Section 607 required a report on a statewide workload study of parole or probation agent supervisors and parole or probation agent managers, by March 1, 2009.

The MDOC contacted John S. Shaffer, Ph.D. about the study in August 2008, and he submitted a proposal to MDOC on 08/22/08. The MDOC issued a purchase order on 09/30/08 to contract for services.

The Workload Study Project Team met in Traverse City, MI on 10/14/08 to discuss the scope of the work. At that meeting, the consultant and MDOC agreed to the following stipulations, assumptions, and scope of work:

- 3.11 MDOC stipulates that the data and findings from the 2006 NCCD Workload Study on MDOC probation and parole field agents are accurate, and sufficiently current that there is no need to consider any issues relative to changes in field agent workload that may impact supervisor and manager workload.

- 3.12 MDOC will provide all necessary probation and parole prisoner population data (actual and projected), and it is assumed that this data is accurate.
- 3.13 MDOC will provide all necessary probation and parole supervisor/manager employee leave earnings/usage data and available-time-to-work data (actual and projected), and it is assumed that this data is accurate.
- 3.14 There is insufficient time and budget to conduct an actual on-site observed time analysis. In order to minimize the time and expense of a manual data collection effort, MDOC probation and parole supervisors and managers will be asked to complete the workload survey on-line using the commercially available survey tool, [SurveyMonkey.com](http://SurveyMonkey.com). Workload estimates by probation and parole supervisors and managers will be based on their own self-reported estimates. It is assumed that the survey respondents will provide candid input.
- 3.15 MDOC will assume the task of gathering all background documents, in order to minimize the consultant's on-site time and costs.
- 3.16 MDOC recognizes and assumes that the scope of work on this study will be necessarily limited, due to time and budget constraints.

### **3.20 e-Survey Method Using [SurveyMonkey.com](http://SurveyMonkey.com)**

[SurveyMonkey.com](http://SurveyMonkey.com) is a commercially available computer application that facilitates on-line surveys by sending a hyperlink to a potential respondent's e-mail address. The respondent simply clicks on the hyperlink provided, and the on-line survey opens up. [SurveyMonkey.com](http://SurveyMonkey.com) is an intuitive computer application that allows even novice computer users to respond without any formal training.

[SurveyMonkey.com](http://SurveyMonkey.com) is a low-cost alternative to the usual pen and paper survey. It eliminates the need for postage cost, manual delivery, distribution, and collection of the survey instrument.

### **3.30 Sample Population**

Given the relatively small number of probation and parole supervisors (n=128) and managers (n=12), it was decided to survey the entire population (n=140). (Note: There are 145 supervisor/manager positions on the FY08 authorized complement; however, only 140 were filled and on active duty status at the time of the survey.)

### 3.40 Performance Standards

Currently the MDOC does not have well established performance standards in place that allow for full measurement of supervisor and manager workload. Some past practices with regard to measurable performance factors are no longer in use, but will be implemented by new means in the near future.

Supervisors were previously required to perform a number of case reviews on each agent's caseload. These reviews included a review of the case file and subsequent discussion with the agent regarding the findings. With the onset of different technologies, annual caseload audits, staff demands, and other factors, case reviews were phased out. For many of the same reasons, Office Audits were also phased out. Case Supervision Reviews and Office Audits both provided measurables in terms of supervisor and manager performance.

With the implementation of Collaborative Case Management (CCM), including the use of COMPAS, a risk/needs assessment, and Transition Accountability Plans (TAPs), a quality assurance component has been added. Supervisors are now required to review a certain number of COMPAS assessments and TAPs monthly and managers are required to report on the results of the reviews.

Supervision standards are also changing with the onset of CCM. A greater level of attention is directed at moderate and high risk offenders and less to those who are assessed as low risk. However, a greater focus is being placed on offender success for all offenders. In addition there is an increased level of specialization in terms of caseloads to better address specific offender needs.

Also being returned to supervisor and manager duties are revamped "Case Management Reviews" to replace the former case supervision reviews. The draft format and instructions are currently under review by the management team. This will formalize the COMPAS and TAP reviews and include verifications on statutory requirements, public safety areas, and an assessment of the quality of the work. These audits and reviews will help to satisfy the statutorily required annual caseload audits and will include an assessment of the quality of the agent's interaction with offenders.

It is anticipated that staff will be fully trained in collaborative case management by the end of this calendar year, 2009.

### 3.50 Monthly Hours Available per Supervisor/Manager

An initial step in calculating a workload estimate is securing an estimate of the hours the average supervisor or manager has available to perform their daily tasks. Based upon a standard 40-hour work week, full-time supervisors and managers work 173.3 hours each month. See the calculation below:

$$\begin{aligned} 40 \text{ hours/week} \times 52 \text{ weeks/year} &= 2080 \text{ hours/year} \\ 2080 \text{ hours/year} \div 12 \text{ months/year} &= 173.3 \text{ hours/month} \end{aligned}$$

Actual duty time, however, is significantly reduced by annual leave, sick leave, banked leave, administrative leave, holiday leave, and other leave. See Sections 3.51 to 3.56 below for a brief description and the average annual usage of the various leave types for MDOC supervisors and managers. More detailed descriptions of the various leave types can be found on the Michigan Civil Service website at: <http://www.michigan.gov/mdcs>

- 3.51 Annual Leave: The mean annual (vacation) leave time used during fiscal year 2008 was 200.9 hours per supervisor/manager.
- 3.52 Sick Leave: The mean sick leave used during fiscal year 2008 was 89.2 hours per supervisor/manager.
- 3.53 Banked Leave: The mean banked leave used during fiscal year 2008 was 4.3 hours per supervisor/manager.
- 3.54 Administrative Leave: The mean administrative leave used during fiscal year 2008 was 1.1 hours per supervisor/manager.
- 3.55 Holiday Leave: The mean holiday leave used during fiscal year 2008 was 98.2 hours supervisor/manager.
- 3.56 Other Leave: The other leave used by supervisors and managers during the 2008 fiscal year includes military leave, school time, jury duty, comp time, lost time, non-pay status, and voluntary reduction plan leave. The mean other leave used was 4.9 hours per supervisor/manager.

The average leave time used per month by probation and parole supervisors and managers in FY2008 was 29.0 hours. (See Figure 5.) Subtracting this time from the total available paid hours per month provides an approximation of the actual time available to perform work. See the calculation below:

$$173.3 \text{ hours/month (total working time)} - 29.0 \text{ hours/month (average FY08 leave time used)} = 144.3 \text{ hours/month (actual time available).}$$

**Figure 5. Comparison of MDOC Leave Time Categories and Time Available to Work for FY2008, FY2007, and FY2006**

Comparison of MDOC Leave Time Categories for FY 2008, 2007, & 2006						
	FY08 Data All Supervisors	Annual Hrs/Supv	FY07 Data All Supervisors	Annual Hrs/Supv	FY06 Data All Supervisors	Annual Hrs/Supv
Annual Leave Used	26,512.7	200.9	19,536.7	135.7	28,833.7	189.7
Sick Leave Used	11,772.0	89.2	8,553.2	59.4	14,845.3	97.7
Bank Leave Time used	563.3	4.3	790.2	5.5	3,217.4	21.2
Comp Time Used	0.0	0.0	64.4	0.4	296.2	1.9
School Time Used	277.5	2.1	170.5	1.2	331.5	2.2
Jury Duty Used	67.2	0.5	19.5	0.1	88.5	0.6
Administrative Leave Used	145.0	1.1	1,056.4	7.3	850.0	5.6
Lost Time	112.0	0.8	0.0	0.0	170.5	1.1
Voluntary Reduction Plan	200.0	1.5	200.0	1.4	0.0	0.0
Non-Pay	0.0	0.0	0.0	0.0	56.0	0.4
Holiday Hours	12,968.0	98.2	9,622.0	66.8	13,961.0	91.8
<b>TOTAL LEAVE USED</b>	<b>52,617.7</b>		<b>40,012.9</b>		<b>62,650.1</b>	
Avg. Total Leave Time Deducted Annually Per/ Supervisor	348.5		277.9		412.2	
Avg. Total Leave Time Deducted Monthly Per/ Supervisor	29.0		23.2		34.3	
Avg. Time Available to Work	144.3		150.1		139.0	

Figure 5 presents a comparison of MDOC leave categories and time available to work for FY2006 to FY2008. Note that there are always fluctuations year-to-year in the amount of leave used in different leave categories. FY2006 leave usage was significantly higher in most leave categories than the leave usage in FY 2007, and somewhat higher than the leave used in FY2008.

Annual leave usage generally increases each year as agency tenure increases because employees earn more vacation time with greater seniority. The greater leave earnings that come with longevity are applied in five-year increments, but because employees are on different five-year cycles, there are generally slight increases each year. Leave usage in FY2007 was down, when compared to FY2006 and FY2008, most likely due to the effects of the agency reorganization that took place that year. Several supervisor/manager positions were eliminated in FY2007 (see Figure 1).

The reorganization that occurred in FY2007 placed additional workload on the remaining supervisors and managers who could not use all of their earned leave in that year. To their credit, in spite of the increased workload demands, the sick leave usage that year was also down considerably when compared to the prior and subsequent fiscal year data.

Note that there was no comp time used at all in FY2008. Some of the comp leave used in prior years was likely due to the use of accumulated comp time that probation and parole agents carried-over with them when they were promoted to the supervisory ranks. By MDOC policy, supervisors and managers should not be earning or using comp leave. The data demonstrates that the use of comp leave was completely eliminated for supervisors and managers in FY2008.

One other leave category that warrants comment is the administrative leave used. In FY2006 and FY2007, a significant amount of administrative leave was used by supervisors and managers for discretionary training and conferences. With the out-of-state travel freeze that was in place during FY2008, the use of administrative leave for training was eliminated.

The voluntary leave program usage has remained stable between FY2007 and FY2008 because a few employees choose to work four-day work weeks, even though they sacrifice some income to do so. The use of bank leave time has dropped considerably between FY2006 and FY2008. The reason that this is occurring is beyond the scope of this investigation, but it may be that employees are hoarding their bank leave in anticipation of a retirement buyout.

Most workload studies make a further adjustment to the available time to account for training that must be completed. The respondents in this study were asked to include their training hours in their estimated workload, so training time was not deducted from the total working time in this case.

For reference, however, the average number of training hours for FY06–FY08 was estimated from a small sample of supervisors (n=14) and managers (n=6). (See Figure 6.)

**Figure 6. Average Training Hours for MDOC Supervisors and Managers FY06–FY08**

Average Training Hours for MDOC Supervisors and Managers						
Managers	FY06-			FY08		
	FY06 (year)	FY06 (/mo)	FY07 (year)	FY07 (/mo)	FY08 (year)	FY08 (/mo)
Supervisors	47.2	3.9	35.4	3.0	44.7	3.7
Managers	53.2	4.4	32.2	2.7	17.0	1.4
<b>AVG. TRAINING HOURS</b>	<b>50.2</b>	<b>4.2</b>	<b>33.8</b>	<b>2.8</b>	<b>30.9</b>	<b>2.6</b>

As Figure 6 indicates, the average annual training hours have been significantly reduced in the past three years. The reduced training hours are due to the MDOC budget cuts. Training budgets are often targets for cuts during times of fiscal pressure. In Michigan, each agency head determines the mandatory minimum training requirements for his/her agency. The mandatory MDOC training hours for fiscal years 2006–2008 were:

FY2006 – 13 hours

FY2007 – 34 hours

FY2008 – 14 hours

It appears that most staff met the MDOC mandatory minimum training requirements, and in many cases, exceeded those minimum standards. It should be noted, however, that if the MDOC should ever seek accreditation by the American Correctional Association (ACA), there is a 40-hour annual training standard specified by standard ACA-4-4083. Although this is a non-mandatory standard, the 40-hour annual training requirement is considered the minimum standard for administrative staff.

### **3.60 Workload Survey Design**

This workload study was complicated by a lack of clear, well-established, prescriptive performance standards. Prescriptive performance standards would enable the agency to measure probation and parole supervisor and manager performance against established criteria, to ensure that critical tasks are completed in a manner consistent with MDOC policy and public safety needs. In the absence of such pre-established performance-based standards, it was decided to measure supervisor and manager workload by surveying the staff and asking them to estimate the amount of time they spend (in minutes per week), performing various management/administrative tasks under the general functional task headings of: Human Resources; Financial/Budget; Training/Staff Development; Management/Leadership; Office Operations; Planning; and Public Relations. The survey was designed to follow the format of the existing performance measures for probation and parole supervisors and managers, so that the respondents would be familiar with the design layout.

Pilot surveys are generally used in order to: (1) evaluate the competency of the questionnaire; (2) to estimate the time it will take to complete the questionnaire; and (3) to determine the quality of the survey. With that in mind, an e-PILOT SURVEY was designed and administered to a randomly selected group of probation and parole supervisors (n=20) and managers (n=4). The e-PILOT SURVEY sample represents approximately 16% (20/128) of the total number of supervisors, and approximately 33% (4/12) of the area managers. Half of the e-PILOT SURVEY respondents were randomly selected from the Metropolitan Region, and the other half were randomly selected from the Outstate Region, in order to ensure that the survey addressed the differences associated with both urban and rural offices. The constructive critique of the e-PILOT SURVEY respondents was then used to inform the design of the final e-SURVEY.

The final e-SURVEY was electronically distributed to the entire population of MDOC probation and parole supervisors and area managers on January 28, 2009. (See Appendix A - MDOC Probation and Parole Supervisor/Manager e-SURVEY.) All surveys were completed and submitted by February 4, 2009. The findings are presented in Section 4.0.

## **4.00 WORKLOAD STUDY FINDINGS**

### **4.10 Respondent Demographics**

All 140 active MDOC probation and parole supervisors (n=128) and area managers (n=12) were surveyed. One hundred twenty-two (122) responded. This represents an eighty-seven percent (87%) overall response rate.

Figure 7 reveals that 43% of the responding MDOC supervisors and managers work in probation, 23% work in parole, and 34% work in both probation and parole. These percentages reflect the actual distribution of the workforce.

**Figure 7. MDOC Supervisor/Manager Workforce Distribution**

Do you work in ...?		
Answer Options	Response Frequency	Response Count
Probation	43.4%	53
Parole	23.0%	28
Both Probation and Parole	33.6%	41
<i>answered question</i>		122
<i>skipped question</i>		0

Figure 8 shows the percentage of survey respondents who are supervisors (91%) versus the percentage that are area managers (9%). These results indicate that 87% (111/128) of the supervisors, and 92% (11/12) of the area managers responded to the survey. This exceptionally high response rate enhances the level of confidence in the results.

**Figure 8. MDOC Supervisors and Area Managers**

Please enter your Position Classification.		
Answer Options	Response Frequency	Response Count
Supervisor	91.0%	111
Area Manager	9.0%	11
<i>answered question</i>		122
<i>skipped question</i>		0

One factor that must be considered in a workload study is the level of experience of the workforce. In addition to the natural learning curve encountered by inexperienced personnel, there are additional training requirements that subtract from available work time. Figure 9 illustrates the experience level of MDOC supervisors and managers. Note that approximately one-third (32%) of the survey respondents have less than 3 years experience in their current position.

Figure 9. Experience Level of MDOC Supervisors and Managers

How long have you held this position?		
Answer Options	Response Frequency	Response Count
0-6 months	5.7%	7
7-11 months	5.7%	7
1-2 years	13.9%	17
2-3 years	6.6%	8
3-5 years	4.1%	5
5+ years	63.9%	78
<i>answered question</i>		122
<i>skipped question</i>		0

Conversely, if the workforce is well-experienced, but nearing the point of retirement, the agency must make succession planning a high priority. This often translates into additional training and mentoring for the next generation of supervisors and managers, which takes away time from both the experienced and inexperienced staff, and also subtracts from the available time to perform work.

Figure 10 represents the total years of service that the survey respondents have with MDOC. Nearly 38% of the MDOC probation and parole supervisors and managers have over 25 years of service and are eligible for retirement. It is clear from this data, that the probation and parole workforce is about to experience an increase in turnover, based on the number of years of service and the age of the workforce (see Figure 18).

Figure 10. Total Years of Service with MDOC

How many TOTAL years of service do you have with MDOC?		
Answer Options	Response Frequency	Response Count
1-5 years	0.0%	0
6-10 years	4.1%	5
11-15 years	21.3%	26
16-20 years	14.8%	18
21-25 years	22.1%	27
26-30 years	13.1%	16
31-35 years	22.1%	27
36-40 years	2.5%	3
40+ years	0.0%	0
<i>answered question</i>		122
<i>skipped question</i>		0

The probation and parole staff are distributed into one of two regions: the Metropolitan Region; or the Outstate Region. There are some differences in workload, depending upon the region, which will be discussed in further detail later. Figure 11 presents the regional distribution of the survey respondents.

**Figure 11. Regional Distribution of the Survey Respondents**

<b>What Region are you assigned to?</b>		
<b>Answer Options</b>	<b>Response Frequency</b>	<b>Response Count</b>
Metropolitan Region	43.4%	53
Outstate Region	56.6%	69
<i>answered question</i>		<b>122</b>
<i>skipped question</i>		<b>0</b>

Figure 12 illustrates the distribution of survey respondents by office assignment. Note that, due to the high response rate, there is a fairly even distribution throughout the state. This distribution ensures that the time variation between offices is adequately captured by the survey.

**Figure 12. Distribution of Survey Respondents by Office Assignment**

<b>Please enter your Area Office.</b>		
<b>Answer Options</b>	<b>Response Frequency</b>	<b>Response Count</b>
Central Area Office	5.7%	7
Flint Area Office	9.8%	12
Gaylord Area Office	11.5%	14
Grand Rapids Area Office	9.8%	12
Kalamazoo Area Office	8.2%	10
Lansing Area Office	9.8%	12
Lawton Area Office	9.0%	11
Muskegon Area Office	7.4%	9
Northeastern Area Office	7.4%	9
Northwestern Area Office	7.4%	9
Special Programs	6.6%	8
Western Area Office	7.4%	9
<i>answered question</i>		<b>122</b>
<i>skipped question</i>		<b>0</b>

Probation and parole supervisors and managers are further categorized as having responsibility for an "urban" office, a "rural" office, or "both". There are distinct workload implications for supervisors and managers depending upon the setting to which they are assigned. For the purpose of this study, offices are defined as "rural" or "urban" based upon the size and function of the office. Counties with eight or fewer agents, and responsibility for both probation and parole supervision, are defined as "rural". All other offices are considered "urban".

Prior workload studies have identified significant differences between urban and rural offices, primarily associated with travel time. In a state as geographically large and diverse as Michigan, there are substantial travel distance differences between field offices, most notably in the Upper Peninsula. Supervisors and area managers with rural area responsibilities often have to travel significant distances, work from multiple offices, and they must conduct business in multiple courts.

Figure 13 presents the distribution of the survey respondents having responsibility for an "urban" office, a "rural" office, or "both". Note that 68% of the respondents are assigned to urban offices. Nearly 10% of the respondents work in rural offices, and 22% have responsibility for both rural and urban offices.

**Figure 13. Distribution of Responsibility for "Urban", "Rural", or "Both Urban and Rural" Offices**

<b>Please indicate whether you work in an "urban" or "rural" setting or "both". (NOTE: For the purpose of this study, offices are defined as "rural", or "urban", by the size and function of the office. Offices with eight or fewer agents, and responsibility for both probation and parole supervision, are defined as "rural". All other offices would be considered "urban".)</b>		
<b>Answer Options</b>	<b>Response Frequency</b>	<b>Response Count</b>
Rural County	9.8%	12
Urban County	68.0%	83
Both Rural and Urban Counties	22.1%	27
<i>answered question</i>		<b>122</b>
<i>skipped question</i>		<b>0</b>

Another workload driver affecting probation and parole supervisors and managers is the type of specialty caseloads that they are responsible for. These specialty caseloads each have distinct workload implications. For example, an office with a caseload of offenders who are being monitored by Global Positioning Systems (GPS), has responsibility for inventorying equipment and monitoring/responding to GPS alerts ... something that other supervisors and managers do not have to do. Those who handle Drug Court caseloads will undoubtedly spend more time in court than some of their

counterparts who do not have this responsibility. Each specialty caseload carries with it some unique tasks that have an impact on overall workload.

Figure 14 illustrates the specialty caseloads that MDOC supervisors and managers are responsible for.

**Figure 14. Specialty Caseloads Responsibilities**

**(NOTE: If you answered "Rural County" in question #6 above, click on, "Rural Supervisor or Manager, Skip to Next Question" below. If you answered "Urban County", or "Both Rural and Urban Counties" in question #6 above, please follow the instructions below in order to determine if you should respond to this question.) Instructions: If an agent under your supervision has approximately 50% or more of his/her caseload that is comprised of offenders noted as specialty cases below, then the agent is considered a "specialty agent." If, as a supervisor or manager, 50% or more of your agents are "specialty agents", please indicate below which special cases you are responsible for. If less than 50% of your agents are "specialty agents", please click-on "50% of Agents are "Specialty Agents", Skip to Next Question." In accordance with these instructions, please indicate if you are responsible for any of the following special caseloads. (Check All That Apply)**

<b>Answer Options</b>	<b>Response Frequency</b>	<b>Response Count</b>
Rural Supervisor or Manager, Skip to Next Question	9.8%	12
< 50% of Agents are "Specialty Agents", Skip to Next Question	39.3%	48
Sex Offender Caseload	41.0%	50
Interstate Compact Caseload	35.2%	43
Gender Specific Caseload	37.7%	46
Pre-Sentence Writer Caseload	16.4%	20
Mental Health Caseload	11.5%	14
Electronic Monitoring Caseload	24.6%	30
Non-Sex Offender GPS Caseload	9.0%	11
Domestic Violence Caseload	4.1%	5
Felony Non-Support Caseload	7.4%	9
Drug Court Caseload	12.3%	15
Gang Affiliated Caseload	4.9%	6
PA 511 Caseload	6.6%	8
Probation Enhancement Program Caseload	2.5%	3
SAI Aftercare Caseload	15.6%	19
	<i>answered question</i>	<b>122</b>
	<i>skipped question</i>	<b>0</b>

Respondents were asked (at their option) to report their gender, race, and age. These results are presented in Figures 15-17, respectively.

**Figure 15. Gender Distribution of the Survey Respondents**

Please identify your gender. (response optional)		
Answer Options	Response Frequency	Response Count
Male	57.7%	64
Female	42.3%	47
<i>answered question</i>		111
<i>skipped question</i>		11

**Figure 16. Racial Distribution of the Survey Respondents**

Please identify your race. (response optional)		
Answer Options	Response Frequency	Response Count
American Indian or Alaska Native	3.7%	4
Asian	0.9%	1
Black/African American	28.4%	31
Native Hawaiian or Pacific Islander	0.0%	0
White (not of Hispanic Origin)	66.1%	72
Hispanic or Latino	0.0%	0
Other	0.9%	1
<i>answered question</i>		109
<i>skipped question</i>		13

**Figure 17. Age Distribution of the Survey Respondents**

Please identify your age range. (response optional)		
Answer Options	Response Frequency	Response Count
21-30	0.9%	1
31-40	18.9%	21
41-50	32.4%	36
51-60	45.9%	51
61-70	1.8%	2
71+	0.0%	0
<i>answered question</i>		111
<i>skipped question</i>		11

#### 4.20 Human Resource Task Workload

The survey respondents were asked to respond to a series of questions regarding the human resource tasks that they perform. These tasks were adapted from the existing performance standards for MDOC probation and parole supervisors and managers. Many of the established performance standards are not well defined and are often overlapping. Using the feedback from the e-PILOT SURVEY, an effort was made to provide specific task examples, so that the respondents could better estimate the amount of time that they spend performing each task.

As noted by some respondents, these lists of example tasks are not all-inclusive. It was simply not possible, given the scope of this project, to identify and define every single task and nuance associated with the performance of supervisory and managerial work. The definitions and examples were designed to be sufficiently broad so as to capture the essence of the workload in each category. In each section of the survey, the survey respondents were given an opportunity to provide input regarding any other miscellaneous work tasks that they felt were not adequately addressed. The miscellaneous tasks that were reported by the respondents were coded back into the previously mentioned workload tasks under the appropriate headings.

As one might expect, there was a wide range of responses regarding the workload associated with human resource tasks. The average time reported for all respondents for human resource tasks was 21.9 hours per month. (See Figure 18.)

**Figure 18. Workload Associated with Performing Human Resource Tasks**

Human Resource Tasks Performed by MDOC Probation and Parole Supervisors/Managers Average Time Responses (Min/Wk) Converted to Hrs/Mo		
Task	Min/Wk	Hrs/Mo
Take Corrective Action on Employees	99.5	7.2
Orient/Train New Employees	105.3	7.6
Reinforce Positive Employee Performance	55.4	4.0
Respond to Employee Grievances	28.5	2.1
Respond to Offender Grievances	13.6	1.0
<b>TOTALS</b>	<b>302.3</b>	<b>21.9</b>

#### 4.30 Financial/Budget Task Workload

The survey respondents were asked to respond to a series of questions regarding the financial/budget tasks that they perform. These tasks were also adapted from the existing performance standards for MDOC probation and parole supervisors and managers. An effort was made to provide specific examples, so that the respondents could better estimate the amount of time that they spend performing each task.

As previously noted, these lists of example tasks are not all-inclusive. It was simply not possible, given the scope of this project, to identify and define every single task and nuance associated with the performance of supervisory and managerial workload. The definitions and examples were designed to be sufficiently broad so as to capture the essence of the workload in each category.

There was also a wide range of responses regarding the workload associated with financial/budget tasks. The average time reported for all respondents for financial/budget tasks was 10.5 hours per month. (See Figure 19.)

**Figure 19. Workload Associated with Performing Financial/Budget Tasks**

Financial/Budget Tasks Performed by MDOC Probation and Parole Supervisors/Managers Average Time Responses (Min/Wk) Converted to Hrs/Mo		
Task	Min/Wk	Hrs/Mo
Purchasing/Contracting	56.8	4.1
Prepare/Analyze Statistical Data	50.8	3.7
Review/Approve Travel Vouchers	37.1	2.7
<b>TOTALS</b>	<b>144.7</b>	<b>10.5</b>

#### 4.40 Training/Staff Development Workload

The survey respondents were asked to respond to a series of questions regarding the training/staff development tasks that they perform. These tasks were also adapted from the existing performance standards for MDOC probation and parole supervisors and managers. An effort was made to provide specific examples, so that the respondents could better estimate the amount of time that they spend performing each task.

As previously noted, these lists of example tasks are not all-inclusive. It was simply not possible, given the scope of this project, to identify and define every single task and nuance associated with the performance of supervisory and managerial workload. The definitions and examples were designed to be sufficiently broad so as to capture the essence of the workload in each category.

There was also a wide range of responses regarding the workload associated with training/staff development tasks. The average time reported for all respondents for training/staff development tasks was 16.8 hours per month. (See Figure 20.)

**Figure 20. Workload Associated with Training/Staff Development Tasks**

Training/Staff Development Tasks Performed by MDOC Probation and Parole Supervisors/Managers Average Time Responses (Min/Wk) Converted to Hrs/Mo		
Task	Min/Wk	Hrs/Mo
Train Staff/Evaluate Employees	131.0	9.5
Attend Training/Conferences	101.0	7.3
<b>TOTALS</b>	<b>232.0</b>	<b>16.8</b>

#### 4.50 Management/Leadership Workload

The survey respondents were asked to respond to a series of questions regarding the management/leadership tasks that they perform. These tasks were also adapted from the existing performance standards for MDOC probation and parole supervisors and managers. An effort was made to provide specific examples, so that the respondents could better estimate the amount of time that they spend performing each task.

As previously noted, these lists of example tasks are not all-inclusive. It was simply not possible, given the scope of this project, to identify and define every single task and nuance associated with the performance of supervisory and managerial workload. The definitions and examples were designed to be sufficiently broad so as to capture the essence of the workload in each category.

There was also a wide range of responses regarding the workload associated with management/leadership tasks. The average time reported for all respondents for management/leadership tasks was 76.0 hours per month. (See Figure 21.)

**Figure 21. Workload Associated with Performing Management/Leadership Tasks**

Management/Leadership Tasks Performed by MDOC Probation and Parole Supervisors/Managers Average Time Responses (Min/Wk) Converted to Hrs/Mo		
Task	Min/Wk	Hrs/Mo
Provide Leadership and Direction to Staff	288.1	20.8
Facilitate Arrests	69.5	5.0
Respond to Emergencies	76.1	5.5
Internal Communications	390.7	28.2
Attend Meetings	135.9	9.8
Visit Field Offices	93.1	6.7
<b>TOTALS</b>	<b>1053.4</b>	<b>76.0</b>

#### 4.60 Office Operations Workload

The survey respondents were asked to respond to a series of questions regarding the office operations tasks that they perform. These tasks were also adapted from the existing performance standards for MDOC probation and parole supervisors and managers. An effort was made to provide specific examples, so that the respondents could better estimate the amount of time that they spend performing each task.

As previously noted, these lists of example tasks are not all-inclusive. It was simply not possible, given the scope of this project, to identify and define every single task and nuance associated with the performance of supervisory and managerial workload. The definitions and examples were designed to be sufficiently broad so as to capture the essence of the workload in each category.

There was also a wide range of responses regarding the workload associated with office operations tasks. The most frequent time reported for all respondents for office operations tasks was 71.8 hours per month. (See Figure 22.)

**Figure 22. Workload Associated with Managing Office Operations**

Office Operations Tasks Performed by MDOC Probation and Parole Supervisors/Managers Average Time Responses (Min/Wk) Converted to Hrs/Mo		
Task	Min/Wk	Hrs/Mo
Schedule Work Assignments	455.0	32.9
Maintain Records	104.9	7.6
Review CRP Reclassifications	5.8	0.4
Conduct Investigations	93.8	6.8
Review OMNI Caseload Audits	77.1	5.6
Review Policies and Procedures	58.4	4.2
Review/Prepare Reports	91.3	6.6
Review/Approve Leave Requests	63.9	4.6
Follow-up on DIT Service Requests	32.5	2.3
Process Misconduct Reports	10.8	0.8
<b>TOTALS</b>	<b>993.5</b>	<b>71.8</b>

#### 4.70 Planning Workload

The survey respondents were asked to respond to a series of questions regarding the planning tasks that they perform. These tasks were also adapted from the existing performance standards for MDOC probation and parole supervisors and managers. An effort was made to provide specific examples, so that the respondents could better estimate the amount of time that they spend performing each task.

As previously noted, these lists of example tasks are not all-inclusive. It was simply not possible, given the scope of this project, to identify and define every single task and nuance associated with the performance of supervisory and managerial workload. The definitions and examples were designed to be sufficiently broad so as to capture the essence of the workload in each category.

There was also a wide range of responses regarding the workload associated with planning tasks. The most frequent time reported for all respondents for planning tasks was 15.7 hours per month. (See Figure 23.)

**Figure 23. Workload Associated with Planning Tasks**

Planning Tasks Performed by MDOC Probation and Parole Supervisors/Managers Average Time Responses (Min/Wk) Converted to Hrs/Mo		
Task	Min/Wk	Hrs/Mo
Develop/Monitor the Use of Alternative Sanctions	130.0	9.4
Participate/Coordinate Community-Based Initiatives	67.8	4.9
Facilitate Opening/Closing Field Offices	18.9	1.4
<b>TOTALS</b>	<b>216.7</b>	<b>15.7</b>

#### 4.80 Public Relations Workload

The survey respondents were asked to respond to a series of questions regarding the public relations tasks that they perform. These tasks were also adapted from the existing performance standards for MDOC probation and parole supervisors and managers. An effort was made to provide specific examples, so that the respondents could better estimate the amount of time that they spend performing each task.

As previously noted, these lists of example tasks are not all-inclusive. It was simply not possible, given the scope of this project, to identify and define every single task and nuance associated with the performance of supervisory and managerial workload. The definitions and examples were designed to be sufficiently broad so as to capture the essence of the workload in each category.

There was also a wide range of responses regarding the workload associated with public relations tasks. The most frequent time reported for all respondents for public relations tasks was 21.1 hours per month. (See Figure 24.)

Figure 24. Workload Associated with Public Relations Tasks

Public Relations Tasks Performed by MDOC Probation and Parole Supervisors/Managers Average Time Responses (Min/Wk) Converted to Hrs/Mo		
Task	Min/Wk	Hrs/Mo
Serve as a Liaison to Criminal Justice/Community Agencies	77.3	5.6
Communicate with Courts/Parole Board/Others	95.2	6.9
Mediate Between Staff/Offenders/Victims/Public	90.9	6.6
Handle Media Requests	7.6	0.5
Serve as an Expert Witness Representing MDOC	6.4	0.5
Host Office Visits and Tours	13.4	1.0
<b>TOTALS</b>	<b>290.8</b>	<b>21.1</b>

#### 4.90 Workload Calculation Summary

Figure 25 presents a summary of the workload calculations for each functional task area.

Figure 25. MDOC Probation and Parole Supervisors and Managers  
Workload Calculation Summary

MDOC Probation and Parole Supervisors/Managers Workload Calculation Summary	
Functional Task Area	Hrs/Mo
Human Resource Tasks	21.9
Financial/Budget Tasks	10.5
Training/Staff Development Tasks	16.8
Management/Leadership Tasks	76.0
Office Operations Tasks	71.8
Planning Tasks	15.7
Public Relations Tasks	21.1
<b>TOTALS</b>	<b>233.8</b>

Note that the findings presented here should be viewed as approximations of agency workload demand. There are many variables and nuances to the calculation of available time. This data represents average responses and approximations that may not be applicable to all supervisors and managers. Likewise, this data is based on a "snapshot" analysis of MDOC's workload in one brief period of time. Changes in policy, legislation, and critical events can have a considerable impact on future workload.

Section 5.00 presents an analysis of the findings.

## 5.00 ANALYSIS OF THE SURVEY FINDINGS AND LABOR RELATIONS ISSUES

### 5.10 Survey Findings

The average amount of time spent each month on the various supervisory and management tasks presented in Section 4.00 reveals that MDOC probation and parole supervisors and managers have no "surplus time" to perform any additional duties. The survey demonstrated that supervisors and managers actually work more than the amount of paid hours available. This finding is not unexpected. It is not uncommon in the probation and parole business for employees to conduct work-related business during their "off-duty hours".

As noted in Section 3.00, the total amount of working hours for a 40-hour employee is 173.3 hours per month. When the average leave time is deducted from the total working hours, there are only 141.7 hours per month of available work time. See the calculation below:

$$173.3 \text{ hours/month (total working time)} - 29.0 \text{ hours/month (average leave time)} = 141.7 \text{ hours/month (available time)}$$

When the average workload times are tabulated for each of the functional tasks (i.e., Human Resources; Financial/Budget; Training/Staff Development; Management/Leadership; Office Operations; Planning; and Public Relations), the results show that, on average, MDOC probation and parole supervisors and managers are working approximately 233.8 hours each month. (See Figure 26.) This equates to working a 54 hour work week. See the calculation below:

$$233.8 \text{ hours/month} \times 12 \text{ months} = 2806 \text{ hours/year} \div 52 \text{ weeks/year} = 54 \text{ hours/week}$$

Obviously, these MDOC employees are working well beyond the confines of their paid 40-hour work week. As several respondents noted in their comments, these are "24/7 jobs". It is not at all unusual for them to respond to "after-hours" inquiries or to the "crisis du jour". In many cases, they must take work home with them, simply to keep up with their regular assigned duties.

These workload hours are approximations based on a brief "snapshot" in time. There are many variables that affect the workload of MDOC probation and parole supervisors and managers. There are differences and distinctions between the work of supervisors and managers that are assigned exclusively to probation, or exclusively to parole, or to a combination of both probation and parole. There are also distinct differences in the workload of staff assigned to rural offices versus urban offices, and those with responsibility for both types of offices. Specialty caseloads also carry unique workload responsibilities.

The absence of clear, prescriptive performance standards and measures have made this assessment particularly challenging. Nevertheless, this survey suggests that the MDOC probation and parole supervisors and managers are performing work above and beyond their regular paid hours. There does not appear to be any extra available time that would enable them to carry any additional caseload responsibilities.

Even if some of the duties of probation and parole supervisors and managers could be eliminated or redistributed in some fashion, there are collective bargaining issues that would prevent the assignment of caseload responsibilities to them. The collective bargaining agreement and labor relations issues are presented in Section 5.20.

#### **5.20 Collective Bargaining Agreements and Labor Relations Issues**

On November 12, 2008, John S. Rubitschun, MDOC Deputy Director, Field Operations Administration, wrote to the United Auto Workers (UAW) Local 6000 President, Ed Mitchell, seeking the UAW's position on Public Act 245 of 2008. (See Appendix B - Letter to United Auto Workers (UAW).) The UAW is the collective bargaining representative for the MDOC probation and parole field agents. On November 17, 2008, Mr. Mitchell responded by stating that,

*(T)he Union is opposed to the assignment of caseload duties to managers and/or supervisors. (See Appendix C - Letter from United Auto Workers (UAW).)*

Clearly, the UAW intends to protect their negotiated preservation of bargaining unit work clause, Article 49, Section 1, which reads:

*The Employer shall not assign Bargaining Unit work to employees outside the Union Bargaining Units except in the case of emergency, temporary work relief or to the extent that such work is a part of their duties as provided in the Civil Service class specifications or to the extent that such assignment is a matter of customary practice prior to January 1, 1988.*

None of the exceptions contemplated in the collective bargaining agreement language are evident in the present situation. Certainly, discussions could be held with the UAW leadership on this issue, but a concession of this

magnitude would be difficult for their membership to accept. If, in fact, there is a need for additional personnel to do casework, then the UAW would likely take the position that additional field agents should be hired.

There is no recent record of any conflicts between MDOC and the UAW over the preservation of bargaining unit work. There has been a long and stable relationship between the parties. The current UAW agreement is in effect until December 31, 2010. Changes to the definition of bargaining unit work to permit supervisors and managers to perform functions that are currently considered to be the exclusive UAW bargaining unit work could be proposed during the contract negotiation process.

Some collective bargaining agreements have language that permits supervisors and managers to "lend an occasional hand", or to perform bargaining unit work during "peak workload". Language such as this would offer some operational flexibility, but would not likely have any appreciable impact on the workload of either field agents or supervisors/managers.

## **6.00 CONCLUSIONS**

Pursuant to Public Act No. 245 (SB1095), effective July 18, 2008, Sec. 607 (p. 19), the Michigan Department of Corrections (MDOC) conducted a statewide workload study of parole or probation agent supervisors and managers. The study was intended to assess the ability of the supervisors and managers to carry a caseload of parolees, probationers, or both, in addition to completing their professional duties as supervisors and managers.

The workload survey revealed that the assignment of caseload responsibilities to supervisors and managers is not feasible for two important reasons:

1. There is no "surplus" time available given all of the other responsibilities that these staff have; and
2. There is a negotiated collective bargaining agreement in place with the United Auto Workers (UAW) that preserves casework as the exclusive bargaining unit work of the probation and parole field agents.

7.00 APPENDICES

7.10 Appendix A - MDOC Probation and Parole Supervisor/Manager  
e-SURVEY

## 1. Introduction

Michigan Department of Corrections (MDOC)

Probation and Parole Supervisor/Manager

Workload Study ... e-SURVEY

### Why Did I Receive This e-SURVEY?

You were selected to participate in this on-line e-SURVEY of the Michigan Department of Corrections (MDOC) Probation and Parole Supervisor/Manager workload because you are employed by the MDOC as either a Probation and Parole supervisor or a manager.

### Why Is This Workload Study Being Conducted?

This workload study is being conducted in accordance with Public Act No. 245 (SB1095), effective July 18, 2008, Sec. 607 (p. 19), which mandates:

"By March 1, 2009, the department (MDOC) shall report to the senate and house appropriations subcommittees on corrections, the senate and house fiscal agencies, and the state budget director on a statewide workload study of parole or probation agent supervisors and parole or probation agent managers. The study shall assess the ability of the supervisors and managers to carry a caseload of parolees, probationers, or both, in addition to completing their professional duties as supervisors and managers."

### Who Is Conducting the Workload Study?

MDOC has contracted with John S. Shaffer, Ph.D. to conduct this on-line workload study using a commercially available on-line survey instrument called "SurveyMonkey". This on-line survey should take you approximately 60 minutes to complete. Your responses will be anonymous. The data will not be used to evaluate individual performance. Responses will be returned electronically, directly to Dr. Shaffer, who will aggregate, analyze, and present the results as agency-wide data.

### The e-PILOT SURVEY

Due to the significant number of changes between the e-PILOT SURVEY and the final e-SURVEY, staff who participated in the e-PILOT SURVEY, must also complete this final e-SURVEY. This will ensure that all responses are incorporated in a single survey. I am certain that as you take the survey again, you will see that your feedback and constructive critique was incorporated into the final e-SURVEY design.

### To Preview the e-SURVEY or to Print a Hardcopy for Preview Purposes

If you would like to preview the questions, or print a hardcopy of the e-SURVEY for preview purposes prior to starting the on-line e-SURVEY, please exit the survey now (by clicking-on the "Exit and Return Later" link at the top of the page. Then, open the file named: "Print Copy of e-SURVEY.pdf" that is attached to the introductory e-mail that you received from Russ Cilibrise.

NOTE: Manual responses cannot be submitted. You must return to the on-line e-SURVEY in order to complete the survey and have your responses included in the results. You may review and edit your on-line responses by clicking on the "Prev" or "Next" buttons located at the bottom of each page. Continue to click the "Next" button at the bottom of each page until you reach the last page of the survey. Once you click-on the "Done" button on the last page of the survey, you will no longer be permitted to re-enter the survey to edit your responses. For those staff who may have access to multiple computers in different field offices, you must complete the on-line e-SURVEY from only one computer. SurveyMonkey will block you from attempting to respond from multiple locations.

Please complete and submit your e-SURVEY no later than 4:00 pm on February 4, 2009.

# e-SURVEY

It is extremely important that you take the time necessary to complete the survey to ensure that the workload study yields results that accurately reflect the workload of Michigan Department of Corrections (MDOC) Probation and Parole Supervisors and Managers.

Your efforts are appreciated.

Sincerely,

John S. Rubitschun

Deputy Director

## 2. Demographic Information

The demographic information collected below will not be used to identify you in any way.

\* 1. Do you work in ...?

Probation

Parole

Both Probation and Parole

\* 2. Please enter your Position Classification.

Supervisor

Area Manager

\* 3. How long have you held this position?

0-6 months

2-3 years

7-11 months

3-5 years

1-2 years

5+ years

\* 4. How many TOTAL years of service do you have with MDOC?

1-5 years

6-10 years

11-15 years

16-20 years

21-25 years

26-30 years

31-35 years

36-40 years

40+ years

\* 5. What Region are you assigned to?

Metropolitan Region

Outstate Region

\* 6. Please enter your Area Office.

Central Area Office

Lawton Area Office

Flint Area Office

Muskegon Area Office

Gaylord Area Office

Northeastern Area Office

Grand Rapids Area Office

Northwestern Area Office

Kalamazoo Area Office

Special Programs

Lansing Area Office

Western Area Office

\* 7. Please indicate whether you work in an "urban" or "rural" setting or "both".

(NOTE: For the purpose of this study, counties are defined as "rural" or "urban" by the size and function of the office. Counties with eight or fewer agents, and responsibility for both probation and parole supervision, are defined as "rural". All other offices would be considered "urban".)

Rural County

Urban County

Both Rural and Urban Counties

\* 8. (NOTE: If you answered "Rural County" in question #6 above, click on, "Rural Supervisor or Manager, Skip to Next Question" below. If you answered "Urban County", or "Both Rural and Urban Counties" in question #6 above, please follow the instructions below in order to determine if you should respond to this question.)

Instructions:

If an agent under your supervision has approximately 50% or more of his/her caseload that is comprised of offenders noted as specialty cases below, then the agent is considered a "specialty agent." If, as a supervisor or manager, 50% or more of your agents are "specialty agents", please indicate below which special cases you are responsible for. If less than 50% of your agents are "specialty agents", please click-on "< 50% of Agents are "Specialty Agents", Skip to Next Question."

In accordance with these instructions, please indicate if you are responsible for any of the following special caseloads. (Check All That Apply)

- |  |   |
|--|---|
| <input type="checkbox"/> Rural Supervisor or Manager, Skip to Next Question            | <input type="checkbox"/> Non-Sex Offender GPS Caseload          |
| <input type="checkbox"/> < 50% of Agents are "Specialty Agents", Skip to Next Question | <input type="checkbox"/> Domestic Violence Caseload             |
| <input type="checkbox"/> Sex Offender Caseload   | <input type="checkbox"/> Felony Non-Support Caseload            |
| <input type="checkbox"/> Interstate Compact Caseload                                   | <input type="checkbox"/> Drug Court Caseload                    |
| <input type="checkbox"/> Gender Specific Caseload                                      | <input type="checkbox"/> Gang Affiliated Caseload               |
| <input type="checkbox"/> Pre-Sentence Writer Caseload                                  | <input type="checkbox"/> PA 511 Caseload                        |
| <input type="checkbox"/> Mental Health Caseload  | <input type="checkbox"/> Probation Enhancement Program Caseload |
| <input type="checkbox"/> Electronic Monitoring Caseload                                | <input type="checkbox"/> SAI Aftercare Caseload                 |

9. Please identify your gender. (response optional)

- Male
- Female

## 10. Please identify your race. (response optional)

American Indian or Alaska Native

Asian

Black/African American

Native Hawaiian or Pacific Islander

White (not of Hispanic Origin)

Hispanic or Latino

Other

## 11. Please identify your age range. (response optional)

21-30

51-60

31-40

61-70

41-50

71+

## 3. Workload Study Instructions and Examples

Below is a list of job functions for your position:

Human Resources  
Financial/Budget  
Training/Staff Development  
Management/Leadership  
Office Operations  
Planning  
Public Relations

The pages that follow will ask you to estimate the amount of time in MINUTES PER WEEK you spend performing each task under these functional headings.

EXAMPLES:

**DAILY TASKS** - If the task is one that you perform daily, simply estimate the number of minutes that you spend on this task each workday, then multiply that number by five workdays to compute the estimated number of MINUTES PER WEEK that you devote to that task.

**DAILY TASK COMPUTATION EXAMPLE:** If you spend, on average, about thirty (30) minutes per day responding to e-mails, you would report that you spend 150 MINUTES PER WEEK on this task (COMPUTATION: 30 minutes/day X 5 days/week = 150 MINUTES PER WEEK).

**INFREQUENT TASKS** - If the task is one that you perform infrequently, please pro-rate the amount of time that you spend performing that task, and report the workload as MINUTES PER WEEK (see INFREQUENT TASK COMPUTATION EXAMPLE below).

**INFREQUENT TASK COMPUTATION EXAMPLE:** You are required to prepare an annual report once per year. You spend eight (8) hours in June preparing the annual report, but you do nothing else on this report during any other month. You should report that you spend 9 MINUTES PER WEEK performing this task (COMPUTATION: 60 minutes/hour X 8 hours = 480 minutes, divided by 52 weeks = 9 MINUTES PER WEEK).

You will note that the same range of response time has been inserted for all the following questions (allowing response times between the range of "Not Applicable" to "226-240 Minutes"). If your response time falls within the range presented, simply click-on the appropriate response. If, however, your response time exceeds 241 minutes per week on any particular question, please click-on "Other", and report the number of MINUTES PER WEEK that you spend performing this task in the text box provided. Note that you must click-on the "Other" button, then add your comments in the "Other" text box provided.

You will also be given the opportunity (at the end of each section of the survey), to report any additional tasks that you believe were not covered in that section.

4. Human Resources

Below is a list of Human Resource duties, assignments, and responsibilities for your position. Please estimate the amount of time (in MINUTES PER WEEK) you spend on each task.

\* 1. Human Resource Task - Take corrective action for employee performance problems.

Please estimate how many MINUTES PER WEEK you spend taking corrective action for employee performance problems (including corrective action dealing with late reports and/or inaccurate information, conducting disciplinary conferences, and preparing related reports).

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Not applicable | <input type="checkbox"/> 76-90 minutes   | <input type="checkbox"/> 166-180 minutes |
| <input type="checkbox"/> 1-15 minutes   | <input type="checkbox"/> 91-105 minutes  | <input type="checkbox"/> 181-195 minutes |
| <input type="checkbox"/> 16-30 minutes  | <input type="checkbox"/> 106-120 minutes | <input type="checkbox"/> 196-210 minutes |
| <input type="checkbox"/> 31-45 minutes  | <input type="checkbox"/> 121-135 minutes | <input type="checkbox"/> 211-225 minutes |
| <input type="checkbox"/> 46-60 minutes  | <input type="checkbox"/> 136-150 minutes | <input type="checkbox"/> 226-240 minutes |
| <input type="checkbox"/> 61-75 minutes  | <input type="checkbox"/> 151-165 minutes | <input type="checkbox"/> Other           |

Other (please specify)

\* 2. Human Resource Task - Interview new employees, conduct reference checks, take pictures of new employees, conduct orientation of new staff (and completion of the paperwork associated with the orientation of new employees).

Please estimate how many MINUTES PER WEEK you spend interviewing new employees, conducting reference checks, taking pictures of new employees, conducting orientation of new staff (and completion of the paperwork associated with the orientation of new employees).

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Not applicable | <input type="checkbox"/> 76-90 minutes   | <input type="checkbox"/> 166-180 minutes |
| <input type="checkbox"/> 1-15 minutes   | <input type="checkbox"/> 91-105 minutes  | <input type="checkbox"/> 181-195 minutes |
| <input type="checkbox"/> 16-30 minutes  | <input type="checkbox"/> 106-120 minutes | <input type="checkbox"/> 196-210 minutes |
| <input type="checkbox"/> 31-45 minutes  | <input type="checkbox"/> 121-135 minutes | <input type="checkbox"/> 211-225 minutes |
| <input type="checkbox"/> 46-60 minutes  | <input type="checkbox"/> 136-150 minutes | <input type="checkbox"/> 226-240 minutes |
| <input type="checkbox"/> 61-75 minutes  | <input type="checkbox"/> 151-165 minutes | <input type="checkbox"/> Other           |

Other (please specify)

\* 3. Human Resource Task - Acknowledge positive employee performance and nominate staff for various awards.

Please estimate how many MINUTES PER WEEK you spend acknowledging positive employee performance and nominating employees for various awards.

- |                                      |                                       |                                       |
|--------------------------------------|---------------------------------------|---------------------------------------|
| <input type="radio"/> Not applicable | <input type="radio"/> 76-90 minutes   | <input type="radio"/> 166-180 minutes |
| <input type="radio"/> 1-15 minutes   | <input type="radio"/> 91-105 minutes  | <input type="radio"/> 181-195 minutes |
| <input type="radio"/> 16-30 minutes  | <input type="radio"/> 106-120 minutes | <input type="radio"/> 196-210 minutes |
| <input type="radio"/> 31-45 minutes  | <input type="radio"/> 121-135 minutes | <input type="radio"/> 211-225 minutes |
| <input type="radio"/> 46-60 minutes  | <input type="radio"/> 136-150 minutes | <input type="radio"/> 226-240 minutes |
| <input type="radio"/> 61-75 minutes  | <input type="radio"/> 151-165 minutes | <input type="radio"/> Other           |

Other (please specify)

\* 4. Human Resource Task - Respond to employee grievances.

Please estimate how many MINUTES PER WEEK you spend responding to employee grievances.

- |                                      |                                       |                                       |
|--------------------------------------|---------------------------------------|---------------------------------------|
| <input type="radio"/> Not applicable | <input type="radio"/> 76-90 minutes   | <input type="radio"/> 166-180 minutes |
| <input type="radio"/> 1-15 minutes   | <input type="radio"/> 91-105 minutes  | <input type="radio"/> 181-195 minutes |
| <input type="radio"/> 16-30 minutes  | <input type="radio"/> 106-120 minutes | <input type="radio"/> 196-210 minutes |
| <input type="radio"/> 31-45 minutes  | <input type="radio"/> 121-135 minutes | <input type="radio"/> 211-225 minutes |
| <input type="radio"/> 46-60 minutes  | <input type="radio"/> 136-150 minutes | <input type="radio"/> 226-240 minutes |
| <input type="radio"/> 61-75 minutes  | <input type="radio"/> 151-165 minutes | <input type="radio"/> Other           |

Other (please specify)

\* 5. Human Resource Task - Respond to Step II grievances from offenders.

Please estimate how many MINUTES PER WEEK you spend responding to Step II grievances from offenders.

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Not applicable | <input type="checkbox"/> 76-90 minutes   | <input type="checkbox"/> 166-180 minutes |
| <input type="checkbox"/> 1-15 minutes   | <input type="checkbox"/> 91-105 minutes  | <input type="checkbox"/> 181-195 minutes |
| <input type="checkbox"/> 16-30 minutes  | <input type="checkbox"/> 106-120 minutes | <input type="checkbox"/> 196-210 minutes |
| <input type="checkbox"/> 31-45 minutes  | <input type="checkbox"/> 121-135 minutes | <input type="checkbox"/> 211-225 minutes |
| <input type="checkbox"/> 46-60 minutes  | <input type="checkbox"/> 136-150 minutes | <input type="checkbox"/> 226-240 minutes |
| <input type="checkbox"/> 61-75 minutes  | <input type="checkbox"/> 151-165 minutes | <input type="checkbox"/> Other           |

Other (please specify)

6. Please list other Human Resource tasks you do each week that have not been addressed by the preceding questions. Please estimate how much time (in MINUTES PER WEEK) you spend performing each task.

5. Financial/Budget

Below is a list of Financial/Budget duties, assignments, and responsibilities for your position. Please estimate the amount of time (in MINUTES PER WEEK) you spend on each task.

- \* 1. Financial/Budget Task - Approve purchases, prepare and review new contract bid packages, manage contracts, 15% funding, MPRI funding, the substance abuse budget, local county budgets and CCAB services, handle lease issues, order office supplies, process medical and jail reimbursement billings, and obtain maintenance services.

Please estimate how many MINUTES PER WEEK you spend approving purchases, preparing and reviewing new contract bid packages, managing contracts, 15% funding, MPRI funding, the substance abuse budget, local county budgets and CCAB services, handling lease issues, ordering office supplies, processing medical and jail reimbursement billings, and obtaining maintenance services.

- |                                      |                                       |                                       |
|--------------------------------------|---------------------------------------|---------------------------------------|
| <input type="radio"/> Not applicable | <input type="radio"/> 76-90 minutes   | <input type="radio"/> 166-180 minutes |
| <input type="radio"/> 1-15 minutes   | <input type="radio"/> 91-105 minutes  | <input type="radio"/> 181-195 minutes |
| <input type="radio"/> 16-30 minutes  | <input type="radio"/> 106-120 minutes | <input type="radio"/> 196-210 minutes |
| <input type="radio"/> 31-45 minutes  | <input type="radio"/> 121-135 minutes | <input type="radio"/> 211-225 minutes |
| <input type="radio"/> 46-60 minutes  | <input type="radio"/> 136-150 minutes | <input type="radio"/> 226-240 minutes |
| <input type="radio"/> 61-75 minutes  | <input type="radio"/> 151-165 minutes | <input type="radio"/> Other           |

Other (please specify)

- \* 2. Financial/Budget Task - Prepare and analyze statistical data and related reports.

Please estimate how many MINUTES PER WEEK you spend preparing and analyzing statistical data and related reports.

- |                                      |                                       |                                       |
|--------------------------------------|---------------------------------------|---------------------------------------|
| <input type="radio"/> Not applicable | <input type="radio"/> 76-90 minutes   | <input type="radio"/> 166-180 minutes |
| <input type="radio"/> 1-15 minutes   | <input type="radio"/> 91-105 minutes  | <input type="radio"/> 181-195 minutes |
| <input type="radio"/> 16-30 minutes  | <input type="radio"/> 106-120 minutes | <input type="radio"/> 196-210 minutes |
| <input type="radio"/> 31-45 minutes  | <input type="radio"/> 121-135 minutes | <input type="radio"/> 211-225 minutes |
| <input type="radio"/> 46-60 minutes  | <input type="radio"/> 136-150 minutes | <input type="radio"/> 226-240 minutes |
| <input type="radio"/> 61-75 minutes  | <input type="radio"/> 151-165 minutes | <input type="radio"/> Other           |

Other (please specify)

\* 3. Financial/Budget Task - Review and approve travel vouchers.

Please estimate how many MINUTES PER WEEK you spend reviewing and approving travel vouchers.

- |                                      |                                       |                                       |
|--------------------------------------|---------------------------------------|---------------------------------------|
| <input type="radio"/> Not applicable | <input type="radio"/> 76-90 minutes   | <input type="radio"/> 166-180 minutes |
| <input type="radio"/> 1-15 minutes   | <input type="radio"/> 91-105 minutes  | <input type="radio"/> 181-195 minutes |
| <input type="radio"/> 16-30 minutes  | <input type="radio"/> 106-120 minutes | <input type="radio"/> 196-210 minutes |
| <input type="radio"/> 31-45 minutes  | <input type="radio"/> 121-135 minutes | <input type="radio"/> 211-225 minutes |
| <input type="radio"/> 46-60 minutes  | <input type="radio"/> 136-150 minutes | <input type="radio"/> 226-240 minutes |
| <input type="radio"/> 61-75 minutes  | <input type="radio"/> 151-165 minutes | <input type="radio"/> Other           |

Other (please specify)

4. Please list other Financial/Budget tasks you do each week that have not been addressed by the preceding questions. Please estimate how much time (in MINUTES PER WEEK) you spend performing each task.

6. Training/Staff Development

Below is a list of Training/Staff Development duties, assignments, and responsibilities for your position. Please estimate the amount of time (in MINUTES PER WEEK) you spend on each task.

\* 1. Training/Staff Development Task - Train staff and evaluate employee performance.

Please estimate how many MINUTES PER WEEK you spend training staff, ensuring completion of mandatory training programs, and evaluating employee performance.

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Not applicable | <input type="checkbox"/> 76-90 minutes   | <input type="checkbox"/> 166-180 minutes |
| <input type="checkbox"/> 1-15 minutes   | <input type="checkbox"/> 91-105 minutes  | <input type="checkbox"/> 181-195 minutes |
| <input type="checkbox"/> 16-30 minutes  | <input type="checkbox"/> 106-120 minutes | <input type="checkbox"/> 196-210 minutes |
| <input type="checkbox"/> 31-45 minutes  | <input type="checkbox"/> 121-135 minutes | <input type="checkbox"/> 211-225 minutes |
| <input type="checkbox"/> 46-60 minutes  | <input type="checkbox"/> 136-150 minutes | <input type="checkbox"/> 226-240 minutes |
| <input type="checkbox"/> 61-75 minutes  | <input type="checkbox"/> 151-165 minutes | <input type="checkbox"/> Other           |

Other (please specify)

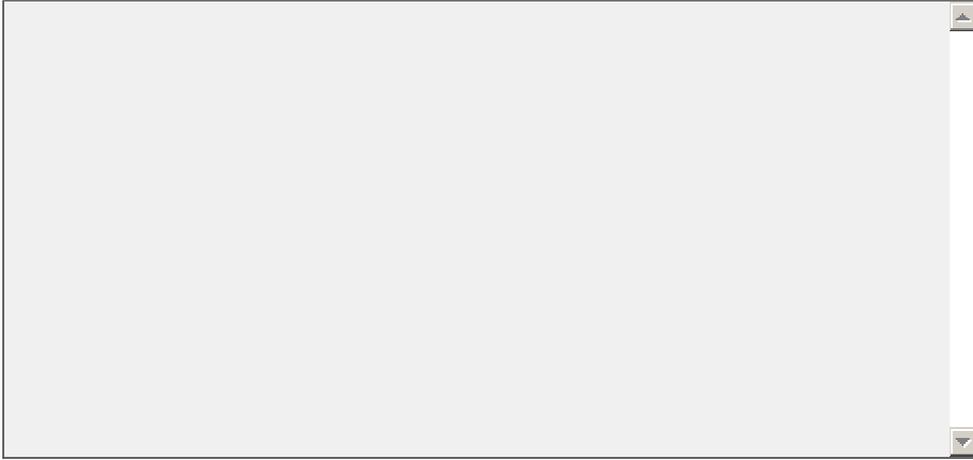
\* 2. Training/Staff Development Task - Attend training sessions and conferences.

Please estimate how many MINUTES PER WEEK you spend attending training sessions and conferences.

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Not applicable | <input type="checkbox"/> 76-90 minutes   | <input type="checkbox"/> 166-180 minutes |
| <input type="checkbox"/> 1-15 minutes   | <input type="checkbox"/> 91-105 minutes  | <input type="checkbox"/> 181-195 minutes |
| <input type="checkbox"/> 16-30 minutes  | <input type="checkbox"/> 106-120 minutes | <input type="checkbox"/> 196-210 minutes |
| <input type="checkbox"/> 31-45 minutes  | <input type="checkbox"/> 121-135 minutes | <input type="checkbox"/> 211-225 minutes |
| <input type="checkbox"/> 46-60 minutes  | <input type="checkbox"/> 136-150 minutes | <input type="checkbox"/> 226-240 minutes |
| <input type="checkbox"/> 61-75 minutes  | <input type="checkbox"/> 151-165 minutes | <input type="checkbox"/> Other           |

Other (please specify)

3. Please list other Training/Staff Development tasks you do each week that have not been addressed by the preceding questions. Please estimate how much time (in MINUTES PER WEEK) you spend performing each task.



## 7. Management/Leadership

Below is a list of Management/Leadership duties, assignments, and responsibilities for your position. Please estimate the amount of time (in MINUTES PER WEEK) you spend on each task.

- \* 1. Management/Leadership Task - Provide leadership and direction to staff (including daily case management conferences), and mentor staff.

Please estimate how many MINUTES PER WEEK you spend providing leadership and direction to staff (including daily case management conferences), and mentoring staff.

- |                                      |                                       |                                       |
|--------------------------------------|---------------------------------------|---------------------------------------|
| <input type="radio"/> Not applicable | <input type="radio"/> 76-90 minutes   | <input type="radio"/> 166-180 minutes |
| <input type="radio"/> 1-15 minutes   | <input type="radio"/> 91-105 minutes  | <input type="radio"/> 181-195 minutes |
| <input type="radio"/> 16-30 minutes  | <input type="radio"/> 106-120 minutes | <input type="radio"/> 196-210 minutes |
| <input type="radio"/> 31-45 minutes  | <input type="radio"/> 121-135 minutes | <input type="radio"/> 211-225 minutes |
| <input type="radio"/> 46-60 minutes  | <input type="radio"/> 136-150 minutes | <input type="radio"/> 226-240 minutes |
| <input type="radio"/> 61-75 minutes  | <input type="radio"/> 151-165 minutes | <input type="radio"/> Other           |

Other (please specify)

- \* 2. Management/Leadership Task - Facilitate arrests in the office.

Please estimate how many MINUTES PER WEEK you spend facilitating arrests in the office.

- |                                      |                                       |                                       |
|--------------------------------------|---------------------------------------|---------------------------------------|
| <input type="radio"/> Not applicable | <input type="radio"/> 76-90 minutes   | <input type="radio"/> 166-180 minutes |
| <input type="radio"/> 1-15 minutes   | <input type="radio"/> 91-105 minutes  | <input type="radio"/> 181-195 minutes |
| <input type="radio"/> 16-30 minutes  | <input type="radio"/> 106-120 minutes | <input type="radio"/> 196-210 minutes |
| <input type="radio"/> 31-45 minutes  | <input type="radio"/> 121-135 minutes | <input type="radio"/> 211-225 minutes |
| <input type="radio"/> 46-60 minutes  | <input type="radio"/> 136-150 minutes | <input type="radio"/> 226-240 minutes |
| <input type="radio"/> 61-75 minutes  | <input type="radio"/> 151-165 minutes | <input type="radio"/> Other           |

Other (please specify)

\* 3. Management/Leadership Task - Respond to emergencies by providing direction, notice, and guidance to staff; including preparing, reviewing, and approving Critical Incident Reports.

Please estimate how many MINUTES PER WEEK you spend responding to emergencies by providing direction, notice, and guidance to staff; including preparing, reviewing, and approving Critical Incident Reports.

- |                                      |                                       |                                       |
|--------------------------------------|---------------------------------------|---------------------------------------|
| <input type="radio"/> Not applicable | <input type="radio"/> 76-90 minutes   | <input type="radio"/> 166-180 minutes |
| <input type="radio"/> 1-15 minutes   | <input type="radio"/> 91-105 minutes  | <input type="radio"/> 181-195 minutes |
| <input type="radio"/> 16-30 minutes  | <input type="radio"/> 106-120 minutes | <input type="radio"/> 196-210 minutes |
| <input type="radio"/> 31-45 minutes  | <input type="radio"/> 121-135 minutes | <input type="radio"/> 211-225 minutes |
| <input type="radio"/> 46-60 minutes  | <input type="radio"/> 136-150 minutes | <input type="radio"/> 226-240 minutes |
| <input type="radio"/> 61-75 minutes  | <input type="radio"/> 151-165 minutes | <input type="radio"/> Other           |

Other (please specify)

\* 4. Management/Leadership Task - Communicate information, both vertically and horizontally, within the organization.

Please estimate how many MINUTES PER WEEK you spend communicating information, both vertically and horizontally, within the organization (including initiating/responding to business-related e-mails, placing/receiving business-related telephone calls, and reading/writing business-related correspondence).

- |                                      |                                       |                                       |
|--------------------------------------|---------------------------------------|---------------------------------------|
| <input type="radio"/> Not applicable | <input type="radio"/> 76-90 minutes   | <input type="radio"/> 166-180 minutes |
| <input type="radio"/> 1-15 minutes   | <input type="radio"/> 91-105 minutes  | <input type="radio"/> 181-195 minutes |
| <input type="radio"/> 16-30 minutes  | <input type="radio"/> 106-120 minutes | <input type="radio"/> 196-210 minutes |
| <input type="radio"/> 31-45 minutes  | <input type="radio"/> 121-135 minutes | <input type="radio"/> 211-225 minutes |
| <input type="radio"/> 46-60 minutes  | <input type="radio"/> 136-150 minutes | <input type="radio"/> 226-240 minutes |
| <input type="radio"/> 61-75 minutes  | <input type="radio"/> 151-165 minutes | <input type="radio"/> Other           |

Other (please specify)

\* 5. Management/Leadership Task - Attend management team meetings (including management team meetings, monthly staff meetings, and any other business-related meetings).

Please estimate how many MINUTES PER WEEK you spend attending management team meetings (including management team meetings, monthly staff meetings, and any other business-related meetings). (NOTE: Also include the time spent preparing agendas, reviewing and approving meeting minutes.)

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Not applicable | <input type="checkbox"/> 76-90 minutes   | <input type="checkbox"/> 166-180 minutes |
| <input type="checkbox"/> 1-15 minutes   | <input type="checkbox"/> 91-105 minutes  | <input type="checkbox"/> 181-195 minutes |
| <input type="checkbox"/> 16-30 minutes  | <input type="checkbox"/> 106-120 minutes | <input type="checkbox"/> 196-210 minutes |
| <input type="checkbox"/> 31-45 minutes  | <input type="checkbox"/> 121-135 minutes | <input type="checkbox"/> 211-225 minutes |
| <input type="checkbox"/> 46-60 minutes  | <input type="checkbox"/> 136-150 minutes | <input type="checkbox"/> 226-240 minutes |
| <input type="checkbox"/> 61-75 minutes  | <input type="checkbox"/> 151-165 minutes | <input type="checkbox"/> Other           |

Other (please specify)

\* 6. Management/Leadership Task - Make on-site visits to various offices.

Please estimate how many MINUTES PER WEEK you spend making on-site visits to various offices (including travel time).

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Not applicable | <input type="checkbox"/> 76-90 minutes   | <input type="checkbox"/> 166-180 minutes |
| <input type="checkbox"/> 1-15 minutes   | <input type="checkbox"/> 91-105 minutes  | <input type="checkbox"/> 181-195 minutes |
| <input type="checkbox"/> 16-30 minutes  | <input type="checkbox"/> 106-120 minutes | <input type="checkbox"/> 196-210 minutes |
| <input type="checkbox"/> 31-45 minutes  | <input type="checkbox"/> 121-135 minutes | <input type="checkbox"/> 211-225 minutes |
| <input type="checkbox"/> 46-60 minutes  | <input type="checkbox"/> 136-150 minutes | <input type="checkbox"/> 226-240 minutes |
| <input type="checkbox"/> 61-75 minutes  | <input type="checkbox"/> 151-165 minutes | <input type="checkbox"/> Other           |

Other (please specify)

7. Please list other Management/Leadership tasks you do each week that have not been addressed by the preceding questions. Please estimate how much time (in MINUTES PER WEEK) you spend performing each task.



## 8. Office Operations

Below is a list of Office Operations duties, assignments, and responsibilities for your position. Please estimate the amount of time (in MINUTES PER WEEK) you spend on each task.

- \* 1. Office Operations Task - Review reports and take corrective action, schedule work assignments and workload equalization, set priorities, direct and inspect staff work, monitor personnel assignments, redistribute caseloads of agents on extended leave, follow-up on sick leave return dates, and consult with Human Resources staff.

Please estimate how many MINUTES PER WEEK you spend reviewing reports and taking corrective action, scheduling work assignments and workload equalization, setting priorities, directing and inspecting staff work, monitoring personnel assignments, redistributing caseloads of agents on extended leave, following-up on sick leave return dates, and consulting with Human Resources staff.

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Not applicable | <input type="checkbox"/> 76-90 minutes   | <input type="checkbox"/> 166-180 minutes |
| <input type="checkbox"/> 1-15 minutes   | <input type="checkbox"/> 91-105 minutes  | <input type="checkbox"/> 181-195 minutes |
| <input type="checkbox"/> 16-30 minutes  | <input type="checkbox"/> 106-120 minutes | <input type="checkbox"/> 196-210 minutes |
| <input type="checkbox"/> 31-45 minutes  | <input type="checkbox"/> 121-135 minutes | <input type="checkbox"/> 211-225 minutes |
| <input type="checkbox"/> 46-60 minutes  | <input type="checkbox"/> 136-150 minutes | <input type="checkbox"/> 226-240 minutes |
| <input type="checkbox"/> 61-75 minutes  | <input type="checkbox"/> 151-165 minutes | <input type="checkbox"/> Other           |

Other (please specify)

\* 2. Office Operations Task - Conduct research required to respond to FOA administrative inquiries, prepare reports and correspondence, complete accident reports, document random drug testing results, and maintain other records.

Please estimate how many MINUTES PER WEEK you spend conducting research required to respond to FOA administrative inquiries, preparing reports and correspondence, completing accident reports, documenting random drug testing results, and maintaining other records.

- |                                      |                                       |                                       |
|--------------------------------------|---------------------------------------|---------------------------------------|
| <input type="radio"/> Not applicable | <input type="radio"/> 76-90 minutes   | <input type="radio"/> 166-180 minutes |
| <input type="radio"/> 1-15 minutes   | <input type="radio"/> 91-105 minutes  | <input type="radio"/> 181-195 minutes |
| <input type="radio"/> 16-30 minutes  | <input type="radio"/> 106-120 minutes | <input type="radio"/> 196-210 minutes |
| <input type="radio"/> 31-45 minutes  | <input type="radio"/> 121-135 minutes | <input type="radio"/> 211-225 minutes |
| <input type="radio"/> 46-60 minutes  | <input type="radio"/> 136-150 minutes | <input type="radio"/> 226-240 minutes |
| <input type="radio"/> 61-75 minutes  | <input type="radio"/> 151-165 minutes | <input type="radio"/> Other           |

Other (please specify)

\* 3. Office Operations Task - Review CRP reclassifications and make appropriate decisions.

Please estimate how many MINUTES PER WEEK you spend reviewing CRP reclassifications and making appropriate decisions.

- |                                      |                                       |                                       |
|--------------------------------------|---------------------------------------|---------------------------------------|
| <input type="radio"/> Not applicable | <input type="radio"/> 76-90 minutes   | <input type="radio"/> 166-180 minutes |
| <input type="radio"/> 1-15 minutes   | <input type="radio"/> 91-105 minutes  | <input type="radio"/> 181-195 minutes |
| <input type="radio"/> 16-30 minutes  | <input type="radio"/> 106-120 minutes | <input type="radio"/> 196-210 minutes |
| <input type="radio"/> 31-45 minutes  | <input type="radio"/> 121-135 minutes | <input type="radio"/> 211-225 minutes |
| <input type="radio"/> 46-60 minutes  | <input type="radio"/> 136-150 minutes | <input type="radio"/> 226-240 minutes |
| <input type="radio"/> 61-75 minutes  | <input type="radio"/> 151-165 minutes | <input type="radio"/> Other           |

Other (please specify)

\* 4. Office Operations Task - Conduct investigations, complete accident reports, and monitor/guide investigations by others.

Please estimate how many MINUTES PER WEEK you spend conducting investigations, completing accident reports, and monitoring/guiding investigations by others.

- |                                      |                                       |                                       |
|--------------------------------------|---------------------------------------|---------------------------------------|
| <input type="radio"/> Not applicable | <input type="radio"/> 76-90 minutes   | <input type="radio"/> 166-180 minutes |
| <input type="radio"/> 1-15 minutes   | <input type="radio"/> 91-105 minutes  | <input type="radio"/> 181-195 minutes |
| <input type="radio"/> 16-30 minutes  | <input type="radio"/> 106-120 minutes | <input type="radio"/> 196-210 minutes |
| <input type="radio"/> 31-45 minutes  | <input type="radio"/> 121-135 minutes | <input type="radio"/> 211-225 minutes |
| <input type="radio"/> 46-60 minutes  | <input type="radio"/> 136-150 minutes | <input type="radio"/> 226-240 minutes |
| <input type="radio"/> 61-75 minutes  | <input type="radio"/> 151-165 minutes | <input type="radio"/> Other           |

Other (please specify)

\* 5. Office Operations Task - Review all OMNI caseload audits and recommend administrative responses.

Please estimate how many MINUTES PER WEEK you spend reviewing all OMNI caseload audits and recommending administrative responses.

- |                                      |                                       |                                       |
|--------------------------------------|---------------------------------------|---------------------------------------|
| <input type="radio"/> Not applicable | <input type="radio"/> 76-90 minutes   | <input type="radio"/> 166-180 minutes |
| <input type="radio"/> 1-15 minutes   | <input type="radio"/> 91-105 minutes  | <input type="radio"/> 181-195 minutes |
| <input type="radio"/> 16-30 minutes  | <input type="radio"/> 106-120 minutes | <input type="radio"/> 196-210 minutes |
| <input type="radio"/> 31-45 minutes  | <input type="radio"/> 121-135 minutes | <input type="radio"/> 211-225 minutes |
| <input type="radio"/> 46-60 minutes  | <input type="radio"/> 136-150 minutes | <input type="radio"/> 226-240 minutes |
| <input type="radio"/> 61-75 minutes  | <input type="radio"/> 151-165 minutes | <input type="radio"/> Other           |

Other (please specify)

\* 6. Office Operations Task - Review policies and procedures, and make recommendations for modifications as needed.

Please estimate how many MINUTES PER WEEK you spend reviewing policies and procedures, and making recommendations for modifications as needed.

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Not applicable | <input type="checkbox"/> 76-90 minutes   | <input type="checkbox"/> 166-180 minutes |
| <input type="checkbox"/> 1-15 minutes   | <input type="checkbox"/> 91-105 minutes  | <input type="checkbox"/> 181-195 minutes |
| <input type="checkbox"/> 16-30 minutes  | <input type="checkbox"/> 106-120 minutes | <input type="checkbox"/> 196-210 minutes |
| <input type="checkbox"/> 31-45 minutes  | <input type="checkbox"/> 121-135 minutes | <input type="checkbox"/> 211-225 minutes |
| <input type="checkbox"/> 46-60 minutes  | <input type="checkbox"/> 136-150 minutes | <input type="checkbox"/> 226-240 minutes |
| <input type="checkbox"/> 61-75 minutes  | <input type="checkbox"/> 151-165 minutes | <input type="checkbox"/> Other           |

Other (please specify)

\* 7. Office Operations Task - Review daily reports, and prepare monthly, quarterly, and annual reports.

Please estimate how many MINUTES PER WEEK you spend reviewing daily reports, and preparing monthly, quarterly, and annual reports.

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Not applicable | <input type="checkbox"/> 76-90 minutes   | <input type="checkbox"/> 166-180 minutes |
| <input type="checkbox"/> 1-15 minutes   | <input type="checkbox"/> 91-105 minutes  | <input type="checkbox"/> 181-195 minutes |
| <input type="checkbox"/> 16-30 minutes  | <input type="checkbox"/> 106-120 minutes | <input type="checkbox"/> 196-210 minutes |
| <input type="checkbox"/> 31-45 minutes  | <input type="checkbox"/> 121-135 minutes | <input type="checkbox"/> 211-225 minutes |
| <input type="checkbox"/> 46-60 minutes  | <input type="checkbox"/> 136-150 minutes | <input type="checkbox"/> 226-240 minutes |
| <input type="checkbox"/> 61-75 minutes  | <input type="checkbox"/> 151-165 minutes | <input type="checkbox"/> Other           |

Other (please specify)

\* 8. Office Operations Task - Approve time and leave requests in DCDS.

Please estimate how many MINUTES PER WEEK you spend approving time and leave requests in DCDS.

- |                                      |                                       |                                       |
|--------------------------------------|---------------------------------------|---------------------------------------|
| <input type="radio"/> Not applicable | <input type="radio"/> 76-90 minutes   | <input type="radio"/> 166-180 minutes |
| <input type="radio"/> 1-15 minutes   | <input type="radio"/> 91-105 minutes  | <input type="radio"/> 181-195 minutes |
| <input type="radio"/> 16-30 minutes  | <input type="radio"/> 106-120 minutes | <input type="radio"/> 196-210 minutes |
| <input type="radio"/> 31-45 minutes  | <input type="radio"/> 121-135 minutes | <input type="radio"/> 211-225 minutes |
| <input type="radio"/> 46-60 minutes  | <input type="radio"/> 136-150 minutes | <input type="radio"/> 226-240 minutes |
| <input type="radio"/> 61-75 minutes  | <input type="radio"/> 151-165 minutes | <input type="radio"/> Other           |

Other (please specify)

\* 9. Office Operations Task - Follow-up on DIT service requests.

Please estimate how many MINUTES PER WEEK you spend following-up on DIT service requests.

- |                                      |                                       |                                       |
|--------------------------------------|---------------------------------------|---------------------------------------|
| <input type="radio"/> Not applicable | <input type="radio"/> 76-90 minutes   | <input type="radio"/> 166-180 minutes |
| <input type="radio"/> 1-15 minutes   | <input type="radio"/> 91-105 minutes  | <input type="radio"/> 181-195 minutes |
| <input type="radio"/> 16-30 minutes  | <input type="radio"/> 106-120 minutes | <input type="radio"/> 196-210 minutes |
| <input type="radio"/> 31-45 minutes  | <input type="radio"/> 121-135 minutes | <input type="radio"/> 211-225 minutes |
| <input type="radio"/> 46-60 minutes  | <input type="radio"/> 136-150 minutes | <input type="radio"/> 226-240 minutes |
| <input type="radio"/> 61-75 minutes  | <input type="radio"/> 151-165 minutes | <input type="radio"/> Other           |

Other (please specify)

\* 10. Office Operations Task - Write, review, and submit misconduct reports.

Please estimate how many MINUTES PER WEEK you spend writing, reviewing, and submitting misconduct reports.

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Not applicable | <input type="checkbox"/> 76-90 minutes   | <input type="checkbox"/> 166-180 minutes |
| <input type="checkbox"/> 1-15 minutes   | <input type="checkbox"/> 91-105 minutes  | <input type="checkbox"/> 181-195 minutes |
| <input type="checkbox"/> 16-30 minutes  | <input type="checkbox"/> 106-120 minutes | <input type="checkbox"/> 196-210 minutes |
| <input type="checkbox"/> 31-45 minutes  | <input type="checkbox"/> 121-135 minutes | <input type="checkbox"/> 211-225 minutes |
| <input type="checkbox"/> 46-60 minutes  | <input type="checkbox"/> 136-150 minutes | <input type="checkbox"/> 226-240 minutes |
| <input type="checkbox"/> 61-75 minutes  | <input type="checkbox"/> 151-165 minutes | <input type="checkbox"/> Other           |

Other (please specify)

11. Please list other Office Operations tasks you do each week that have not been addressed by the preceding questions. Please estimate how much time (in MINUTES PER WEEK) you spend performing each task.

9. Planning

Below is a list of Planning duties, assignments, and responsibilities for your position. Please estimate the amount of time (in MINUTES PER WEEK) you spend on each task.

\* 1. Planning Task - Develop and/or monitor the use of alternative community sanctions to reduce prison intake.

Please estimate how many MINUTES PER WEEK you spend developing and/or monitoring the use of alternative community sanctions to reduce prison intake.

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Not applicable | <input type="checkbox"/> 76-90 minutes   | <input type="checkbox"/> 166-180 minutes |
| <input type="checkbox"/> 1-15 minutes   | <input type="checkbox"/> 91-105 minutes  | <input type="checkbox"/> 181-195 minutes |
| <input type="checkbox"/> 16-30 minutes  | <input type="checkbox"/> 106-120 minutes | <input type="checkbox"/> 196-210 minutes |
| <input type="checkbox"/> 31-45 minutes  | <input type="checkbox"/> 121-135 minutes | <input type="checkbox"/> 211-225 minutes |
| <input type="checkbox"/> 46-60 minutes  | <input type="checkbox"/> 136-150 minutes | <input type="checkbox"/> 226-240 minutes |
| <input type="checkbox"/> 61-75 minutes  | <input type="checkbox"/> 151-165 minutes | <input type="checkbox"/> Other           |

Other (please specify)

\* 2. Planning Task - Participate in and coordinate various community-based initiatives.

Please estimate how many MINUTES PER WEEK you spend participating in and coordinating various community-based initiatives.

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Not applicable | <input type="checkbox"/> 76-90 minutes   | <input type="checkbox"/> 166-180 minutes |
| <input type="checkbox"/> 1-15 minutes   | <input type="checkbox"/> 91-105 minutes  | <input type="checkbox"/> 181-195 minutes |
| <input type="checkbox"/> 16-30 minutes  | <input type="checkbox"/> 106-120 minutes | <input type="checkbox"/> 196-210 minutes |
| <input type="checkbox"/> 31-45 minutes  | <input type="checkbox"/> 121-135 minutes | <input type="checkbox"/> 211-225 minutes |
| <input type="checkbox"/> 46-60 minutes  | <input type="checkbox"/> 136-150 minutes | <input type="checkbox"/> 226-240 minutes |
| <input type="checkbox"/> 61-75 minutes  | <input type="checkbox"/> 151-165 minutes | <input type="checkbox"/> Other           |

Other (please specify)

\* 3. Planning Task - Facilitate the opening and/or closing of field office locations.

Please estimate how many MINUTES PER WEEK you spend facilitating the opening and/or closing of field office locations.

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Not applicable | <input type="checkbox"/> 76-90 minutes   | <input type="checkbox"/> 166-180 minutes |
| <input type="checkbox"/> 1-15 minutes   | <input type="checkbox"/> 91-105 minutes  | <input type="checkbox"/> 181-195 minutes |
| <input type="checkbox"/> 16-30 minutes  | <input type="checkbox"/> 106-120 minutes | <input type="checkbox"/> 196-210 minutes |
| <input type="checkbox"/> 31-45 minutes  | <input type="checkbox"/> 121-135 minutes | <input type="checkbox"/> 211-225 minutes |
| <input type="checkbox"/> 46-60 minutes  | <input type="checkbox"/> 136-150 minutes | <input type="checkbox"/> 226-240 minutes |
| <input type="checkbox"/> 61-75 minutes  | <input type="checkbox"/> 151-165 minutes | <input type="checkbox"/> Other           |

Other (please specify)

4. Please list other Planning tasks you do each week that have not been addressed by the preceding questions. Please estimate how much time (in MINUTES PER WEEK) you spend performing each task.

## 10. Public Relations

Below is a list of Public Relations duties, assignments, and responsibilities for your position. Please estimate the amount of time (in MINUTES PER WEEK) you spend on each task.

- \* 1. Public Relations Task - Serve as a liaison to various criminal justice and community agencies at the state, county, and municipal level.

Please estimate how many MINUTES PER WEEK you spend serving as a liaison to various criminal justice and community agencies at the state, county, and municipal level.

- |                                      |                                       |                                       |
|--------------------------------------|---------------------------------------|---------------------------------------|
| <input type="radio"/> Not applicable | <input type="radio"/> 76-90 minutes   | <input type="radio"/> 166-180 minutes |
| <input type="radio"/> 1-15 minutes   | <input type="radio"/> 91-105 minutes  | <input type="radio"/> 181-195 minutes |
| <input type="radio"/> 16-30 minutes  | <input type="radio"/> 106-120 minutes | <input type="radio"/> 196-210 minutes |
| <input type="radio"/> 31-45 minutes  | <input type="radio"/> 121-135 minutes | <input type="radio"/> 211-225 minutes |
| <input type="radio"/> 46-60 minutes  | <input type="radio"/> 136-150 minutes | <input type="radio"/> 226-240 minutes |
| <input type="radio"/> 61-75 minutes  | <input type="radio"/> 151-165 minutes | <input type="radio"/> Other           |

Other (please specify)

- \* 2. Public Relations Task - Respond to special requests from staff, the courts, the parole board, the general public, community groups, outside agencies, and legislators.

Please estimate how many MINUTES PER WEEK you spend responding to special requests from staff, the courts, the parole board, the general public, community groups, outside agencies, and legislators.

- |                                      |                                       |                                       |
|--------------------------------------|---------------------------------------|---------------------------------------|
| <input type="radio"/> Not applicable | <input type="radio"/> 76-90 minutes   | <input type="radio"/> 166-180 minutes |
| <input type="radio"/> 1-15 minutes   | <input type="radio"/> 91-105 minutes  | <input type="radio"/> 181-195 minutes |
| <input type="radio"/> 16-30 minutes  | <input type="radio"/> 106-120 minutes | <input type="radio"/> 196-210 minutes |
| <input type="radio"/> 31-45 minutes  | <input type="radio"/> 121-135 minutes | <input type="radio"/> 211-225 minutes |
| <input type="radio"/> 46-60 minutes  | <input type="radio"/> 136-150 minutes | <input type="radio"/> 226-240 minutes |
| <input type="radio"/> 61-75 minutes  | <input type="radio"/> 151-165 minutes | <input type="radio"/> Other           |

Other (please specify)

\* 3. Public Relations Task - Mediate between staff, offenders, victims, and the public.

Please estimate how many MINUTES PER WEEK you spend mediating between staff, offenders, victims, and the public.

- |                                      |                                       |                                       |
|--------------------------------------|---------------------------------------|---------------------------------------|
| <input type="radio"/> Not applicable | <input type="radio"/> 76-90 minutes   | <input type="radio"/> 166-180 minutes |
| <input type="radio"/> 1-15 minutes   | <input type="radio"/> 91-105 minutes  | <input type="radio"/> 181-195 minutes |
| <input type="radio"/> 16-30 minutes  | <input type="radio"/> 106-120 minutes | <input type="radio"/> 196-210 minutes |
| <input type="radio"/> 31-45 minutes  | <input type="radio"/> 121-135 minutes | <input type="radio"/> 211-225 minutes |
| <input type="radio"/> 46-60 minutes  | <input type="radio"/> 136-150 minutes | <input type="radio"/> 226-240 minutes |
| <input type="radio"/> 61-75 minutes  | <input type="radio"/> 151-165 minutes | <input type="radio"/> Other           |

Other (please specify)

\* 4. Public Relations Task - Handle media requests and meet with media representatives as directed.

Please estimate how many MINUTES PER WEEK you spend handling media requests and meeting with media representatives as directed.

- |                                      |                                       |                                       |
|--------------------------------------|---------------------------------------|---------------------------------------|
| <input type="radio"/> Not applicable | <input type="radio"/> 76-90 minutes   | <input type="radio"/> 166-180 minutes |
| <input type="radio"/> 1-15 minutes   | <input type="radio"/> 91-105 minutes  | <input type="radio"/> 181-195 minutes |
| <input type="radio"/> 16-30 minutes  | <input type="radio"/> 106-120 minutes | <input type="radio"/> 196-210 minutes |
| <input type="radio"/> 31-45 minutes  | <input type="radio"/> 121-135 minutes | <input type="radio"/> 211-225 minutes |
| <input type="radio"/> 46-60 minutes  | <input type="radio"/> 136-150 minutes | <input type="radio"/> 226-240 minutes |
| <input type="radio"/> 61-75 minutes  | <input type="radio"/> 151-165 minutes | <input type="radio"/> Other           |

Other (please specify)

\* 5. Public Relations Task - Serve as an expert witness representing MDOC as directed.

Please estimate how many MINUTES PER WEEK you spend serving as an expert witness representing MDOC.

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Not applicable | <input type="checkbox"/> 76-90 minutes   | <input type="checkbox"/> 166-180 minutes |
| <input type="checkbox"/> 1-15 minutes   | <input type="checkbox"/> 91-105 minutes  | <input type="checkbox"/> 181-195 minutes |
| <input type="checkbox"/> 16-30 minutes  | <input type="checkbox"/> 106-120 minutes | <input type="checkbox"/> 196-210 minutes |
| <input type="checkbox"/> 31-45 minutes  | <input type="checkbox"/> 121-135 minutes | <input type="checkbox"/> 211-225 minutes |
| <input type="checkbox"/> 46-60 minutes  | <input type="checkbox"/> 136-150 minutes | <input type="checkbox"/> 226-240 minutes |
| <input type="checkbox"/> 61-75 minutes  | <input type="checkbox"/> 151-165 minutes | <input type="checkbox"/> Other           |

Other (please specify)

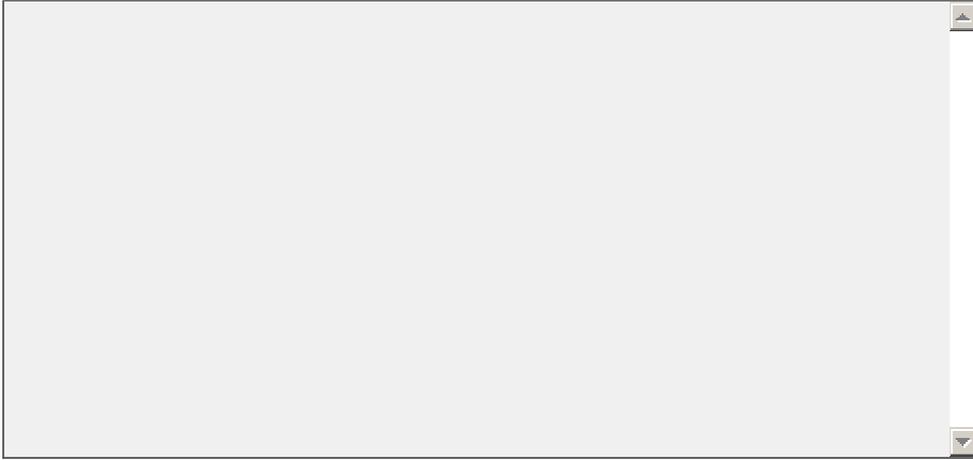
\* 6. Public Relations Task - Host office visits and tours.

Please estimate how many MINUTES PER WEEK you spend hosting office visits and tours.

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Not applicable | <input type="checkbox"/> 76-90 minutes   | <input type="checkbox"/> 166-180 minutes |
| <input type="checkbox"/> 1-15 minutes   | <input type="checkbox"/> 91-105 minutes  | <input type="checkbox"/> 181-195 minutes |
| <input type="checkbox"/> 16-30 minutes  | <input type="checkbox"/> 106-120 minutes | <input type="checkbox"/> 196-210 minutes |
| <input type="checkbox"/> 31-45 minutes  | <input type="checkbox"/> 121-135 minutes | <input type="checkbox"/> 211-225 minutes |
| <input type="checkbox"/> 46-60 minutes  | <input type="checkbox"/> 136-150 minutes | <input type="checkbox"/> 226-240 minutes |
| <input type="checkbox"/> 61-75 minutes  | <input type="checkbox"/> 151-165 minutes | <input type="checkbox"/> Other           |

Other (please specify)

7. Please list other Public Relations tasks you do each week that have not been addressed by the preceding questions. Please estimate how much time (in MINUTES PER WEEK) you spend performing each task.



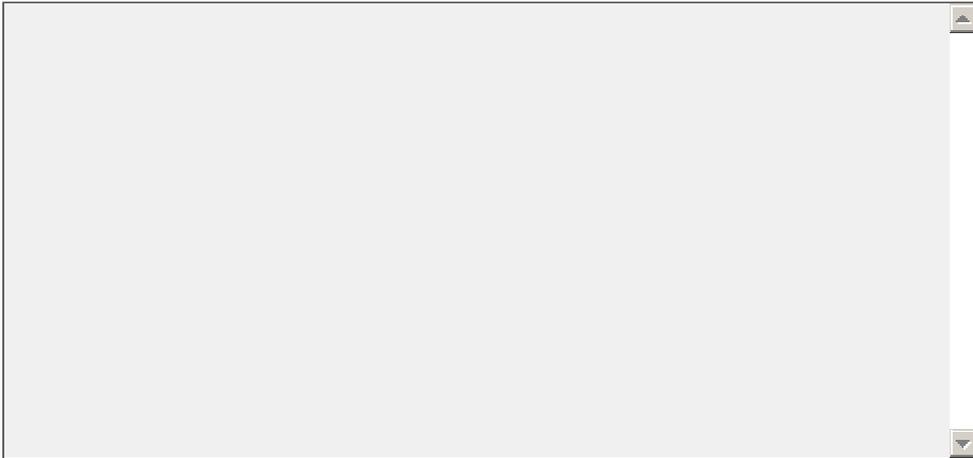
## 11. Other Tasks and Comments Not Previously Reported

In this section, you will have an opportunity to report ANY OTHER TASKS you do each week that have not been addressed by the preceding questions. Please report the amount of time (in MINUTES PER WEEK) you spend on these "Other" tasks.

You may also provide COMMENTS regarding the survey design, ease-of-use, clarity of instructions, length of time required to complete the survey, or any other suggestions for improvement of future e-SURVEY designs.

And, finally, you will be asked to report how long it took you (in MINUTES) to respond to this survey.

1. Please list ANY OTHER tasks you do each week that have not been addressed by the preceding questions. Please estimate how much time (in MINUTES PER WEEK) you spend performing each task.



\* 2. Please COMMENT on the following: (NOTE: For any item that you rank as "Poor" or "Fair", please provide specific suggestions on how to improve future e-SURVEY designs in the "Suggestions for Improvement" text box.)

	Poor	Fair	Neutral	Good	Excellent
Survey Design	jn	jn	jn	jn	jn
Ease-of-Use	jn	jn	jn	jn	jn
Clarity of Instructions	jn	jn	jn	jn	jn
Length of Time Required to Complete the Survey	jn	jn	jn	jn	jn

Suggestions for Improvement (please specify)

\* 3. Please report how long it took you (in MINUTES) to respond to this survey.

10-15 minutes

41-45 minutes

16-20 minutes

46-50 minutes

21-25 minutes

51-55 minutes

26-30 minutes

56-60 minutes

31-35 minutes

Other

36-40 minutes

Other (please specify)

## 12. Review and Submit

You may review your responses by clicking on the "Prev" and "Next" buttons located at the bottom of each page. You may scroll to and change any answer. Once you are satisfied that your answers are correct, please scroll down to the bottom of the page and click the "Next" button. Continue to click the "Next" button at the bottom of each page until you reach the last page of the survey. Please click-on the "Done" button at the bottom of the last page to submit your completed survey to Dr. Shaffer. You will receive a "Thank You" message indicating that your survey was submitted and received. Click-on the "Done" button at the bottom of the "Thank You" page, and you will be returned to whatever application you were working in before you started the survey.

NOTE: YOUR RESPONSE IS DUE NO LATER THAN 4:00 pm on WEDNESDAY, FEBRUARY 4, 2009.

Thank you for participating in this important survey of the Michigan Department of Corrections (MDOC) Probation and Parole Supervisor/Manager workload. Your efforts are much appreciated.

Sincerely,

John S. Rubitschun  
Deputy Director

7.20 Appendix B - Letter to United Auto Workers (UAW)



STATE OF MICHIGAN  
DEPARTMENT OF CORRECTIONS  
LANSING

JENNIFER M. GRANHOLM  
GOVERNOR

PATRICIA L. CARUSO  
DIRECTOR

November 12, 2008

Mr. Ed Mitchell, President  
UAW Local 6000  
P.O. Box 40720  
Lansing, Michigan 48901-7920

RE: PA 245 of 2008 – Workload Study

Dear President Mitchell:

As you are likely aware, Section 607 of Public Act 245 of 2008, requires that a workload study be conducted to assess the ability of parole/probation supervisors and managers to carry a caseload of parolees, probationers, or both, in addition to completing their professional duties as supervisors and managers. The Department has contracted with Dr. John S. Shaffer to conduct this workload study. By March 1, 2009, the Department is required to report to the State Budget Director, Senate and House Appropriation Subcommittees and Fiscal Agencies regarding this workload study.

It is my belief that UAW Local 6000 may wish to have the opportunity for input on the potential assignment of caseload duties to managers and/or supervisors. Accordingly, I respectfully request that the position of the UAW be conveyed to me in a letter format for inclusion in the workload study. The input of UAW Local 6000 is valued as we strive to maintain a positive relationship with you and your members.

Should you have any questions or concerns, please do not hesitate to contact me.

Sincerely,

DEPARTMENT OF CORRECTIONS

A handwritten signature in cursive script that reads "John S. Rubitschun".

John S. Rubitschun, Deputy Director  
Field Operations Administration

cc: Director Patricia L. Caruso, MDOC  
Administrator Gary Manns, OSA  
Director, Sharon Bommarito, OSE

7.30 Appendix C - Letter from United Auto Workers (UAW)

*Michigan's Best-*



UAW LOCAL 6000 • P.O. Box 40720 • Lansing, Michigan 48901-7920 • (517) 484-6000  
(517) 484-8489 facsimile • [www.uawlocal6000.org](http://www.uawlocal6000.org)

SUSAN MIDURA  
Vice President

EDWARD M. MITCHELL  
Vice President

SANDRA MASARIK  
Recording Secretary

ALAN J. KILAR  
Financial Secretary/Treasurer

DOLORES K. ANSARI  
Retired Member

DEB RUIZ  
Trustee

ABBIE MADDOX  
Trustee

GREGORY URBAN  
Sergeant-at-Arms

RICK HANKINSON  
Guide

SANDRA PARKER  
President

Members-at-Large: • David Coburn • Sandra Frein • Cheri Woodring • Juanita Ademodi • Steve Gilroy • Vanessa Mauldin

17 November 2008

John S. Rubitschun, Deputy Director  
Field Operations Administration  
Michigan Department of Corrections  
P. O. Box 30003  
Lansing MI 48909

Dean Mr. Rubitschun:

This letter is in response to your letter of November 12, 2008 concerning PA 245 of 2008 - Workload Study. It is the position of UAW Local 6000 that Bargaining Unit work is to be performed by Bargaining Unit employees. Article 49, Section 1 of the current bargaining agreement states, "The Employer shall not assign Bargaining Unit work to employees outside of the Union Bargaining Units except in the case of emergency, temporary work relief or to the extent that such work is a part of their duties as provided in the Civil Service class specifications or to the extent that such assignment is a matter of customary practice prior to January 1, 1988." Therefore, the Union is opposed to the assignment of caseload duties to managers and/or supervisors.

Please contact me with any questions or concerns that you may have.

Sincerely,

Ed Mitchell, President  
UAW Local 6000

EM/18j ope1142-071-c10

cc: Administrative Officers  
Lynda Taylor-Lewis

8.00 REFERENCES

- 8.10 APPA, *Probation and Parole's Growing Caseloads and Workload Allocation: Strategies for Managerial Decision Making*, May 2007.
- 8.20 Bureau of Justice Statistics, *Probation and Parole in the United States, 2004*, Washington, D.C., U.S. Department of Justice, November 2005.
- 8.30 Bureau of Justice Statistics, *Special Report on the Characteristics of State Parole Supervising Agencies, 2006*, Washington, D.C., U.S. Department of Justice, August 2008.