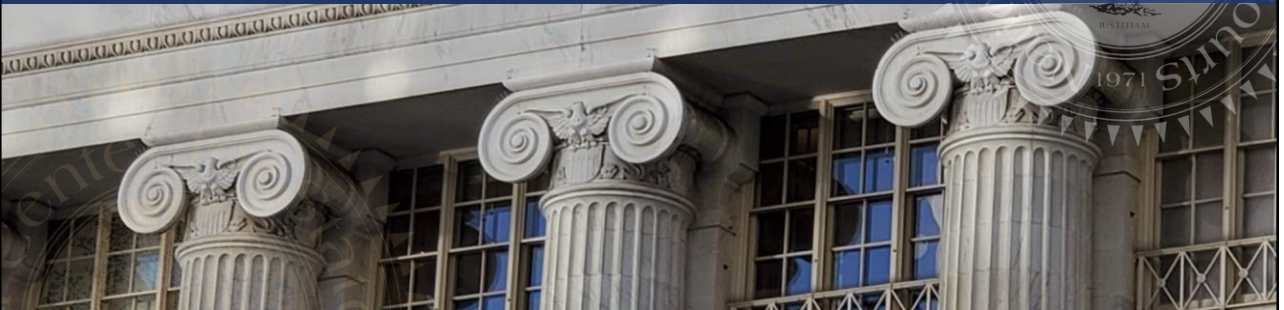


# Virginia Pretrial/Probation Workload Study



June 28, 2022



## VCCJA Director's Meeting

### Agenda

- Project Goals
- Task Plan/Timeline
- Review Project Design
- Workload Values
- Workload Model



# Virginia Pretrial/Probation Workload Study

## PROJECT GOALS



## Virginia Pretrial/Probation Workload Study

### Project Goals

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




# Virginia Pretrial/Probation Workload Study

## TASK PLAN/TIMELINE

### Virginia Pretrial/Probation Workload Study





# Virginia Pretrial/Probation Workload Study

## WORKLOAD ADVISORY COMMITTEE



## Workload Advisory Committee

### **Primary Roles:**

- Represent Virginia pretrial and probation staff
- Make recommendations regarding study parameters
- Support case weight adjustments, if necessary
- Review and provide feedback on deliverables
- Share the project with colleagues
- Assist colleagues in understanding the project and its goals

## Workload Advisory Committee

### **Our appreciation to:**

#### Directors

- Amanda Griffith, New River
- Gary Hughes, Chesterfield/Colonial Heights
- Cynthia Plummer, Lynchburg
- Andy Warriner, Portsmouth
- Freda Holliday, Halifax/Pittsylvania
- Melinda Johnson, Arlington Sheriff's Officer

#### Deputy Director

- April Higgs, Loudoun

## Workload Advisory Committee

### **Our appreciation to:**

#### Pretrial/Probation Supervisors

- Christi Farr, Pretrial Senior PO, Va. Beach
- Wes Smallwood, Pretrial Supervisor, OAR/Jefferson Area
- Tasha Brown, Pretrial Supervisor, Norfolk
- Courtney Haugh, Probation Supervisor, Southwest Virginia
- Robin Puryear, Investigations Supervisor, Henrico
- Samantha Honig, Senior Probation Officer, Blue Ridge

## Workload Advisory Committee

### **Our appreciation to:**

#### Pretrial/Probation Officers

- Lauren Bingham, Hanover
- Wanda Powell, Prince William
- Dana Stout, Middle Peninsula
- Melissa Claud, Chesterfield/Colonial Heights
- Dee Dee Anderson, Richmond

## Virginia Pretrial/Probation Workload Study

### WORKLOAD STUDY PROCESS

# Virginia Pretrial/Probation Workload Study

## What is the purpose of a weighted workload study?

To determine the appropriate number of pretrial and probation staff needed to handle the work of the Virginia pretrial and probation agencies in a high-quality manner.

- Identify and measure the work performed by pretrial and probation staff in Virginia.
- Based on the time requirements, develop workload values for each type of case handled by pretrial and probation staff.

# Virginia Pretrial/Probation Workload Study

## What is a Workload Assessment Study?

- Determine how much time it takes to perform the identified job-related task.
- A method to determine if sufficient time is available of Pre/Probation Officers to perform tasks and functions.
- A process to determine how many POs are needed to handle the caseload in Virginia.

## A Workload Assessment is NOT...

- An individual/locality performance review.
- A way to attribute data to an individual participant.
- A forum in which to share individual times.

# Project Design

## Unique to Study:

- Local Agencies.
- Probation population is primarily misdemeanor.
- Pretrial workload is new to the field.
- Human Resource Systems are locally aligned not state aligned.
- COVID – 19 driven change to processes.

## Virginia Pretrial/Probation Workload Study

### PROJECT DESIGN



# Project Design

## Administrative Data (Counts - "What Is")

- Critical to the initial phases of the project is determining what can be counted using PTCC.
  - Accurate and reliable caseload counts on the number of cases being supervised (or investigated) by case type – 3 years/by month
    - Yr 1: July 2017 – June 2018
    - Yr 2 July 2018 – June 2019
    - Yr 3 July 2019 – June 2020
  - Level of supervision, as available - 3 years.
  - An accurate census of the number of full time equivalent (FTE) pretrial and probation officers and staff by agency (local vs state funded).

# Project Design

## Survey of Pretrial/Probation Practices

- Sufficiency of Time Survey (before/after March 2020)
- To better understand the current state of affairs, a survey was conducted to capture changes in practices due to COVID-19 that are temporary and identify those that should become permanent moving forward.
- 85% of workforce participated in the survey.

# Project Design

## Time study (Current Practices)

- All agencies engaged.
- Training was provided live, recorded, and with written instruction.
- Four-week time period (March 8 – April 2, 2021).
- Consider major practices in pretrial and probation.
- What should have a timed value?
- Is it counted in a close to uniform manner across the state? (workload items must consider statewide application).

	Participation	
# of Localities	32	100% of staff engaged in the time study
	4	80 – 99% of staff engaged in the time study
	1	Less than 80% of staff engaged in the time study

*Note: Vacancies and extended leaves of absence were not utilized in determining participation rates.*

# Project Design

## Analysis of time study data

- NCSC compiled, verified, and analyzed the time study data. The analysis focused on:
  - Development of preliminary workload values (case weights) for all specified case type categories.
  - Time required for non-case related work (administration, travel, meeting attendance, etc.).

# Project Design

## Analysis of time study data

- **What is a case weight?**
  - The average amount of time spent on a single type of case in a year.
  - For each case type, divide minutes by case counts during the most recent fiscal/calendar year.

$$\text{Case Weight} = \frac{\text{Minutes of Activity}}{\text{Case Counts}}$$

**Example:**

A supervision case weight of 2 hours means that, on average, a case of this type requires roughly 2 hours of probation officer time to handle the case each month.

# Project Design

## Analysis of time study data

- **Determining the demand for pretrial and probation staff.**
  - For each case type: Case Weight X Annual Case Counts = Workload.
  - Sum the workloads for each case type to obtain total workload.
  - Subtract average non-case specific time and travel time from annual staff availability (total number of minutes or total number of days) to determine availability for *case specific* work.
  - Divide the total workload in each location by the availability for *case specific* work to determine staff demand in each location.

# Project Design

## Analysis of time study data

- **Calculation of non-case specific workload.**
  - Determine number of minutes worked in this category and annualize the time.
  - Divide the annualized minutes by number of participants to compute annual average.

# Project Design

## Quality Adjustment Sessions – “What should be”

- **The Delphi sessions provide a structured method for assessing reasonableness of case weights.**
  - The NCSC held two pretrial (small and not small) and two probation (small and not small) focus groups.
  - Each Delphi group was made up of approximately eight to ten experienced officers from across the state.
  - A consensus-based approach was used to determine the reasonableness of the workload values (case weights).

# Virginia Pretrial/Probation Workload Study

## Workload Values

## Pretrial Investigations

### Pretrial Investigations

Screenings Investigations

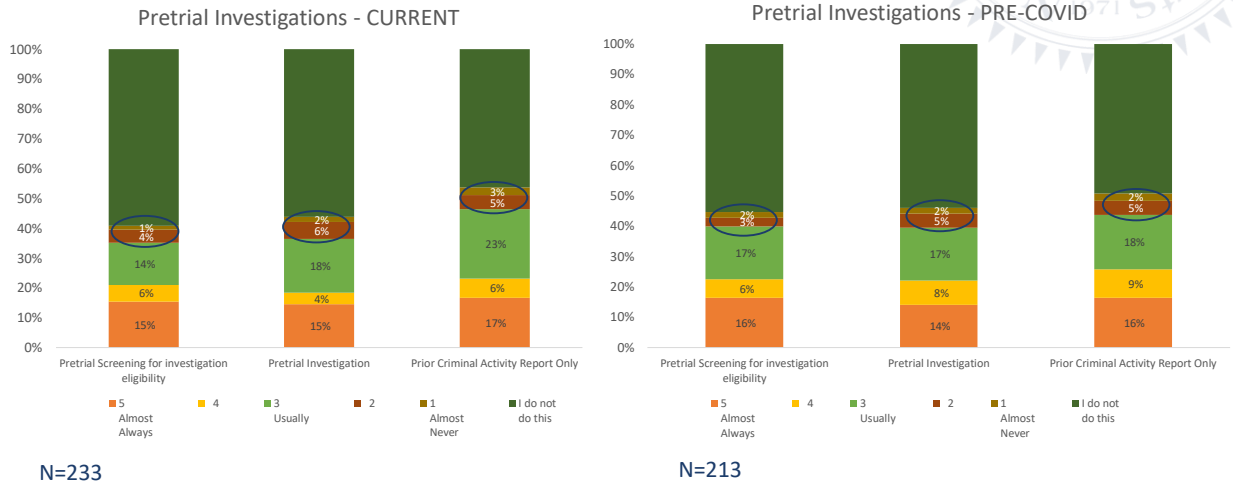
No Investigations –  
Prior Criminal Activity  
Report Only

Action: Court Time (D) added to  
Investigation (B).

Category/Activity	Description	
A. Screening	<ul style="list-style-type: none"> <li>Pretrial screening for investigation only</li> </ul>	
B. Investigation	<ul style="list-style-type: none"> <li>Interviews</li> <li>Verification attempts</li> <li>Criminal record check (DMV, NCIC/NICN)</li> <li>VPRAI completion,</li> <li>VPRAI Report</li> <li>Pretrial Investigation Court Report</li> <li>Dissemination of the report to court and attorneys</li> <li>Follow up/Sequential Review</li> </ul>	
C. No Investigation	<ul style="list-style-type: none"> <li>Prior Criminal Activity Report Only</li> </ul>	
D. Court Time	<ul style="list-style-type: none"> <li>Time spent in court related to investigation</li> <li>Time spent traveling to and from court for the investigation.</li> </ul>	<ul style="list-style-type: none"> <li>Number of Cases: Number of cases you appeared in court for and should be associated with the time noted in court activity.</li> </ul>

# Pretrial Results

## Sufficiency of Time



## WVLC - FINAL Pretrial Investigation

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

A = Small; B = Not Small

# Pretrial Supervision

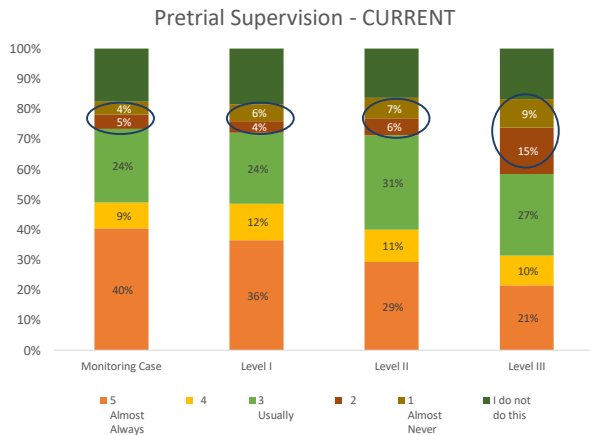


Action: Court Time, TI/TO, and Active Unknown spread proportionally across Active Level I, II, III, and Monitoring.

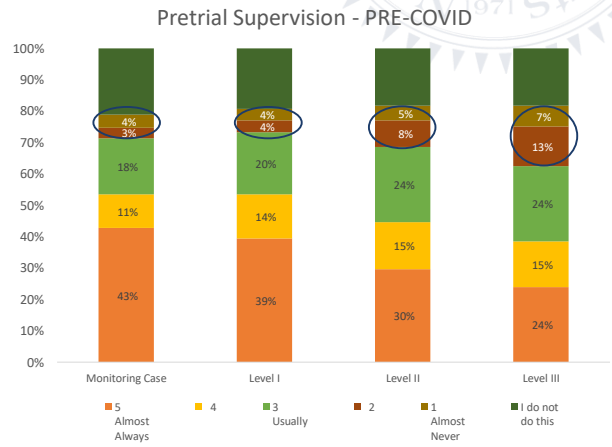
Category	Activity	Description	
E. Pretrial Supervision	Pending/ Pending Close	<ul style="list-style-type: none"> <li>Case closings</li> <li>Correspondence</li> <li>Criminal record check (DMV/NCIC/VCIN)</li> <li>Monitoring of status</li> <li>Case preparation</li> </ul>	
	Active	<ul style="list-style-type: none"> <li>Initial contact</li> <li>Referrals</li> <li>Face to Face meetings</li> <li>Virtual contacts</li> <li>Collateral contacts</li> <li>Drug testing (single case)</li> <li>Court correspondence (violations, status reports)</li> <li>Court reminder notifications</li> <li>NCIC/VCIN</li> <li>Home electronic monitoring/GPS</li> <li>SCRAM</li> <li>Other correspondence</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring</li> <li>Level I</li> <li>Level II</li> <li>Level III</li> <li>Unknown</li> </ul>
	Court Time	<ul style="list-style-type: none"> <li>Time spent in court related to supervision</li> <li>Time spent driving to/from court for the cases</li> </ul>	<ul style="list-style-type: none"> <li>Number of Cases: How many cases were you appearing in court for and should be associated with the time noted in court activity.</li> </ul>
	Transfer In	<ul style="list-style-type: none"> <li>Administrative paperwork to accept the case and complete monthly reporting to transferring agency</li> </ul>	
	Transfer Out	<ul style="list-style-type: none"> <li>Administrative paperwork to transfer case to another agency for supervision</li> </ul>	
	Inactive	<ul style="list-style-type: none"> <li>Correspondence</li> <li>Verification of continuing status</li> <li>Criminal record check (DMV/NCIC/VCIN)</li> </ul>	

# Pretrial Result

## Sufficiency of Time



N=233



N=213

# WLV – FINAL Pretrial Supervision

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

A = Small; B = Not Small

# Probation Supervision



Action: Court Tim, TI/TO, and Active Unknown spread proportionally across Active Low Risk and Med/High Risk.

Category	Activity	Description
F. Supervision	Pending/ Pending Close	<ul style="list-style-type: none"> <li>Case closings</li> <li>Correspondence</li> <li>Criminal record check (DMV/NCIC/VCIN)</li> <li>Monitoring of status</li> <li>Case preparation</li> </ul>
	Active	<ul style="list-style-type: none"> <li>Screening/assessment</li> <li>Initial Contact</li> <li>Referrals</li> <li>Face to Face meetings</li> <li>Virtual contacts</li> <li>Collateral contacts</li> <li>Report writing</li> <li>Case planning</li> <li>Drug testing (single case)</li> <li>Court correspondence (violations, status reports)</li> <li>NCIC/VCIN</li> <li>Home electronic monitoring/GPS</li> <li>SCRAM</li> <li>Case related travel</li> <li>Other correspondence</li> </ul> <ul style="list-style-type: none"> <li>Low Risk: Scored low on the MOST or on the OST</li> <li>Med/High Risk: Scored as medium or high risk on the OST</li> <li>Unknown: Screening/Assessment score is unknown</li> </ul>
	Court Time	<ul style="list-style-type: none"> <li>Time spent in court related to supervision</li> <li>Time spent driving to/from court for the cases</li> </ul> <ul style="list-style-type: none"> <li>Number of Cases: Number of cases you appeared in court for and should be associated with the time noted in court activity.</li> </ul>
	Monitoring	<ul style="list-style-type: none"> <li>Courtesy case from the court</li> <li>Restitution only</li> </ul>
	Transfer In	<ul style="list-style-type: none"> <li>Administrative paperwork to accept case and complete monthly reporting to transferring agency</li> </ul>
	Transfer Out	<ul style="list-style-type: none"> <li>Administrative paperwork to transfer case to another agency for supervision</li> </ul>
	Inactive	<ul style="list-style-type: none"> <li>Correspondence</li> <li>Verification of continuing status</li> <li>Criminal record check (DMV/NCIC/VCIN)</li> </ul>



# Probation Related

PROBATION SUPERVISION RELATED		
Category	Activity	Description
G. Group Work: All probationer related group work that cannot be assigned as individual time.	Educational Group	<ul style="list-style-type: none"> <li>• Shoplifter Group</li> <li>• Anger Management</li> <li>• Substance Abuse Education</li> <li>• Life Skills</li> </ul>
	Cognitive Behavioral Group	<ul style="list-style-type: none"> <li>• Moral Recognition Therapy</li> <li>• Thinking for a Change</li> </ul>

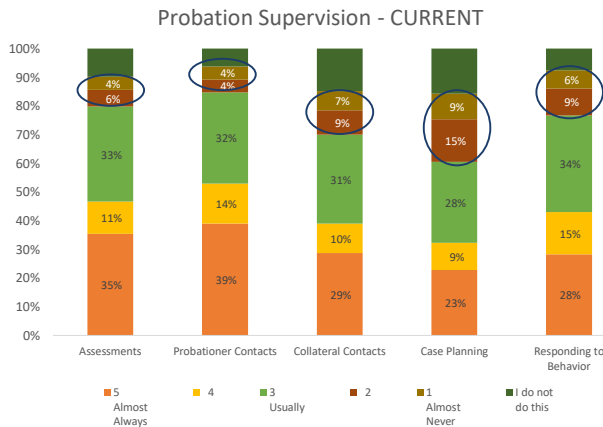
GROUP DRUG/ALCOHOL TESTING	
Category/Activity	Description
H. Group Testing	<ul style="list-style-type: none"> <li>• Large group of individuals called into the office for a team of POs to test for alcohol or drugs over a period of time.</li> </ul>



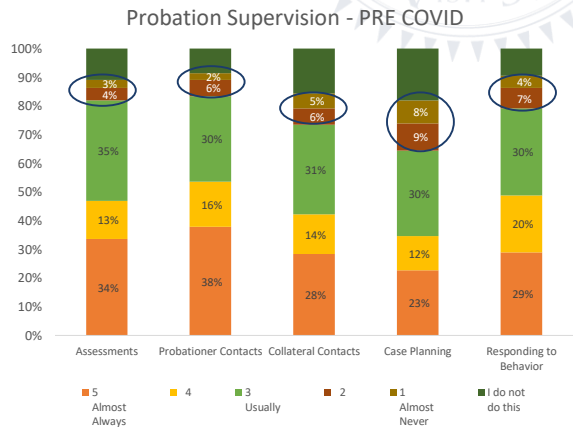
Action: All time for these categories spread proportionally across all Active Low and Active Med/High probation cases.

# Probation Results

## Sufficiency of Time



N=223



N=211

# VWLV – FINAL PROBATION Supervision

PROBATION SUPERVISION						
Case Type	Sub Type	Time Study (minutes)	Delphi Group A (minutes)	Delphi Group B (minutes)	Advisory Comm. Recom.	Final Workload
Pending/ Pending Close		4	10	15	15	<b>4*</b>
Active	Low Risk	42	36	36	42	<b>42</b>
	Medium/ High Risk	165	154	145	165	<b>165</b>
Monitoring		4	10	5	7	<b>7</b>
Inactive		2	10	5	12	<b>2*</b>

A = Small; B = Not Small

## Non-case Related



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

# Non-case Related

## Non-case related

Staff/Unit Meetings  
Committee Work  
Email/Telephone  
Community  
Activity/Partnership  
Training – Participant  
Trainer  
Employee Wellness  
Travel

Action: All Paid Time off was dropped from the study. Court Time and Other was spread proportionally across all active pretrial and probation cases. Time Study Tracking was spread proportionally across all activities, both case-related and non-case-related.

Category	Activity	Description
L. Other	Paid Time Off	<ul style="list-style-type: none"> <li>(Vacation/Illness/Leave) – record all time you have officially taken as PTO, regardless of whether the time is a few hours or an extended period.</li> </ul>
	Employee Wellness Activities	<ul style="list-style-type: none"> <li>Activities developed and/or supported by your management team to facilitate employee health and well-being (e.g., reduce stress, burnout) or develop a positive local culture (e.g., teambuilding activities).</li> </ul>
	Court Time	<ul style="list-style-type: none"> <li>Includes time waiting in court in general (for example, if you have court duty for a day or for a section of a day. Any time spent in court on a specific case should be recorded for that case type).</li> </ul>
	Travel	<ul style="list-style-type: none"> <li>Does NOT include traveling to court or traveling to deliver paperwork for a specific case! This travel includes time related to training and/ or work-related activities not related to a case.</li> </ul>
	Other	<ul style="list-style-type: none"> <li>All other non-case-related time not captured in items above should be recorded in this category. Do not use this category as a catch-all category. Most work engaged in as a pretrial/probation officer should fit within one of the case-related or non-case-related activities specified.</li> </ul>
	Time Study Tracking	<ul style="list-style-type: none"> <li>Record time expended recording or entering your time for the workload study project.</li> </ul>

# Workload Values

## Officer Day Value

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

# WLV Model 2021 Result

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

## Questions

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Thank you.