

# Parole Agent Workload Study

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## GLOSSARY

ADA	Americans with Disabilities Act
CCR	Case Conference Review
CDCR	California Department of Corrections and Rehabilitation
CEBC	Center for Evidence-Based Corrections
CEO	Chief Executive Officer
CCCMS	Correctional Clinical Case Management System
COMPAS	Correctional Offender Management Profiling for Alternative Sanctions
CPSRM	California Parole Supervision and Reintegration Model
DAPO	Division of Adult Parole Operations
DRP	Division of Rehabilitative Programs
EOP	Enhanced Outpatient Program
FOPS	Female Offender Programs and Services
FOTEP	Female Offender Treatment and Employment Program
GPS	Global Positioning System
GR	Gender Responsive
HEAL	Housing, Employment and Linking Services
MBI	Maslach Burnout Inventory
OD	Officer of the Day
PC	Penal Code
PS	Public Safety
SD	Standard Deviation
UA	Urine Analysis
UCI	University of California, Irvine

## EXECUTIVE SUMMARY

This workload study was completed under a research contract between the California Department of Corrections and Rehabilitation (CDCR) and the Center for Evidence-Based Corrections (CEBC) at the University of California, Irvine (UCI). CDCR's Office of Research and the Division of Adult Parole Operations (DAPO) collaborated with UCI research staff to design the study, develop data capture instruments that were then pilot tested in the field, identify parole agents to participate in the study, and provide agent training. DAPO was responsible for coordinating the study with parole administrators, unit supervisors and agents in the field. UCI collaborated on instrument development, collected and analyzed data, and provided reports to CDCR and DAPO.

The need for a workload study was identified during DAPO training on gender-responsivity (GR). During several two-day training sessions, parole agents expressed concern over the amount of time involved in the supervision of female offenders. Agents reported that, as a consequence of female offenders being more relational and having a broader range of criminogenic needs than males, females took more time. Agents perceived that face-to-face contacts with female parolees were longer, and that additional time was spent on activities such as speaking with females on the telephone and liaising with programs.

Under the California Parole Supervision and Reintegration Model (CPSRM), parole caseloads in California are funded at a ratio of 53:1. Due to the perceived additional workload involved in supervising female parolees, some agents attending training were concerned that the introduction of female-only, GR caseloads would be too much work unless the number of females on a GR caseload was lower than 53 parolees. Sixteen GR female-only caseloads (operating at a 53:1 ratio) had been implemented in California at the time of this study. Certain specialized caseloads with reduced caseload sizes are employed in California for Enhanced Outpatient Program (EOP) offenders with mental health issues and non-high risk sex offenders (operating at 40:1), in addition to Global Positioning System (GPS) specialized caseloads for gang members and high risk sex offenders (operating at approximately 20:1). Other states have implemented smaller, specialized caseloads for offenders with drug and alcohol problems, mentally ill offenders, domestic violence offenders, and female offenders. Research has shown that these specialized caseloads may result in recidivism reductions (Jalbert & Rhodes, 2012; Jalbert, et al., 2011; Klein, Wilson, Crowe & DeMichele, 2005; Gies, et al., 2012; Wolff, et al., 2014).

The purpose of the workload study was to collect data to examine whether female parolees are *more* work or *different* work than male parolees. That is, do contacts with females take longer or are they different in nature than contacts with males? For this study, agents reported their daily contacts and the time they allocated to various work activities using a Daily Activity Log instrument over a five week data capture period. Agents supervising the sixteen GR caseloads comprised the experimental group (GR group). Approximately 30 agents supervising regular mixed-gender CPSRM caseloads were selected by DAPO to comprise a control group, used for comparison purposes.

Workload that is too high leads to job stress and burnout. Burnout has been linked to decreased work performance, withdrawal from others, substance abuse, employee health problems, an increase in

absenteeism, and employee turnover (Griffin, Hogan, & Lambert, 2012; Lambert & Paoline, 2008; Whitehead & Lindquist, 1986). Agent burnout is thus costly to both employees, DAPO, and potentially has public safety impacts for society. This study measured the level of agent burnout, job stress, job satisfaction, organizational commitment, and perceived workload using an agent survey.

The study concludes that female parolees are both *more* work and *different* work than male parolees. Female contacts are longer overall, certain tasks are performed more often with female parolees, and certain tasks were shown to take longer with female than male parolees. Other jurisdictions in the United States have adopted a *specialized caseloads* approach to female offenders by reducing caseload sizes; the findings of this study support such an approach.

### Key findings from the agent work stress survey:

- ✦ GR group agents had the same level of burnout as control group agents, but tended to score higher on personal accomplishment, which is a protective factor for burnout indicating that they find their work rewarding.
- ✦ Levels of job stress (moderate) and job satisfaction (moderately high) appeared to be similar across study groups. However, regression analysis controlled for the influence of other factors and found that GR agents experienced higher levels of job stress. In addition, job stress increased for GR agents as caseload size increased, and as agents reported needing more overtime. This was not the case for control group agents.
- ✦ All agents in the study reported high levels of organizational commitment, regardless of group. It is possible that agents selected by supervisors to implement GR caseloads or participate in the study as a control group agent tend to score more highly on commitment to DAPO.
- ✦ GR group agents perceived their caseload size to be slightly higher than control group agents, although all agents rated their caseload size and workload as too high. Agents in all study groups reported they could adequately supervise fewer parolees on a female-only caseload than either a mixed-gender or a male-only caseload. Feedback from agents indicated that an appropriate caseload size for a GR female-only caseload was 35 parolees. This is significantly lower than the currently funded caseload size of 53 parolees under CPSRM.
- ✦ Consistent with rating their workload as too high, agents reported that they regularly needed overtime but that they did not speak with their supervisor or officially request overtime very often. GR agents perceived that they needed overtime approximately two days per month more often than control group agents.
- ✦ All agents were concerned about the impact of the size of their caseload on public safety and reported that the quality of parole supervision is negatively impacted by their current workload. There were no differences between groups.

## Key findings from the Daily Activity Logs

- ✧ Face-to-face parolee contacts reported by agents were approximately 30 minutes in length on average. GR agent contacts were almost 5 minutes longer on average compared with the contacts of control group agents (33.9 minutes as opposed to 29.3 minutes).
- ✧ Across all groups, we found that contacts with female parolees were 5.6 minutes longer on average than contacts with males, a finding that was replicated when we controlled for the influence of other variables (in a regression analysis). Agents in the control group showed the largest difference in contact length by parolee gender, spending nearly 8 minutes longer on average per female parolee contact compared with males.
- ✧ The contacts of GR group agents were different in nature than those of the control group. They were less likely to occur at the parole unit and more likely to involve a search and drug test. GR agents were more likely to review rewards/incentives and financial assistance during a contact than control group agents, and were less likely to spend time reviewing a parolee's goals and progress. Agents supervising GR caseloads were more likely to discuss a broad range of services with parolees during their interactions, including housing, family/parenting, health/dental and mental health needs. Contacts by GR agents more often included a discussion of at least one service need, as opposed to having no service areas discussed. Discussing certain services was found to take longer with female parolees than when discussed with male parolees.
- ✧ Contrary to our expectations, GR agents did not report allocating more time than control group agents on additional face-to-face contacts and other types of contacts (e.g., telephone and collateral contacts); they reported almost five minutes less time on additional contacts and almost 7 minutes less on other types of contacts than control group agents.
- ✧ There were no group differences in the reported rate of referrals, violations/sanctions or arrest as outcomes of contacts. GR agents reported using positive recognition more frequently and spent more time on referrals/programming and miscellaneous activities, and less time on pre-release planning activities and driving during the work day. However, all agents spent about 6½ hours per day on other activities even though they used that time differently, suggesting that agents adjusted their allocation of time to tasks based on caseload demands.
- ✧ All agents reported a consistent work day of just over 8½ hours (which included 30 minutes of overtime approved for the study).
- ✧ Prior GR training made a difference to agent behavior. Agents who reported prior GR training more frequently discussed key services such as housing, family/parenting, work/education and health/dental with parolees than agents with no prior GR training. Additionally, agents with GR training more often reviewed rewards/incentives and needs/COMPAS with both male and female parolees than agents with no prior training. We are uncertain as to the direction of this association: whether GR training causes agents to behave differently or whether agents who are more service-oriented in their approach are more likely to be selected to implement a GR caseload and thus receive GR training.

- ✧ Factors that had a significant impact on contact length were performing initial interviews, Case Conference Reviews, driving the parolee, having contacts in the field or residence as opposed to the parole office, and an outcome of arrest/violation. We also observed interaction effects, in which certain activities took longer with females (e.g., discussing housing and mental health services, processing a violation/sanction) while some took longer with males (e.g., conducting initial interviews).

## SECTION 1: INTRODUCTION

The California Department of Corrections and Rehabilitation (CDCR) Division of Adult Parole Operations (DAPO) currently supervises approximately 35,000 offenders on parole. Approximately 3,000 of these parolees are female. CDCR has recognized, as have other jurisdictions across the United States, that effective correctional policies must incorporate evidence-based reentry strategies such as responsivity in order to reduce recidivism. Female offenders have unique needs and pathways into offending, requiring a trauma-focused, gender-responsive (GR) approach from correctional agencies.

In July 2005, CDCR established the Female Offender Programs and Services (FOPS) office to manage and provide oversight to adult female programs. FOPS developed a GR, culturally sensitive approach to program and policy development to improve recidivism outcomes for the adult incarcerated and paroled female offenders under the supervision of CDCR. A master plan for female offenders was developed in 2008 with input from the Little Hoover Commission, legislative representatives, nationally recognized experts on female offenders, previously incarcerated females, family members of female offenders, and others (CDCR, 2008). This plan lays the foundation for making evidence-based decisions in creating gender appropriate policy, programs, and practice. In addition, it incorporates the requirements of Penal Code (PC) Section 3430 which identifies the duties of the CDCR regarding female offenders, including the implementation of GR training for staff.

DAPO is implementing the Housing, Employment and Linking services to reduce female recidivism (HEAL) initiative. The HEAL Initiative is a GR approach to reduce female recidivism that was created through a partnership between DAPO and the Division of Rehabilitative Programs (DRP). HEAL is a multi-faceted initiative that incorporates a range of existing CDCR services and new strategies into a coordinated and targeted approach aimed at improving outcomes for female offenders.

HEAL includes existing services targeting female offenders, such as re-entry hubs prior to release from an institution and residential treatment facilities such as the Female Offender Treatment and Employment Program (FOTEP) for females with a history of substance abuse. HEAL also includes a number of new services, such as female-only specialized parole caseloads and GR training for parole agents.

DAPO, through CDCR's Office of Research, requested research support from UC Irvine's Center for Evidence-Based Corrections (CEBC) to evaluate the effectiveness of HEAL. Our evaluation includes technical assistance to the development of GR training curriculum, a literature review on specialized caseloads summarized in a brochure, evaluation of GR training, workload study, prison gate to program door transportation study, and a study of recidivism and reentry outcomes for female offenders. The current report is one of several expected products from the HEAL evaluation.

## SECTION 2: STUDY INSTRUMENTS AND PROCEDURE

### Parole agent job survey

The workload study collected daily work activity data from parole agents over a five week period from April 1<sup>st</sup> through May 6<sup>th</sup>, 2016. Study participants were invited to complete a survey prior to the start of this data capture period. The survey was designed to measure baseline levels of agent perceived workload and job stress immediately prior to the study, in addition to capturing agent demographic and background information required as control variables for analysis. Agents selected by DAPO for the workload study were sent an email by CEBC containing a link to complete the survey online using Survey Monkey. Agents were sent weekly reminder emails from CEBC requesting that they complete the survey if they chose to participate in the study. Once agents completed the survey they were sent an email from CEBC thanking them for their participation. Participation was voluntary and once the workload study data capture period commenced the online survey was closed. Survey items and scales are described below and a copy of the survey is contained in Appendix A.

### Demographic variables

Agents were asked nine questions related to their demographics and background. These included age, gender, education, prior work experience, and years of service. These questions were asked in order to describe the sample of participating agents as well as test for relationships between study measures and demographic variables.

### Attitude toward role

Role stressors, such as role conflict and ambiguity, have been shown to lead to reduced job satisfaction among correctional staff. The Attitude Toward Role scale was originally developed by Fulton, Stichman, Travis and Latessa (1997). The original measure was a 33-item survey which utilized semantic differentials (i.e., words or concepts that are opposite in meaning are placed at opposing ends of a six-point scale). Factor analysis identified two scales – a strategy scale and a subjective role scale. The seven-item subjective role scale was used in this study. A participant's score could range from 7 to 42, with a lower score indicating "a stronger focus on the provision of service, the importance of rehabilitation, and strategies that promote offender change according to the principles of effective intervention" (Fulton et al., 1997). A higher score is more reflective of attitudes of enforcement and control. Scores close to the true mean of the scale (24.5) are indicative of a balanced approach to supervision in which both rehabilitation and control are equally important. The measure has good reliability (Cronbach's alpha of .88).

### Burnout

Job burnout is a state of fatigue and/or frustration and, if left unaddressed, "can be harmful and costly to the employee, the clients, coworkers, the organization, and society" (Griffin, Hogan, Lambert, Tucker-Gail & Baker, 2010). Burnout involves the gradual loss of caring and occurs frequently among individuals who do "people-work" (e.g., nurses, service workers). Occupational burnout was assessed using the Maslach Burnout Inventory, or MBI (Maslach & Jackson, 1981). One minor modification was made to

change the term 'inmate' to 'parolee'. The MBI is a 22-item instrument that uses a six-point Likert scale to assess three dimensions of burnout: emotional exhaustion (e.g., *"I feel emotionally drained from my work"*), depersonalization (e.g., *"I worry that this job is hardening me emotionally"*) and personal accomplishment (e.g., *"I feel very energetic"*). Participants are asked to indicate the frequency with which they experienced each statement from *never* to *every day*. The MBI is a reliable measure (emotional exhaustion  $\alpha = 0.90$ , depersonalization  $\alpha = 0.79$  and personal accomplishment  $\alpha = 0.71$ ) and has good test-retest reliabilities conducted over a 2-4 week period (emotional exhaustion  $\alpha = 0.82$ , depersonalization  $\alpha = 0.60$  and personal accomplishment  $\alpha = 0.80$ ; Maslach & Jackson, 1981). The MBI has been used widely in studies across multiple populations and has consistently shown to be a valid measure (see Allard, Wortley, & Stewart, 2003; Carrola, Olivarez, & Karcher, 2016; Volpe et al., 2014).

### Job stress

Job stress was assessed using a scale developed by Cullen, Link, Wolfe & Frank (1985). The original scale was composed of 57 items – two scales of stressors (role problems and dangerousness), five scales of coping factors (supervisory support, peer support, family support, community support and correctional orientation), and three stress scales (work stress, job dissatisfaction and life stress). Only the work stress scale was utilized in this study and is designed to measure anxiety and pressure at work. The work stress scale comprises six items (e.g., *"When I'm at work, I often feel tense or uptight"*) that are rated on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). The scale has a reported Cronbach's alpha of .74 (Cullen, et al., 1985) and .78 (Cullen, Lemming, Link, & Wozniak, 1985).

### Job satisfaction

The scale used to assess job satisfaction was originally developed by Brayfield and Roth (1951) and later adapted by Lambert and Pauline (2008): the adapted scale is used in the current study. The measure of job satisfaction is concerned with a participant's overall satisfaction in their job as opposed to specific facets such as pay or supervision. It comprises five items (e.g. *"I am seldom bored with my job"*) rated on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree) and has a Cronbach's alpha of .83.

### Organizational commitment

An employee's sense of commitment to the organization is a major predictor of intent to leave and actual turnover. The scale used to assess organizational commitment was originally developed by Mowday, Steers and Porter (1979) and later adapted by Lambert and Pauline (2008): the adapted scale is used. The scale has two items (*"I am proud to tell others that I am part of this organization"* and *"This job really inspires the best in me in the way of job performance"*) rated on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). It has a Cronbach's alpha of .72.

### Additional survey items

Participants were also asked questions about their caseload (number of parolees supervised), workload (amount of time and effort required to manage caseload) and self-reported use of overtime. This

allowed for a comparison between groups of agent perceptions of their workload, need for overtime, and actual number of parolees on a caseload.

In consultation with DAPO, four questions were included to assess perceived impact of caseload size on public safety (e.g., “*Caseload size has no impact on public safety*”). The questions were scored on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree).

### Daily Activity Logs

The timeframe for data capture was a period of five weeks, from Friday April 1<sup>st</sup> through Friday May 6<sup>th</sup>, 2016. During this time, participating agents submitted logs with a record of their daily activities to CEBC. Logs were submitted at the end of every day worked, including weekends, if agents worked on a Saturday or Sunday.

An instrument called a Daily Activity Log was developed to capture data. The instrument took several months to develop, in collaboration with CDCR and DAPO, and involved the following steps:

- Reviewing the workload literature to identify established methods for studying workload
- Reviewing a measure previously developed by DAPO to identify categories of agent tasks
- Selecting an appropriate sampling methodology that would yield sufficient data while not being too onerous for agents
- Selecting variables and response categories
- Pilot testing in the field

The Daily Activity Log was provided to participating agents (and their supervisors, for training purposes) in two formats. A pencil-and-paper format was provided for agents to print and complete by hand. Completed paper logs were then scanned by agents and emailed to CEBC. Alternately, an electronic version was provided in a fillable PDF format for agents to complete using a computer. Electronic logs were saved by agents and emailed to CEBC. Agents were free to choose which format they preferred, as long as they completed and submitted a log for every work day. CEBC research staff tracked incoming logs on a daily basis and sent a weekly email to agents to acknowledge logs received and/or remind agents to submit outstanding logs.

The Daily Activity Log contained three sections. Section A was used by agents to record information about themselves and their caseload; Section B captured specific details for up to five face-to-face parolee contacts they had that day; and Section C recorded the allocation of agent time to various activities and captured time worked that day. Each section is described in more detail below and a copy of the Daily Activity Log is contained in Appendix B.

Section A captured agent name, date, number of male and females on the agent’s caseload, and the total number of face-to-face parolee contacts the agent had that day. Data from this section was used to capture high-level information about the agent’s caseload.

Section B captured details for up to five parolee contacts for the day. Agents were instructed to document the first five contacts (or fewer, if they had fewer contacts) rather than selecting which contacts to document to ensure uniform sampling. The following details were captured for up to five

face-to-face parolee contacts: number of minutes per contact, parolee gender, parolee type (e.g., CPSRM, lifer), presence of ADA issues, use of a translator, parolee mental health status (e.g., CCCMS, EOP), contact location (e.g., residence, office), whether certain tasks were performed (e.g., Initial Interview, Case Conference Review), presence and type of search, presence and outcome of urine analysis (UA) test, whether certain items were reviewed (e.g., goals and progress, COMPAS), whether certain services were discussed (e.g., housing, work), whether and where the parolee was driven, and contact outcome (e.g., referral, arrest). This section provided detailed data on the nature and length of agent contacts.

Section C was used by agents to record their remaining work time for that day. Agents captured the number of minutes allocated to nine categories of tasks: additional face-to-face parolee contacts (if they had more than five face-to-face contacts that day), other types of contacts, drive time, pre-release planning activities, enhanced supervision casework, field operations, programs/referrals, violations/arrests (which included sanctions, warrants and reviews), and miscellaneous. Included in Section C was the total number of hours/minutes worked that day. This section was used to examine agent allocation of time to work activities.

## Number of participating parole agents and study groups

### GR experimental group

At the time of the study, UCI was notified of sixteen GR caseloads in California. All sixteen GR agents completed the survey and fifteen GR agents participated in the Daily Activity Log Component. These agents comprise the GR group (N = 16 for the survey and N = 15 for the log component).

CEBC used agent roster information from April 1<sup>st</sup> 2016 (the start day of the study) to confirm the assignment of agents to study groups. The sixteen GR caseloads had been implemented by DAPO and were operating as specialized GR caseloads. We confirmed that the majority of these agents were supervising 100% female parolee caseloads, although three agents had some males on their caseload (up to 30% males in one instance). The average caseload size for the GR group at the start of the study was about 52 parolees.

### Control group and partial group

DAPO pre-selected 52 additional agents to serve as potential control group agents for this study. Control group agents were identified by DAPO on the basis of their similarity to the GR group agents (e.g., agent gender, parole unit location). CEBC requested more control group agents than the sixteen GR agents to provide more data and greater statistical power of analysis. All agents pre-selected for the control group were sent an email inviting them to participate in the study. Some agents were unable to participate due to scheduled vacation or personnel movement (e.g., promotion, unit transfer).

In total, 32 control group agents completed surveys and 31 participated in the Daily Activity Log component.

When examining agent roster data we identified five agents in the control group that had a larger than usual number of female parolees on their caseloads (32% - 60% female parolees). These five agents

formed a distinct sub-group within the control group, which we termed the partial group (N = 5 for both the survey and log components)<sup>1</sup>.

The remaining agents in the control group had few females on their caseloads (0% - 22% female parolees) and represented parole-as-usual caseloads that we termed the control group (N = 27 for the survey and N = 26 for the log component). The average caseload size of the control group was approximately 51 parolees, the same as for the GR group<sup>2</sup>. A summary of caseload information for all study groups is presented in Table 1.

**Table 1: Caseload information for agents who completed the survey (N = 48)**

Variable	Measure	Control (N = 27)	GR (N = 16)	Partial (N = 5)
# Parolees on caseload	Mean	51.3	51.5	48.0
	SD <sup>3</sup>	7.98	4.90	7.07
	Range	42-74	41-61	41-59
# Females on caseload	Mean	2.5	48.8	20.0
	SD	3.08	6.46	5.43
	Range	0-12	35-58	13-26
# Males on caseload	Mean	48.8	2.7	28.0
	SD	8.77	5.76	8.40
	Range	37-74	0-16	17-38

#### Total study sample

The total sample size was N = 48 for the survey, and N = 46 for the Daily Activity Log. Refer to Table 2 for a breakdown of the study sample by group.

**Table 2: Parole agent sample for each study component by agent group**

Study component	Control	GR	Partial	Total
Agent survey	27	16	5	48
Daily Activity Logs	26	15	5	46

<sup>1</sup> We analyzed data to see whether the partial group agents were similar to GR or control group agents, to enable us to incorporate these five agents into the GR or control group. The partial agents did not resemble either group and were thus kept separate. In this report, when we compare across groups, we present data from the partial group in tables and figures but exclude this group from statistical analyses comparing groups, due to small N.

<sup>2</sup> In practice, caseload sizes are sometimes higher than the 53:1 ratio funded under CPSRM (for example, if an agent is on leave then their caseload is temporarily assigned to other agents at the unit). Prior to the start of the study, DAPO monitored the caseloads of participating agents to ensure that all caseloads were at 53:1 to enable comparisons across groups.

<sup>3</sup> SD is a standard deviation. The standard deviation tells you how close other values are to the average (mean). A high standard deviation indicates that there is wide variation among agents, whereas a smaller standard deviation indicates that agents are more closely grouped together and similar in their responses.

Participation in the study was voluntary. Agents received 30 minutes of overtime for each day's participation in the study to compensate them for the time taken to complete study materials. DAPO facilitated agent and supervisor training in study procedures via two statewide conference calls with CEBC research staff held in May, 2016.

### Description of the workload study data

#### Survey data

Surveys were received in electronic format using Survey Monkey. Survey respondents (N = 48) were assigned an identification number for data analysis which was used to link an agent's survey data with their Daily Activity Log data. The survey dataset contained 81 variables.

#### Daily Activity Log data

The 46 participating agents submitted a total of 968 Daily Activity Logs during the five-week study period. Three-quarters of the logs (75.1%) were completed electronically by agents. Logs that were completed by hand were entered into electronic format by research staff at UCI and checked for reliability of data entry. GR group agents submitted an average of 22.3 logs, compared with just under 20 logs submitted on average by control group agents. Agents in the GR group submitted between 17 and 26 logs each, while agents in the control group submitted between 2 and 26 logs each. The number of logs received broken down by agent group is presented in Table 3. The Daily Activity Log dataset contained 22 variables.

**Table 3: Number of logs submitted by agent group**

Daily Activity Logs	Control	GR	Partial	Total
<b>Total logs submitted</b>	510	334	124	<b>968</b>
<b>Mean logs per agent</b>	19.6	22.3	24.8	<b>21.0</b>
<b>Range of logs per agent</b>	2-26	17-26	17-29	<b>2-29</b>

Agents could include details on up to five face-to-face contacts in each log. On average, each log contained details on three contacts. Not all logs contained contact details, since agents may not have had contacts to report every day. From the 968 logs submitted, there were details on 3,147 face-to-face parolee contacts, which were extracted to form a separate contacts dataset containing 52 variables. A summary of contacts by group is presented in Table 4.

**Table 4: Number of contacts submitted by agent group**

Contacts	Control	GR	Partial	Total
<b>Total contacts</b>	1,706	1,069	372	<b>3,147</b>
<b>Total female parolee contacts</b>	102	957	174	<b>1,233</b>
<b>Total male parolee contacts</b>	1,602	111	196	<b>1,909</b>
<b>Mean contacts per log</b>	3.3	3.2	3.0	<b>3.3</b>

Note that 5 contacts were missing parolee gender.

## Description of the parole agent sample

The agent survey collected demographic and background information on participating parole agents<sup>4</sup>. Results are presented in Table 5.

**Table 5: Demographic and background characteristics of the survey sample (N = 48)**

Variable	N	%
<b>Gender</b>		
Female	29	60.4
Male	19	39.6
<b>Age<sup>1</sup></b>		
36-45 years	19	42.2
46-55 years	25	55.6
56+ years	1	2.2
<b>Prior training in gender responsiveness<sup>1</sup></b>		
Had prior gender-responsive training	15	33.3
No prior training	30	66.7
<b>Time worked for DAPO<sup>1</sup></b>		
≤ 5 years	13	28.9
6-10 years	7	15.6
11-15 years	13	28.9
16-20 years	10	22.2
21+ years	2	4.4
<b>Prior work experience</b>		
Social casework/welfare	5	6.0
Parole agent in another jurisdiction	4	4.8
Probation	4	4.8
Law enforcement	8	9.6
State corrections counselor	14	16.9
State corrections officer	34	41.0
Other	14	16.9
<b>Highest education level<sup>1</sup></b>		
Some college but no degree	6	13.3
Completed a 2-year college degree	6	13.3
Completed a 4-year college degree	25	55.6
Completed graduate/prof degree	8	17.8

<sup>1</sup> N = 45; 3 missing responses

<sup>4</sup> Note that the sample described in this section not exactly the same sample that participated in the Daily Activity Log component, due to a few agents dropping out of the study and being replaced. We checked to make sure there were no differences in agent background between the survey sample (presented here) and the sample who completed both the survey and log components. There were no differences.

There were more female agents (60%) than males (40%) in the study. More than half of participating agents were aged between 46-55 years, with roughly 40% younger than that: the average age was 46 years. Two-thirds of the sample had no prior GR training. There was a fairly even spread of experience within DAPO, with some agents having less than five years' experience and some up to 20 years. Two agents had been at DAPO for more than 21 years. A large number of agents had come to DAPO from CDCR as a corrections officer (41%) or corrections counselor (17%), with other agents coming from a background in law enforcement, probation, parole in another jurisdiction, or social work. The majority of agents were educated with a four-year college degree (56%) or graduate/professional degree (18%).

It is important to determine whether agents in the three study groups have pre-existing differences that may influence results. A breakdown of background characteristics by group is presented in Table 6.

**Table 6: Differences in agent background factors by agent group (N = 48)**

Variable		Control N	GR N	Partial N
<b>Agents in group</b>		27	16	5
Variable		Control	GR	Partial
<b>Agent age</b>	<b>Mean</b>	45.2	46.7	51.6
	<b>SD</b>	4.24	4.23	5.31
<b>Time worked for DAPO in years</b>	<b>Mean</b>	11.7	13.1	9.1
	<b>SD</b>	7.40	3.78	9.48
<b>Role orientation<sup>2</sup></b>	<b>Mean</b>	20.4	23.0	23.4
	<b>SD</b>	6.68	6.06	2.97
Variable		Control %	GR %	Partial %
<b>Agent gender</b>	<b>Male</b>	55.6	18.8	20.0
	<b>Female</b>	44.4	81.2	80.0
<b>Prior training in gender responsivity<sup>1</sup></b>		11.5	78.6	20.0
<b>Prior work experience<sup>1</sup></b>				
	<b>Social casework/welfare</b>	7.4	18.8	0.0
	<b>Parole agent in another jurisdiction</b>	11.1	0.0	20.0
	<b>Probation</b>	11.1	6.3	0.0
	<b>Law enforcement</b>	18.5	6.3	40.0
	<b>State corrections counselor</b>	33.3	18.8	40.0
	<b>State corrections officer</b>	74.1	62.5	80.0
<b>Percent with 4-year or professional degree</b>		73.1	71.4	80.0

<sup>1</sup> N = 45; 3 missing responses; <sup>2</sup> N = 47; 1 missing response

We conducted statistical analyses to test for differences between the GR and control groups.

There were no statistically significant differences in agent age, time worked at DAPO, or role orientation (which is a measure of whether agents see their role in terms of law enforcement or social work). The GR group had more female agents (81%) than the control group (44%) and more agents in this group had received prior GR training. Looking at prior work experience, there were a few minor differences; GR agents were more likely to have experience in social work rather than community supervision (either probation or parole) and were somewhat less likely to have experience in state corrections or law enforcement. There was no difference in educational background.

## SECTION 3: RESULTS FROM THE AGENT SURVEY

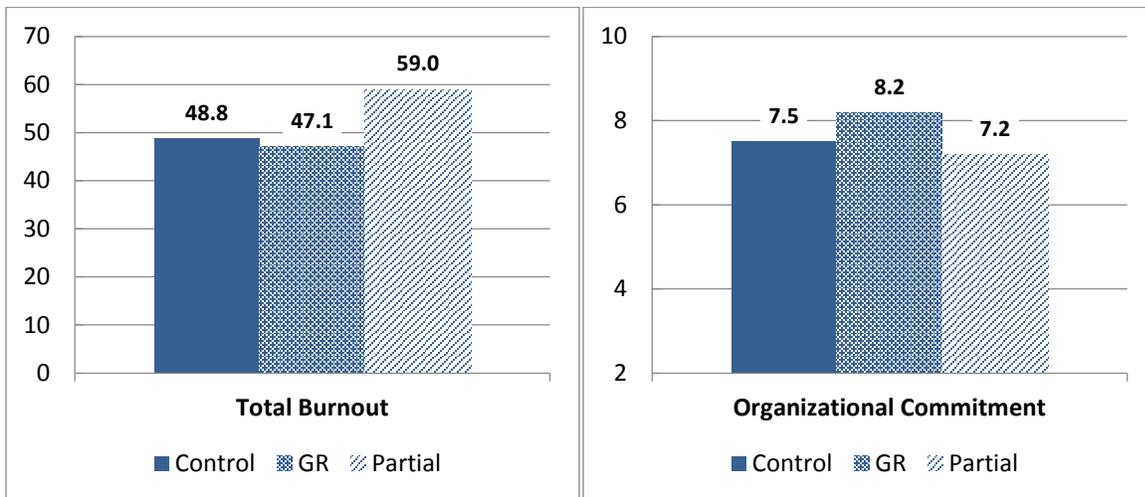
In this section of the report we present results from the agent survey administered at the beginning of the workload study. We focus on differences between groups to compare GR group and control group agents on perceived work stress factors and workload. Results from the Daily Activity Logs are presented in Section 4.

Research Question 1: Do GR group agents report higher levels of work stress than control group agents?

✧ *GR group agents had the same level of burnout as control group agents*

The agent survey measured the work stress factors of burnout, organizational commitment, job stress, and job satisfaction. Looking first at burnout (the left panel of Figure 1) we found that agents supervising female-only caseloads (GR agents) had the same level of burnout as control group agents. The survey measure that we used combined scores on three survey sub-scales (emotional exhaustion, depersonalization, and sense of personal accomplishment) to calculate a total burnout score. Examining these sub-scales in more detail (we include these results in Appendix C but not here) GR group agents scored higher on personal accomplishment than agents on the control group, which gave these agents a slightly lower burnout score. Statistical tests found no significant differences between the GR and control groups on sub-scales or total burnout score.

Figure 1: Level of burnout (left panel) and organizational commitment (right panel) by agent group



✧ *All agents in the study had high levels of organizational commitment, regardless of group*

Both GR and control group agents had high levels of organizational commitment to DAPO (refer to the right panel of Figure 1; additional data tables are included in Appendix C). Agents responded positively to questions measuring how proud they were of the organization and the extent to which the job inspired their job performance. We do not know whether this high level of organizational commitment is generalizable beyond the study sample to all parole agents, or whether agents who have a high level

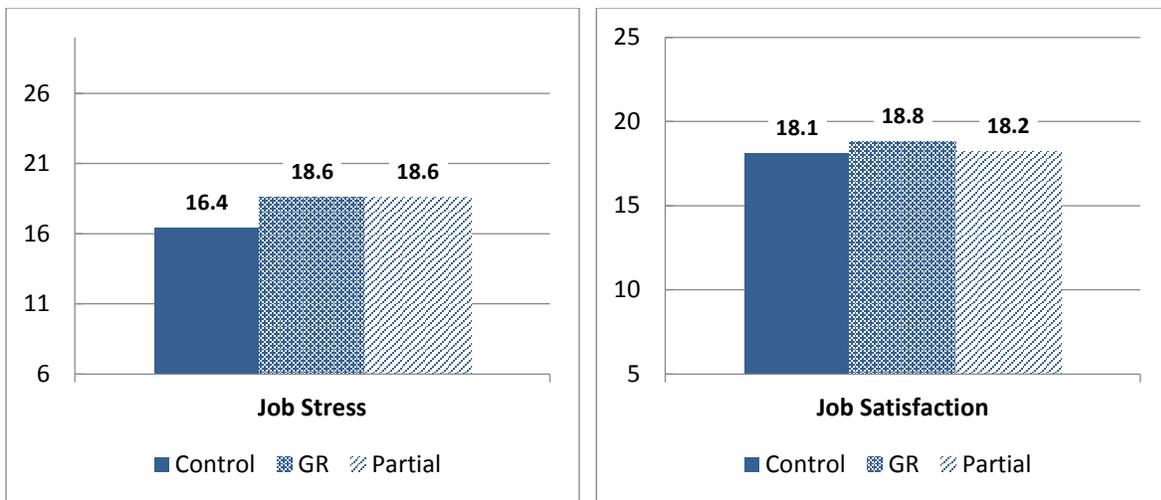
of organizational commitment were more likely to be selected by supervisors to implement a GR caseload or participate in the study in the control group.

✦ *GR agents and control group agents reported similar levels of job stress and job satisfaction*

The job stress scale (presented on the left in Figure 2) measured anxiety and pressure at work. It used six items and could range from a minimum of 6 (lowest job stress) up to 30 (highest job stress), with a mid-point of 18 (if an agent selected “neutral” on every question). Participating agents did not experience particularly high levels of work stress, scoring around the mid-point on the scale. Even though control group agents scored slightly lower on job stress than GR agents, this difference was not statistically significant. We conclude that GR agents were slightly – but not significantly – more stressed at work than control group agents.

Turning to levels of job satisfaction (right panel of Figure 2) there was no significant difference between groups. Job satisfaction had five items and could range from 5 (lowest job satisfaction) to 25 (highest), with a mid-point of 15 (neutral)<sup>5</sup>. Agents scored above the mid-point by around three points, indicating moderately high levels of job satisfaction across groups.

Figure 2: Level of job stress (left panel) and job satisfaction (right panel) by agent group



To summarize, agents reported high levels of organizational commitment to DAPO. GR agents reported slightly higher levels of personal accomplishment, which offset their scores on the two other burnout scales to give both groups similar levels of burnout. There were no group differences on job stress (moderate) and job satisfaction (moderately high).

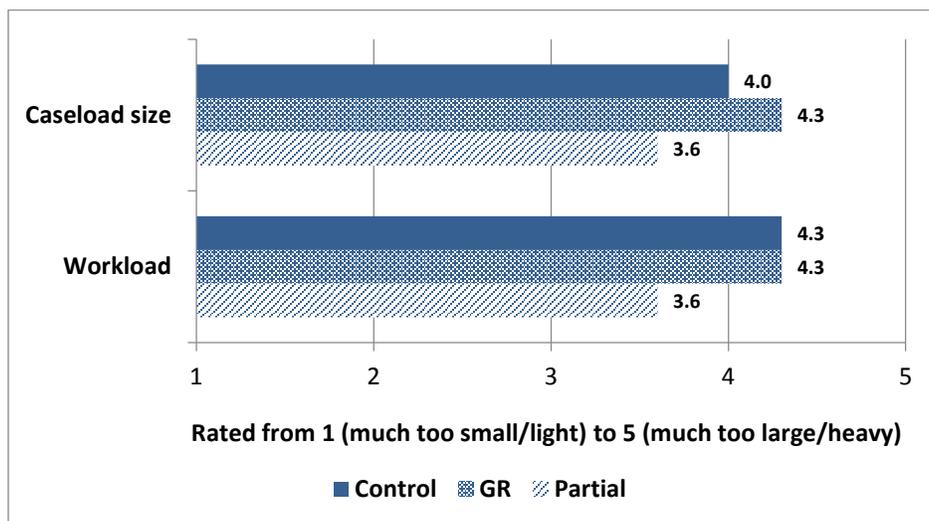
<sup>5</sup> The different vertical axes of the left and right panels included in Figure 2 are indicative of the different scales used for each instrument.

## Research Question 2: Do GR group agents perceive their workload to be higher than control group agents?

### ✦ *Both GR and control group agents perceived their caseload and workload to be too high*

Agents were asked to rate their perceptions of their current caseload (the number of parolees they supervise) and their current workload (the amount of time and effort required to manage their caseload). The rating scale was from 1 (low) to 5 (high). As seen in the top half of Figure 3, control group agents rated their caseload size at 4.0 (slightly too large) and GR group agents rated their caseload size at 4.3 (between slightly too large and much too large). This difference was not significant but indicates that GR group agents perceive their caseload to be higher than control group agents. Agents on both groups rated their workload at 4.3 (between slightly too heavy and much too heavy). Refer to Appendix D for data tables.

Figure 3: Perceived caseload size and workload by agent group

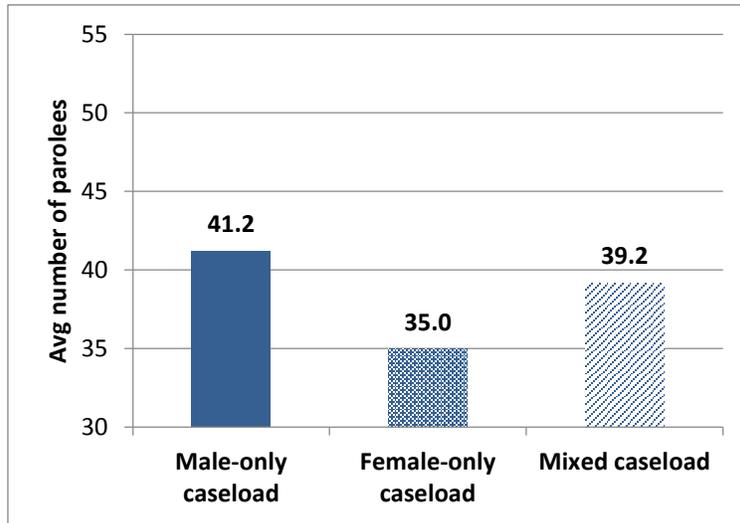


### ✦ *Agents in all groups reported they could adequately supervise fewer parolees on a female-only caseload than either a mixed caseload or a male-only caseload*

Agents were asked to indicate how many offenders they could adequately supervise on a male-only caseload, a female-only caseload and a mixed-gender caseload. We asked this question to gather feedback from agents on preferred caseload size by parolee gender, even though agents may not have had experience supervising all-male or all-female caseloads. There were no statistically significant differences between groups on preferred caseload size so we present combined results for the entire survey sample.

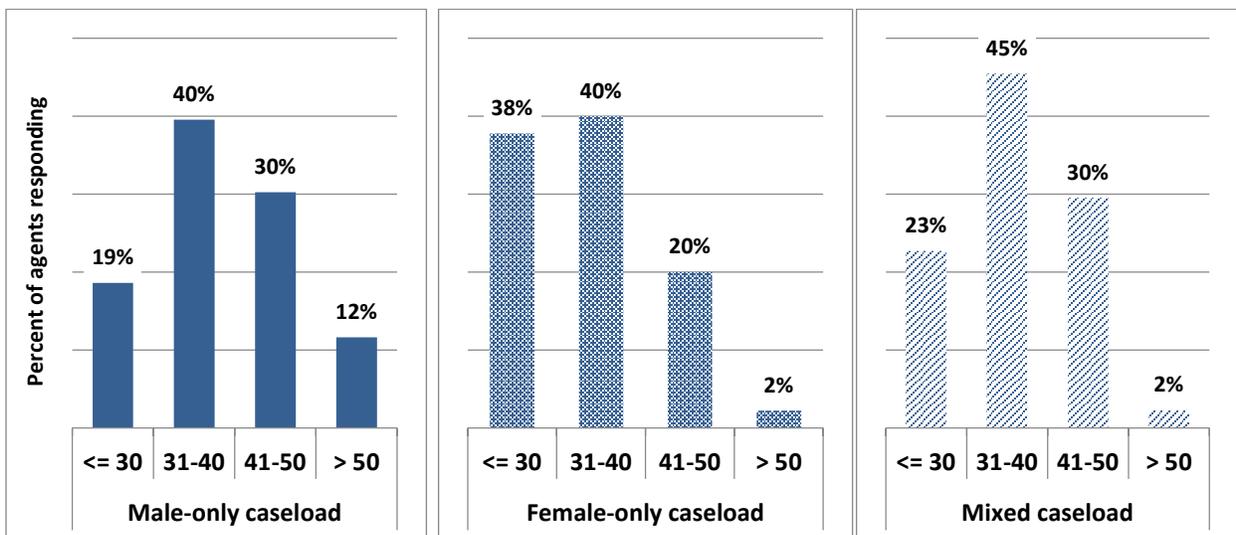
Agents indicated, on average, that they can adequately supervise 41 parolees on a male-only caseload and 35 parolees on a female-only caseload, (see Figure 4). These numbers are lower than the 53 parolees currently funded under CPSRM. Feedback from agents is that GR caseloads should be considered specialized and have a reduced number of parolees, and that caseloads generally should be around 40 parolees.

**Figure 4: Number of parolees agents reported they can adequately supervise by caseload type**



As well as looking at the average number of offenders on a caseload (above) we examined the distribution to get an idea of the range of responses. We grouped agent responses by caseload size: less than or equal to 30 parolees, 31-40 parolees, 41-50 parolees, and over 50 parolees. Results are presented in Figure 5.

**Figure 5: Distribution of preferred caseload size by caseload type**



For a male-only caseload, the preferred caseload range was 31-40 parolees (40% of agents indicating a caseload size in this range) followed by 41-50 parolees (30% of agents). Summing these responses, 70% of agents reported they could adequately supervise a male-only caseload between 31 and 50 parolees.

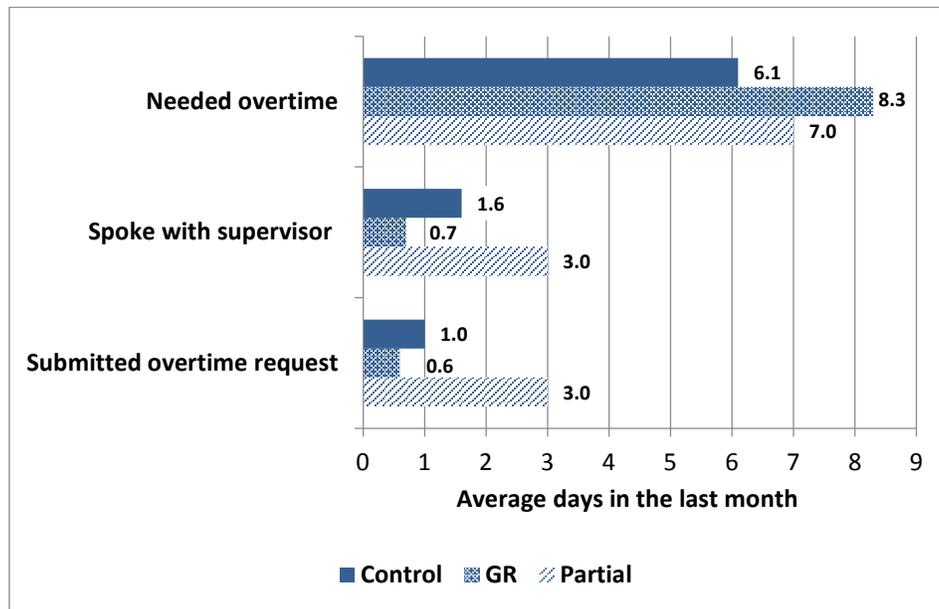
For a female-only caseload, the preferred caseload range was 31-40 parolees (40% of agents), followed by fewer than 31 parolees (38% of agents). Consequently, 78% of agents reported they could adequately supervise a female-only caseload of 40 parolees or fewer. While the average number of female parolees on an ideal caseload was 35, many agents thought that female-only caseloads should be fewer than 30 parolees.

For a mixed caseload, the preferred caseload range was 31-40 parolees (45% of agents) followed by 41-50 parolees (30%); 75% of agents reported they could adequately supervise a mixed-only caseload between 31 and 50 parolees.

- ✦ ***Both GR and control group agents regularly needed overtime, but did not speak with their supervisor or officially request overtime very often***

Agents were asked the number of days in the previous month that they felt they needed overtime. Referring to Figure 6, GR group agents reported they needed overtime on 8.3 days, compared with on 6.1 days for control group agents; this difference was not statistically significant. Agents spoke with their supervisor and/or submitted a request for overtime much less often than they felt they needed overtime; on average, only once or twice in the previous month.

**Figure 6: Overtime in the last month by agent group**



✧ *The most common reason agents gave for not speaking to a supervisor when they needed overtime was that agents believed the request would be denied*

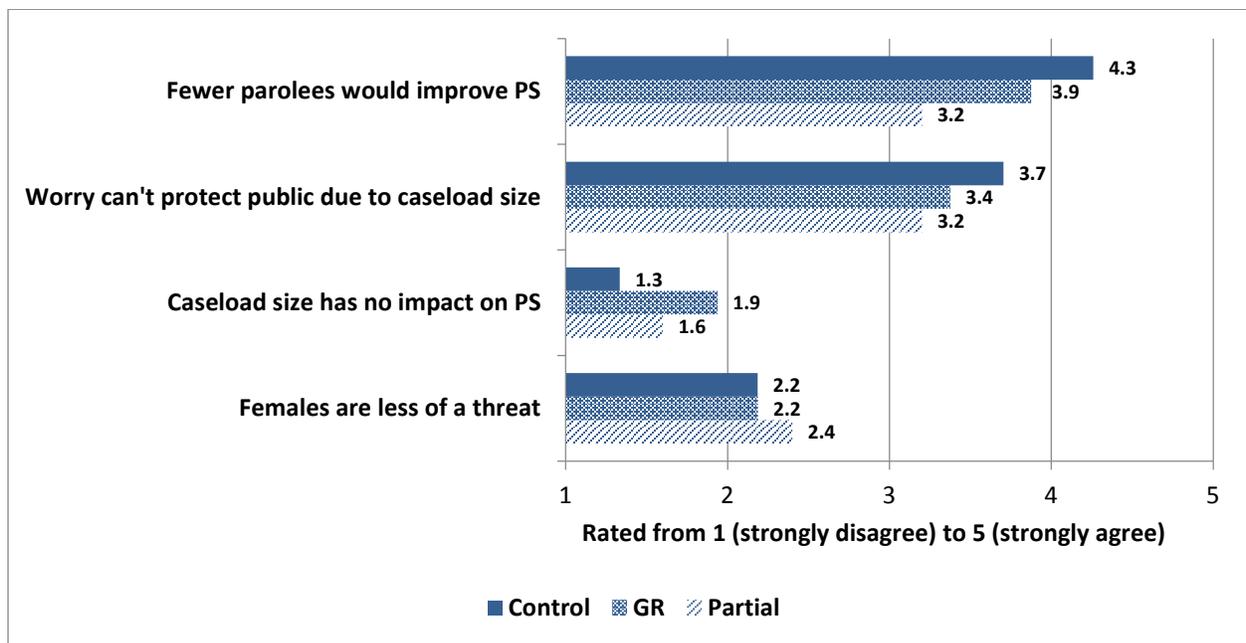
We asked agents to explain some of the reasons they did not speak to their supervisor when they felt they needed overtime. A total of 32 agents provided comments on this question. The most common reason given for not speaking with their supervisor when they felt they needed overtime was they believed the request would be denied, either because previous requests had been denied or they were not over their caseload maximum (47% of agents responding). Another 31% of agents stated that the process of requesting overtime requires too much effort. About 12% of agents said they would adjust their schedule rather than speak to their supervisor about overtime.

Only 6 agents responded to the question about why they did not submit a request for overtime if they had spoken to their supervisor about needing it. Most of these agents said they resolved the problem another way, such as using flex time. Refer to Appendix D for a table of comments provided by agents on these two questions.

✧ *All agents were concerned about the impact of the size of their caseload on public safety*

Agents were asked several questions about their perceptions of whether caseload size impacts public safety (refer to Figure 7). Agents rated on a 5-point scale the extent to which they agree with statements from 1 (strongly disagree) to 5 (strongly agree). There were no differences between groups. Agents agreed with the statement that fewer parolees would increase public safety (responding with a 4) and that they worried they could not protect the public due to their caseload size (responding with 3 or 4). Agents strongly disagreed with the statement that caseload size has no impact on public safety and disagreed that females posed less of a threat than males.

**Figure 7: Impact of caseload on public safety (PS) by agent group**



We asked agents if they had additional comments about the impact of their workload on public safety. Forty-one agents responded to this question. The most frequent comment was that caseload size and associated workload was too high to provide quality supervision (56% of agents responding). Many agents explained that they often wished they had more time to work one-on-one with parolees and their families, and that parolees benefit when an agent knows their circumstances better and interacts with them more frequently. Some agents felt that with less workload they could provide better monitoring (7.3%) or spend more time in the field (4.9%).

Some agents reported that their workload was affected by things other than caseload size. Agents most frequently reported feeling burdened by administrative tasks such as computer work and paperwork (24.4%), followed by concerns about system glitches, redundant forms, and/or lack of resources (14.6%). A few agents (7.3%) reported that recent changes in supervision practices (such as CPSRM and GR supervision) required more time from parole agents and thus impacted workload.

### Survey regression analysis

In this section, we discuss the results of a multiple linear regression analysis. This type of analysis can help us identify which predictors, or combinations of predictors, are important in explaining an outcome of interest. It also tells us which predictors are irrelevant. In this case, we are interested in the predictors of job stress.

The two components of the workload study (agent survey and Daily Activity Logs) captured a large number of possible predictors including agent characteristics, parolee characteristics, environmental characteristics, agent actions, review of items, services discussed, and contact outcome. The goal of the regression analysis is to determine what subset of these predictors is useful in explaining our outcomes of interest (job stress), and how much explanatory power these predictors provide when modeling the data.

For this analysis, we have included information from N = 39 agents who completed both the Daily Activity Logs and the survey (excluding partial group agents). Refer to Appendix E for additional information on methods and data tables.

### Research Question 3: What predicts agent job stress?

Job stress was measured using six survey items rated on a 5-point scale from 1 to 5. Total job stress score could range from 6 to 30, with higher scores indicating higher levels of job stress. For this analysis, we included the following predictor variables: agent characteristics (e.g., group, age, education), certain contact characteristics (e.g., contact length, number of items reviewed, number of services discussed), workload characteristics (actual caseload size<sup>6</sup>, agent rating of perceived workload, agent perceived need for overtime) and scores on the three burnout sub-scales (emotional exhaustion, depersonalization, and personal accomplishment).

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<sup>6</sup> Actual caseload size was taken from an April 1<sup>st</sup> caseload report with roster information on number of active male and female parolees on the caseloads of participating agents.

## Main effects

Agent group was a significant predictor of job stress. Agents in the GR group experienced more job stress on average compared to control group agents; GR agents had job stress scores that were an average of 1.90 units higher than control group agents. We perform a more in-depth examination of the impact of agent group on other the predictor variables in the next section.

Agents who had received GR training in the past year had higher stress levels than non-GR trained agents by an average of 0.35 units. This is consistent with GR agents having higher stress levels, although there was not a perfect correlation between agent group (GR, control) and GR training: some control group agents had received prior GR training and some GR agents had not.

Job stress was strongly related to agent burnout. A one unit increase in emotional exhaustion was associated with a 0.25 unit increase in job stress. Depersonalization was similarly related to job stress; a one unit increase in depersonalization was associated with a 0.04 unit increase in job stress. As expected, both job satisfaction and personal accomplishment were associated with a decrease in job stress by an average of 0.27 and 0.17 units, respectively. Thus, as emotional exhaustion and depersonalization (both sub-scales of the burnout measure) increase, so does job stress. Conversely, as personal accomplishment (a sub-scale of burnout that acts as a protective factor against burnout) and job satisfaction increase, job stress decreases.

Agent workload was also predictive of job stress, but not as we expected. First, an agent's actual caseload size (taken from agent rosters) was not significantly related to job stress. This may be because DAPO monitored the caseloads of participating agents prior to the study to ensure that they were operating at or around 53 parolees, so that fair comparisons could be made across agents. Consequently, there was little variation in the caseload size of participating agents. This finding should therefore not be generalized. Second, perceived workload (measured on a 5-point scale from light to heavy) was *negatively* related to job stress. That is, as perceived workload increased by one unit on the scale, job stress decreased by 1.2 units. We are not sure why this inverse relationship exists: agents who rated their workload as heavier were less likely to be stressed.

As expected, perceived need for overtime was positively related to job stress; for each additional day an agent reported that they needed to work overtime, job stress increased by 0.08 units. This is an intuitive finding and of concern for GR agents, who reported needing overtime two days per month more frequently than control group agents.

The regression analysis also revealed some unexpected relationships between agent characteristics and job stress. There was an effect of agent age such that for each one year increase in age, job stress increased by an average of 0.03 units. However, more experienced agents tended to score lower on job stress (that is, as length of service increased, job stress decreased). This means that there is not a direct linear relationship between age and years of experience in DAPO, suggesting that some agents transition to DAPO from other employment, resulting in these agents being older but not as experienced.

Finally, contact characteristics were less predictive of job stress.

### Interactions with agent group

One of the largest predictors for this analysis was an interaction of agent group and agent age. As age increased, control group agents saw an average *decrease* in job stress of 0.29 units, while GR agents saw an average *increase* in job stress of 0.15 units. However, for each additional month of service, GR agents saw an average decrease in job stress of 0.06 units compared to control group agents. Again, this highlights the non-linear relationship between age and experience.

While actual caseload size was not related to job stress above, we observed an interesting interaction effect for GR agents. Average job stress for GR agents increased by 0.21 units (compared to control group agents) for each additional parolee on their caseload. Consequently, higher caseload sizes for GR agents causes job stress. GR agents also saw an increase in job stress of 0.14 units over control group agents for each additional day in which overtime was needed.

Consistent with the previous unexpected finding, an increase in perceived workload was associated with a decrease in job stress for both GR and control group agents, but this effect was stronger for GR agents, who scored an average of 4.68 units lower on job stress than control group agents. We do not attempt to explain why agents who rate their workload as heavier experience lower levels of stress.

Contact characteristics were unrelated to job stress for GR agents but there were some significant results for control group agents, which we do not discuss here.

### Summary of agent survey results

In summary, results from the agent survey showed that agents had high levels of organizational commitment, regardless of the type of caseload they supervised. When comparing agent groups there was no difference in burnout, although GR agents scored slightly higher levels of personal accomplishment, a protective factor for burnout indicating that they find their work rewarding.

Using simple statistical tests to compare across groups we found similar levels of job stress (moderate) and job satisfaction (moderately high). Using more sophisticated statistical analysis (regression) we found that, controlling for the influence of other predictor variables, there was a relationship between agent group and job stress. GR agents had higher job stress scores than control group agents. Increased caseload size was associated with higher job stress for GR agents but not for control group agents. A similar result was found regarding perceived need for overtime.

Agents supervising GR caseloads reported that their caseload size was slightly higher than control group agents, although both groups thought their caseload size was too high. All agents perceived their workload to be excessive. All agents regularly felt they needed overtime but infrequently spoke to their supervisor to request overtime. GR agents reportedly needed overtime two days per month more frequently than control group agents. The primary reason agents gave for not requesting overtime was they believed it would be denied, either because they had been previously denied, or were not at their caseload maximum. Agents felt they could adequately supervise an average of 35 parolees on a female-only caseload, and around 40 parolees on an all-male or mixed gender caseload. Agents reported that the quality of parole supervision was negatively impacted by their workload, and that lowering caseload size would improve public safety.

## SECTION 4: RESULTS FROM THE DAILY ACTIVITY LOGS

### Impact of agent group

The previous section presented results on the first component of the study – the agent surveys. In this section, we present the second workload study component – an analysis of the Daily Activity Logs. Agents submitted logs detailing their face-to-face contacts with parolees and other work activities each work day for a period of five weeks. We analyzed the logs and contact details to look for differences in the nature of contacts and other work activities of agents in the GR group compared with agents in the control group. We analyzed data to determine whether GR group agents had more contacts, longer contacts, or different types of contacts than control group agents. We also examined whether GR group agents allocated more of their work time to parolee contacts, or allocated their time differently across various parole activities. This section of the report thus compares groups to address the following five research questions:

- i. number of contacts
- ii. contact length
- iii. types of contacts
- iv. overall time allocated to contacts
- v. time allocated to other activities

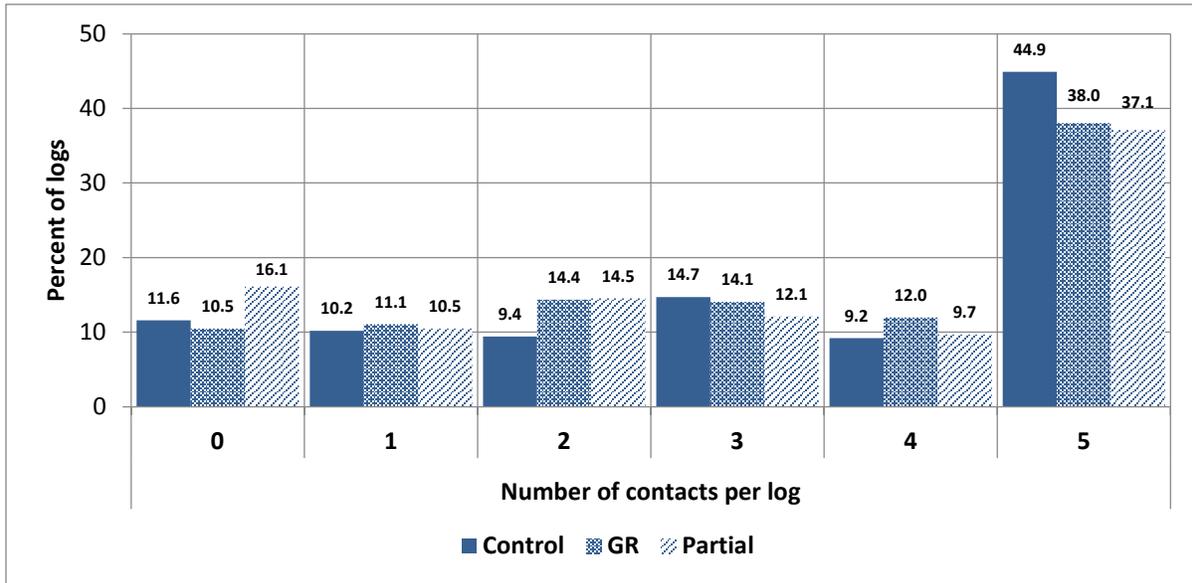
### Research Question 4: Do GR group agents have more contacts than control group agents?

Agent workload will be impacted by both the number of contacts, and length of those contacts. While the minimum number of required contacts per month is outlined under CPSRM specifications, we examined whether there was a difference between groups in the number of face-to-face parolee contacts that agents reported.

#### ✧ ***GR group agents did not have more contacts per day than control group agents***

Agents were instructed to complete contact details for up to five contacts per day. Logs may have zero contacts, or anywhere from one to five contact details completed. We compared the average number of contacts reported across groups (refer to Figure 8 next page; data table in Appendix F). As can be seen from the chart, agents most often submitted a log with five contacts included. Control group agents were slightly more likely to have submitted a log with five contacts (44.9%) compared with GR group agents (38.0%). Agents were about equally likely to submit a log with 0, 1, 2, 3 or 4 contacts – roughly 10% of all logs respectively. There was no difference between groups in the average number of contacts per log (3.2 for the GR group; 3.3 for the control group; 3.0 for the partial group). Although this measure of number of contacts is capped at a maximum of five, there was no evidence that GR caseloads increase agent workload by increasing the number of contacts with parolees.

Figure 8: Frequency count of contacts per log by agent group



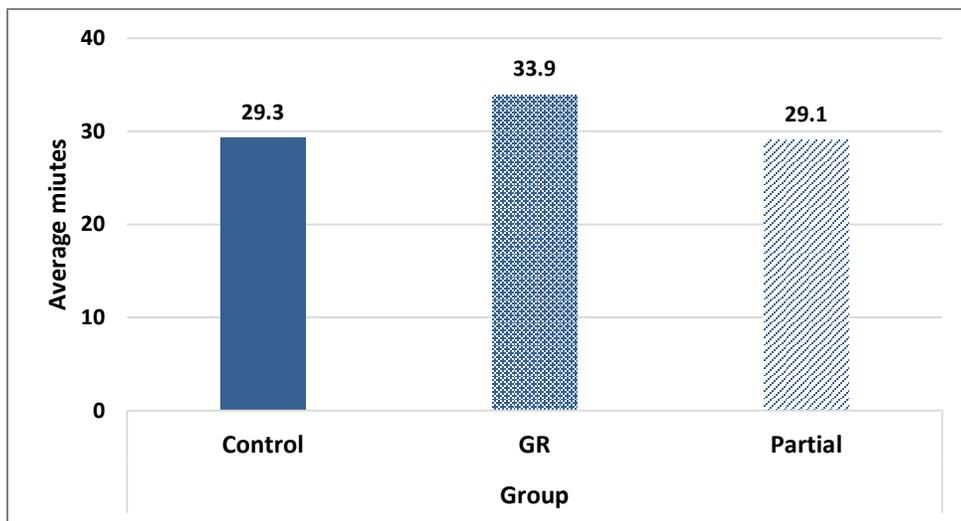
Research Question 5: Do GR group agents have longer contacts than control group agents?

We examined whether there were group differences in the length of parolee contacts that may impact workload. Agents completed the number of minutes for each contact reported in Section B of the log.

✧ *GR group contacts were significantly longer than control group contacts*

On average, GR group contacts were 4.7 minutes longer than control group contacts. The average contact length for the GR group was 33.9 minutes, compared with 29.3 minutes for the control group. This difference between groups was statistically significant. Refer to Figure 9.

Figure 9: Average number of minutes per contact by agent group



✧ *The finding that GR contacts were longer on average was robust*

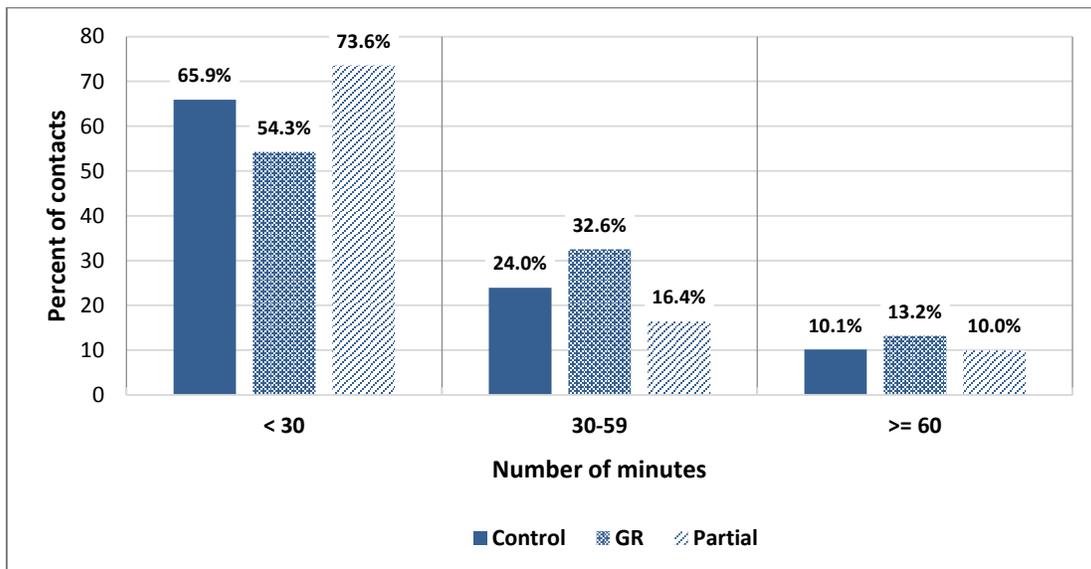
Extreme values (termed outliers) can distort average values. In this study, the average contact length was approximately 30 minutes. However, the longest reported contact was six hours in duration. We used two methods to check that the small number of extremely long contacts were not distorting the group means and accounting for the difference we observed in contact length between groups.

First, we removed extreme values and found that removing longer-than-average contacts did not change observed differences between groups<sup>7</sup>. Second, since data were positively skewed (there was a small number of extremely long contacts) we used a statistical procedure to transform the raw data to a more normal distribution<sup>8</sup>. We re-ran the analysis using the transformed data and the difference between groups remained statistically significant.

✧ *The GR group had fewer short contacts and more medium and long contacts*

In addition to calculating the average number of minutes per contact (above) we looked at the proportion of contacts grouped into the categories of short, medium, or long (refer to Figure 10). Since the average contact length was around 30 minutes, we grouped contacts into those that were under 30 minutes in length (short), between 30 minutes and under an hour (medium), and one hour or over (long).

Figure 10: Frequency count of short, medium, or long contacts by agent group



<sup>7</sup> We removed contacts that were longer than 120 minutes (approximately four standard deviations above the mean). GR contacts were still 3.5 minutes longer on average than control group contacts – a statistically significant difference between groups. We then removed contacts that were longer than 60 minutes (two standard deviations above the mean), with the same result.

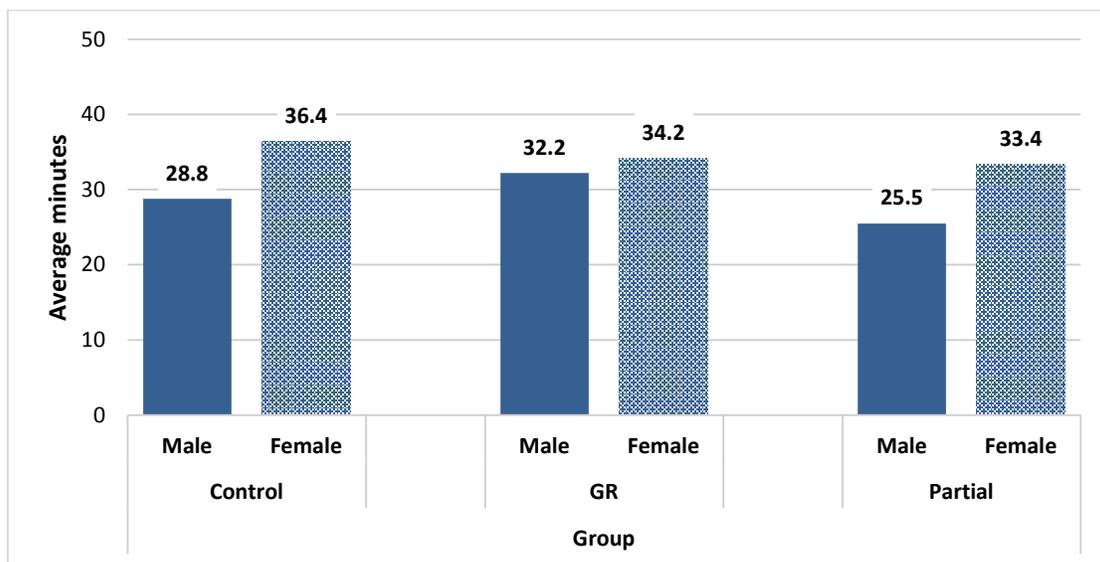
<sup>8</sup> We used a log transform procedure. For more information refer to: <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC4120293/>

The GR group had proportionally fewer contacts that were short (54.3%) compared with the control group (65.9%); more contacts that were medium (32.6% compared with 24.0%); and more contacts that were long (13.2% compared with 10.1%). This difference between groups was statistically significant.

✧ *Control group agents have longer contacts with female parolees and shorter contacts with male parolees*

We found that the gender of the parolee impacted length of the contact. As seen in Figure 11, control group agents spend an average of 36.4 minutes with female parolees compared with 28.8 minutes with male parolees, a difference of approximately 7 ½ minutes (refer to Appendix G). Since contacts were found to be about 30 minutes on average, control group agents are spending an above-average amount of time with female parolees, and slightly less time than average with male parolees. For GR group agents, the difference in the length of contacts between female and male parolees is less marked: GR agents spend more time than average with both female and male parolees. The additional time that GR agents spend with female parolees per contact was 1.9 minutes (compared with 7 ½ minutes for control group agents). We advise caution when interpreting this result since the sample size is quite small: there were only 102 female contacts for the control group and 111 male contacts for the GR group.

Figure 11: Average number of minutes per contact with female and male parolees by agent group



It is clear that parolee gender plays a significant role in contact length: all groups had longer contacts with female parolees than male parolees. We explore this finding in depth in the next section of the report when we analyze data by parolee gender, instead of agent group.

#### Research Question 6: Are GR group contacts different from control group contacts?

We analyzed the nature of face-to-face parolee contacts to examine why the contacts of GR group agents were longer than the control group. The number of contacts included in this analysis was N = 2,775 contacts, which excludes contacts from the partial group.

We examined the following contact information:

- i. Parolee characteristics (e.g., gender, type of parolee, mental health status)
- ii. Environmental characteristics (i.e., location)
- iii. Agent actions (e.g., performing an interview, search, or driving the parolee)
- iv. Agent review of items (e.g., goals/progress, COMPAS, forms)
- v. Agent discussion of services (e.g., housing, work/education, substance abuse)
- vi. Outcome (e.g., referral, arrest).

For each of these six areas, we present results in a summary table. The table indicates whether there was a significant difference observed between the GR and control group and summarizes key findings<sup>9</sup>. This format for presenting results should facilitate scanning each table to note any differences between groups. Refer to Appendix H for full data, statistical tests, and charts.

✦ *For parolee characteristics, GR group contacts had fewer lifers and more CCCMS parolees (and, obviously, more females)*

Looking first at parolee characteristics (see Table 7), obviously the GR group had more female than male parolee contacts. The GR group also had fewer lifer parolee contacts and more contacts with CCCMS parolees.

**Table 7: Parolee characteristics by agent group**

Variable	Was there a difference between groups?	Finding
<b>Gender</b>	Yes	The majority of GR group contacts were with female parolees (89.6%) while the majority of control group contacts were with male parolees (94.0%)
<b>Type</b>	Yes	The GR group had fewer lifer parolee contacts (10.7%) than the control group (19.8%)
<b>ADA issues</b>	No	Occurred in about 5% of contacts
<b>Translator used</b>	No	Occurred in fewer than 1% of contacts
<b>MH status</b>	Yes	The GR group had more CCCMS parolee contacts (25.6%) than the control group (11.9%), but not EOP parolee contacts (about 4% of contacts for each group)

<sup>9</sup> We used the following convention to report group differences. If statistical significance was high ( $p < .01$ ) we report “yes” to a group difference; if statistical significance was low ( $p < .05$ ) we report a “minor” group difference; if no statistical significant difference was observed we report “no” difference.

✧ *For environmental characteristics, GR group agents were less likely to have office contacts*

In terms of where the contact took place (see Table 8), the GR group was more likely to have contacts outside of the parole unit than the control group.

**Table 8: Environmental characteristics by agent group**

Variable	Was there a difference between groups?	Finding
<b>Location</b>	Yes	The GR group had fewer contacts at the parole office (43.6% of contacts compared with 48.2%) and more contacts in the field and residence

✧ *For agent actions, GR group agents were more likely to search and drug test parolees*

Looking at what actions agents performed during a contact (see Table 9), GR group agents reported conducting searches more often than control group agents, were more likely to perform a drug test, and were more likely to report that drug tests were positive than control group agents (although the number of positive test outcomes was low for both groups). The finding relating to searches may be explained by the higher proportion of contacts occurring in the field, rather than the parole unit, for the GR group.

**Table 9: Agent actions during a contact by agent group**

Variable	Was there a difference between groups?	Finding
<b>Tasks performed</b>	No	Initial/comprehensive interviews were performed in about 6% of contacts, Case Conference Reviews in about 2%, and Discharge Reviews in fewer than 1%
<b>Search</b>	Yes	GR group agents conducted searches more often than control group agents (63.3% of contacts compared with 53.2%)
<b>UA test</b>	Yes	The GR group was more likely to perform a UA test than the control group (50.7% of contacts compared with 44.6%) UA test was more likely to be positive for the GR group than for the control group (7.2% positive compared with 4.6%)
<b>Drove the parolee</b>	No	Parolees were driven by an agent in about 6% of contacts

- ✧ *For agent review of items, GR group agents were more likely to review rewards/incentives and (although not very often) financial aid, and less likely to review goals/progress*

We asked agents to report items that they reviewed with parolees during a contact (see Table 10). GR agents were less likely to go over goals and progress, and were more likely to provide the parolee with a reward or incentive. GR agents were also statistically more likely to review financial aid/assistance, although rates of this were low for both groups.

**Table 10: Items reviewed or issued by the agent by agent group**

Variable	Was there a difference between groups?	Finding
None	No	Agents reported reviewing none of these items in about 32% of contacts
Goals/progress	Yes	Control group agents reviews goals and progress more often than GR agents (51.6% of contacts compared with 44.0%)
Rewards/incentives	Yes	The GR group reviewed rewards/incentives more than the control group (12.3% of contacts compared with 5.5%)
Needs/COMPAS	No	Criminogenic needs/COMPAS was reviewed during about 21% of contacts
Financial aid	Yes	GR agents reviewed financial assistance more often than the control group (5.5% of contacts compared with 1.9%)
Forms	No	Forms were reviewed in about 10% of contacts

- ✧ *For discussion of services, GR group agents were more likely to discuss a broader range of services during contacts*

Agents also reported service need areas that were discussed during contacts (see Table 11, over page). GR agents were more likely to discuss housing needs, family/parenting needs, health/dental needs, and mental health issues compared with control group agents. Agents in both groups spent time during contacts discussing work/education services with parolees – this was the most frequently discussed need area and showed no group difference. Similarly, substance abuse services were often discussed by both GR and control group agents.

**Table 11: Services discussed by the agent by agent group**

Variable	Was there a difference between groups?	Finding
<b>None</b>	Yes	Control group agents were more likely to report discussing none of these services (23.6% of contacts compared with 18.3%)
<b>Housing</b>	Yes	GR agents discussed housing more often (33.4% of contacts compared with 25.8%)
<b>Family/parent</b>	Yes	GR agents discussed family/parenting services more often (29.5% of contacts compared with 15.5%)
<b>Work/education</b>	No	Work was discussed in about 48% of contacts
<b>Health/dental</b>	Yes	GR agents discussed health/dental services more often (9.0% of contacts compared with 3.6%)
<b>Mental health</b>	Yes	GR agents discussed mental health needs more often (20.0% of contacts compared with 11.0%)
<b>Substance abuse</b>	No	Substance abuse needs were discussed during about 23% of contacts

✧ *For outcome, GR and control group contacts had similar outcomes*

Finally, we examined the outcome of contacts (see Table 12). There were no substantial differences between groups on contact outcome. Both groups reported similar rates of referrals to programs, sanctions/violations, and arrests.

**Table 12: Contact outcome by agent group**

Variable	Was there a difference between groups?	Finding
<b>None</b>	Minor	Control group agents were slightly more likely to report none of these outcomes (39.7% of contacts compared with 35.0%)
<b>Referral</b>	No	Referrals were the outcome of about 14% of contacts
<b>Violation/sanction</b>	No	Violations/sanctions occurred in just under 3% of contacts
<b>Arrest</b>	No	Arrests occurred in fewer than 1% of contacts
<b>Positive recognition</b>	No	Positive recognition was reported in about 50% of contacts

### Research Question 7: Do GR group agents spend more time overall on various types of contacts than control group agents?

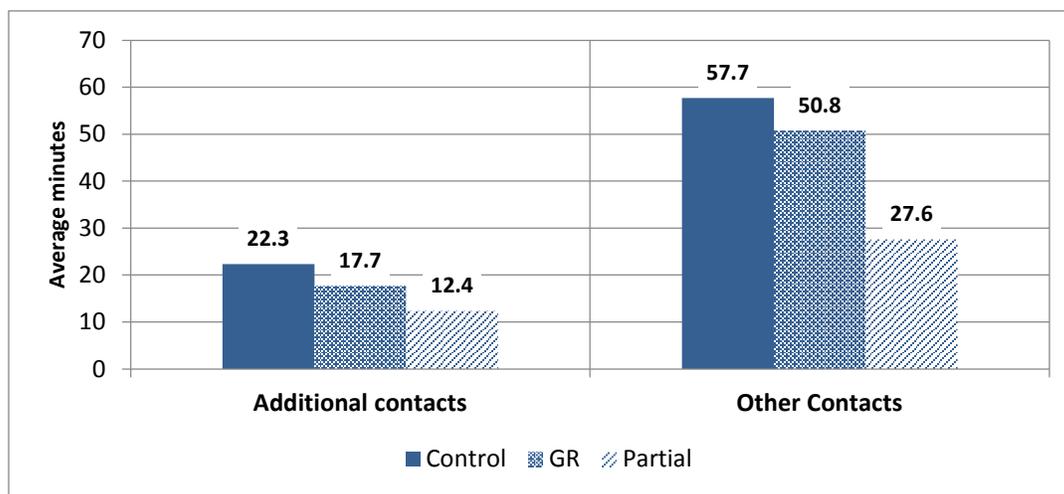
The previous research questions in this section have been concerned with the contact details submitted by agents in Section B of the log: the number of contacts (Question 4), the average length of a contact (Question 5), and whether contacts were different (Question 6).

We now examine the overall amount of time that agents spent on various types of contacts. Agents reported additional time spent on face-to-face parolee contacts over and above the maximum of five contact details included in Section B, and additional time spent on other types of contacts<sup>10</sup>.

- ✦ ***Control group agents reported more time spent on additional face-to-face and other types of contacts***

Control group agents on average spent 4.6 more minutes per log on additional face-to-face contacts, and 6.9 minutes per log on other types of contacts than GR group agents (refer to Figure 12). In the previous section of this report, we found that the number of contacts was the same for both groups. However, control group agents reported more time spent on additional contacts over and above the cap of five that could be included. Additional tables are included in Appendix I.

**Figure 12: Average minutes spent on additional contacts (left) and other contacts (right) by agent group**



<sup>10</sup> We noticed that a few agents entered a lot of time for certain categories and may have duplicated entries by entering the same amount of time for more than one category; as a result, their total work day hours were above what was reasonably expected. At the direction of DAPO, for this analysis we excluded logs from agents who reported more than a 12.5 hour work day (12 hours of actual work plus 30 minutes of overtime that was automatically entered for completing the log). This removed 21 logs from the analysis included in this section only (total logs N = 947).

## Research Question 8: Do GR group agents spend a different amount of time on other activities than control group agents?

In Section C of the log, agents reported additional time spent on nine categories of activities:

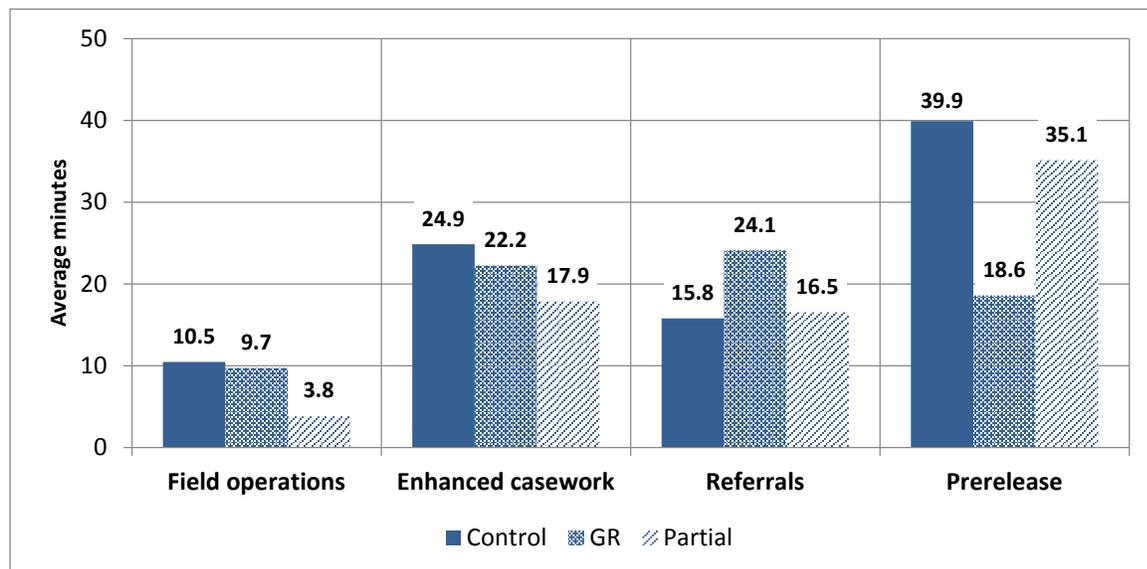
1. Additional face-to-face parolee contacts (covered in Question 7)
2. Other types of contacts (covered in Question 7)
3. Drive time
4. Pre-release planning activities (e.g., reviewing forms, completing packets for offenders about to be released)
5. Enhanced supervision casework (e.g., activities attributed to enhanced supervision status)
6. Field operations (e.g., surveillance, joint law enforcement operations)
7. Programs and referrals (e.g., liaising with programs, orientation meetings)
8. Violations, sanctions, arrests, warrants and reviews (e.g., completing PVDMI, preparing reports)
9. Miscellaneous (e.g., officer of the day, training)

We present results from the seven remaining activities listed above in the two charts below. For efficiency, we combined activities onto the same chart; activities with fewer minutes are included on the first chart and activities with more minutes on the second (note that the vertical axes representing average number of minutes are different, so please use caution if comparing across charts). Consequently, activities will be discussed in a different order than listed above.

✧ ***GR group agents spent more time on programs/referrals than control group agents, and less time on pre-release planning activities***

Even though we saw earlier that there was no difference in the rate of referrals as an outcome of contacts, GR agents spent more time on programs/referrals than control group agents (see Figure 13 and Appendix J for data tables).

**Figure 13: Average time spent on other work activities by agent group (first chart)**

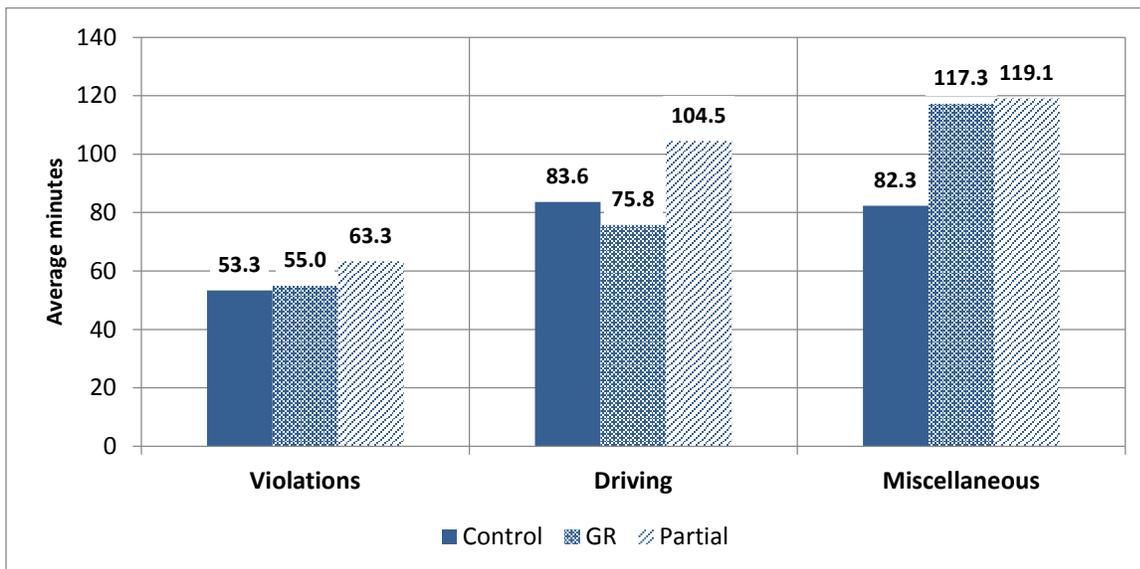


GR agents reported spending approximately 8 minutes longer per log, on average, on referrals than the control group. Conversely, control group agents spent approximately 21 minutes more per log on pre-release activities than GR agents. There was no difference between the GR and control groups on field operations or enhanced casework activities.

✧ **GR group agents spent more time on “miscellaneous” activities**

The log included a section to capture time spent on miscellaneous activities that were not classified into one of the above categories, such as training, officer of the day (OD) duties, and administration. GR group agents reported spending about 35 minutes extra per log on these activities, compared with the control group (see Figure 14). There were no group differences for violations/arrests, and a very minor difference concerning time spent driving, with control group agents reporting an additional 8 minutes per log of driving time. All agents spent a considerable amount of the work day (about 1½ hours) on the road, and just under one hour on average involved in violations/sanctions.

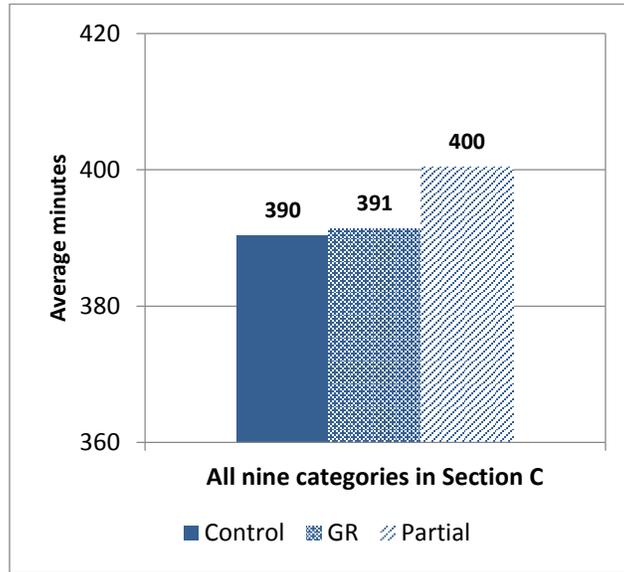
**Figure 14: Average time spent on other work activities by agent group (second chart)**



✧ **All agents reported the same total amount of time per work day (6½ hours) spent on these other activities**

We summed the amount of time listed by agents in Section C documenting all nine categories of work activities and found that it totaled approximately 6.5 hours across groups (see Figure 15, over page). Although we observed above that GR agents spent more time on programming/referrals and miscellaneous activities, and less time on pre-release and driving, both groups spent the same total amount of time on the nine categories of activities captured during the study. This suggests that agents balance their time; if one particular activity absorbs more time, then agents adjust time spent on other activities. GR group agents spent *relatively* more time on referrals/programming and *relatively* less on pre-release planning, but overall the same amount of time on other work activities.

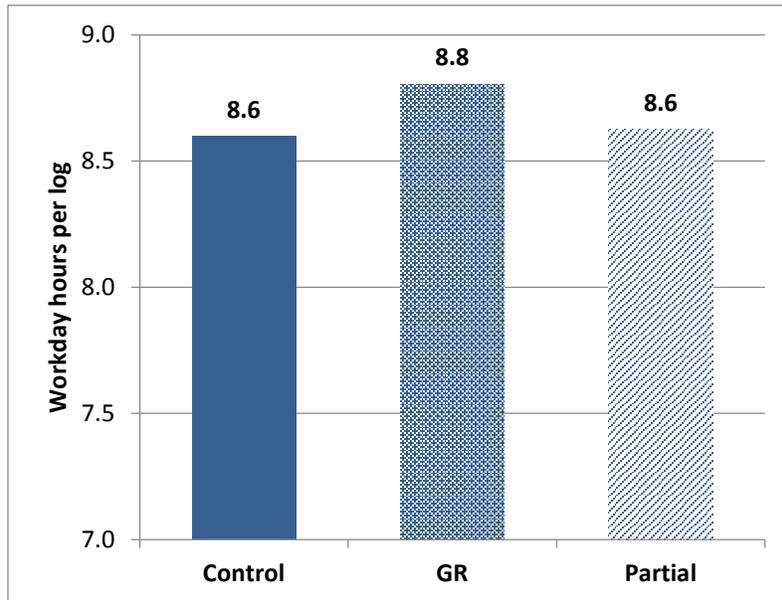
Figure 15: Average time spent on all categories of other work activities by agent group



✧ *All agents reported a consistent number of work hours per day of just over 8 ½ hours (which included 30 mins of overtime approved for the study)*

Finally, agents reported the total number of work day hours for each log (see Figure 16).

Figure 16: Average number of work hours reported per log by agent group



The average number of hours reported in each log is likely to be higher than a mandated work day of 8 hours and 12 minutes (i.e., a 41-hour work week) because (a) agents were given 30 minutes of overtime to complete each log and this time was automatically included in the work day hours, (b) agents may have included overtime worked, and (c) agents may have submitted a log for a 10-hour work day if they worked four ten-hour shifts that week. The average number of hours worked was just over 8½ hours and showed no difference between groups.

### Impact of parolee gender

In the previous section of the report, we examined differences in activity logs between GR and control group agents. We were addressing research questions about whether the contacts and work days of GR group agents were different control group agents. In this section, we collapse across agent group and focus on whether contacts with female parolees were different than contacts with males. We pooled the contact data from all three agent groups (GR, control, partial) and analyzed female parolee contacts (N = 1,233) and male parolee contacts (1,909). We report here our findings from three research questions that replicate the first three research questions from the previous section: do female parolees have more contacts than males, longer contacts than males, or different contacts than males?<sup>11</sup>

### Research Question 9: Do female parolees have more contacts than male parolees?

We examined whether female parolees accounted for more contacts than male parolees. To answer this question, we looked at (a) the number of contacts reported in Section B that involved female parolees, and (b) the number of female parolees under supervision in our sample. Obviously, the more female parolees that were in the sample, the more female contacts we would expect to occur. We need to examine the *relative proportion* of female contacts to see if this was higher or lower than expected, given the relative proportion of females on agent caseloads. For example, if females accounted for 10% of parolees being supervised by participating agents, then we would expect females to account for approximately 10% of contacts reported.

#### ✧ *Female parolees account for about the same number of contacts as expected*

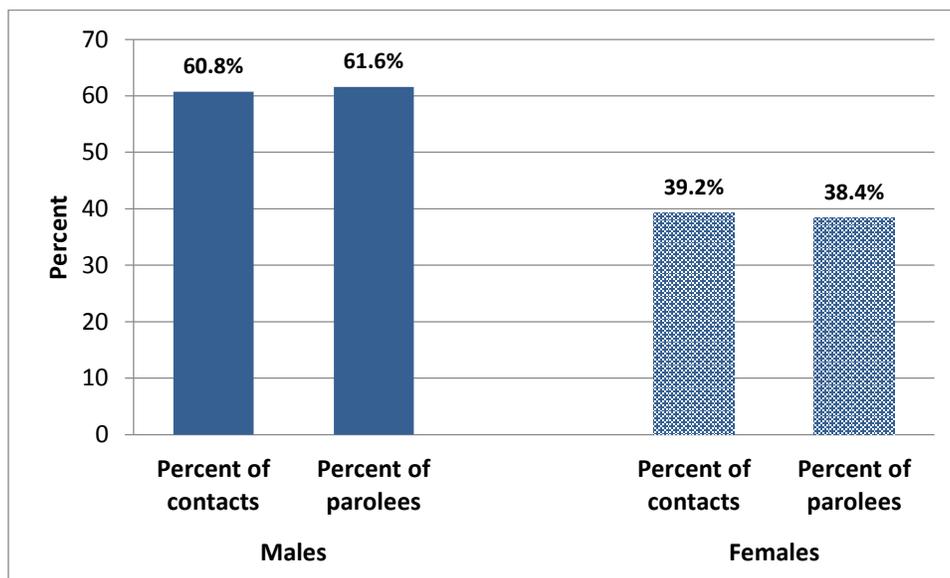
Of the 3,142 contacts captured during this study, 1,233 (39.2% of total contacts) were for female parolees, and 1,909 (60.8% of total contacts) were for male parolees. Female parolees thus accounted for approximately 40% of all contacts reported.

We used agent roster data from April 1<sup>st</sup> 2016, which was the start date of the study, to calculate the number of female and male parolees supervised by participating agents. There were 2,346 parolees on agent rosters: 901 (38.4% of total parolees) were female and 1,445 (61.6% of total parolees) were male. Consequently, female parolees accounted for approximately 40% of parolees supervised by our agents. As we can see in Figure 17 (over page), female parolees accounted for the number of contacts we would expect given the number of females being supervised.

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<sup>11</sup> We are unable to replicate the two questions concerning (1) agent time allocated to various other contacts, and (2) agent time allocated to other activities, since agents reported aggregate time for these activities that was not broken down by parolee gender.

Figure 17: Proportion of male and female parolees in contacts and sample

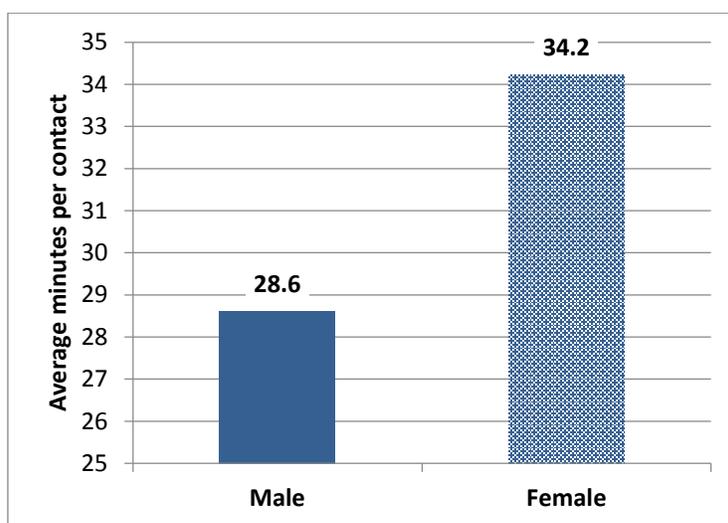


Research Question 10: Do female parolees have longer contacts than male parolees?

✧ *Female parolee contacts were significantly longer than male parolee contacts*

We saw in the previous section that, on average, GR group contacts were 4.7 minutes longer than control group contacts. When we analyzed data by parolee gender (instead of agent group) we found that contacts with female parolees were 5.6 minutes longer than male parolees. The average contact length for female contacts was 34.2 minutes, compared with 28.6 minutes for male contacts. This difference between groups was statistically significant<sup>12</sup>. Refer to Figure 18 (and Appendix K).

Figure 18: Average number of minutes per contact for male and female parolee contacts

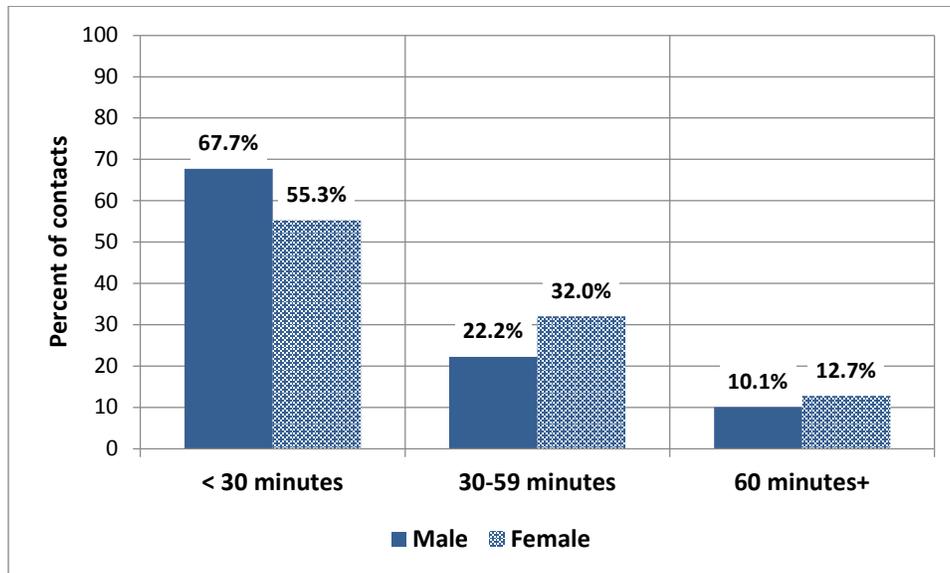


<sup>12</sup> As mentioned previously, we log transformed the data to adjust for positive skewness and the analysis was still significant using transformed data.

✧ *Female parolees had fewer short contacts and more medium and long contacts*

As we did for the analysis by agent group, we categorized contacts as short, medium, or long in duration (see Figure 19). Replicating the previously observed finding with agent group, female parolees had proportionally fewer contacts that were short (55.3%) compared with males (67.7%); more contacts that were medium (32.0% compared with 22.2%); and slightly more contacts that were long (12.7% compared with 10.1%). This difference between genders was statistically significant.

Figure 19: Frequency count of short, medium, or long contacts by parolee gender



Research Question 11: Are contacts with female parolees different than contacts with males?

Lastly, as we did for the analysis between agent groups, we analyzed the contacts of female and male parolees to see if they were different in relation to the categories of: (1) parolee characteristics, (2) environmental characteristics, (3) agent actions performed, (4) items reviewed, (5) services discussed, and (6) contact outcome. Again, key findings are summarized in tables (additional tables and charts are included in Appendix L).

When comparing results from this section with the corresponding group findings from Question 6, please note that the sample of contacts used for the analysis is different. Here we use all contacts (total N = 3,142), grouped by parolee gender, whereas in the previous analysis, we excluded partial group contacts (total N = 2,775).

✧ *For parolee characteristics, female contacts were less often lifers and more often CCCMS parolees*

Looking first at parolee characteristics, as we saw for the group analysis, female parolees were less likely to be lifers and more likely to have CCCMS (but not EOP) status.

See Table 13 for a summary of parolee characteristics.

**Table 13: Parolee characteristics by parolee gender**

Variable	Was there a difference between parolee genders?	Finding
<b>Type</b>	Yes	Females were less likely to be lifers than males (11.1% of contacts compared with 17.6%)
<b>ADA issues</b>	No	ADA issues were rare (about 5% of contacts)
<b>Translator used</b>	No	Translators were rarely used (less than 1% of contacts)
<b>MH status</b>	Yes	Females were more likely to have CCCMS status (26.5% of contacts compared with 12.2%) but similar rates of EOP status (about 4%)

✧ *For environmental characteristics, contacts with female parolees were less likely to be at the parole unit*

Female parolees were more likely to be seen at a residence than males, and less likely to have office contacts at the parole unit (see Table 14).

**Table 14: Environmental characteristics by parolee gender**

Variable	Was there a difference between parolee genders?	Finding
<b>Location</b>	Yes	Female contacts were more likely to be at the parolee’s residence (54.1% of contacts compared with 48.2%) and less likely to be at the parole office (40.3% of contacts compared with 48.3%)

✧ *For agent actions, females were more likely to be searched, drug tested, and driven*

Examining agent actions during contacts, as expected there were no differences in the rates of initial/comprehensive interviews, Case Conference Reviews, or Discharge Reviews. Female parolees were more likely than males to have a type of search conducted (perhaps because more contacts occurred at a residence), a UA test, and be driven by the agent, although driving the parolee was a fairly infrequent occurrence overall. These results are presented in Table 15 (over page).

**Table 15: Agent actions during a contact by parolee gender**

Variable	Was there a difference between parolee genders?	Finding
<b>Tasks performed</b>	No	Initial/Comprehensive interviews were performed in about 6% of contacts; Discharge and Case Conference Reviews were rare
<b>Search</b>	Yes	Females were more likely to have a search conducted (67.4% compared with 54.3%)
<b>UA test</b>	Yes	Females were more likely to have a UA test (51.4% of contacts compared with 43.6%)
<b>Drove the parolee</b>	Yes	Females were more likely to be driven by their agent (8.1% of contacts compared with 5.0%)

✧ *For items reviewed, agents were more likely to review rewards/incentives, needs/COMPAS, and financial aid with female parolees (although financial aid was not reviewed very often)*

Female parolees were more likely to have a reward/incentive reviewed or issued, and criminogenic needs/COMPAS reviewed by the agent (see Table 16). Financial aid/assistance was not frequently reviewed by agents, but was reviewed more often for female parolees than males.

**Table 16: Items reviewed or issued by parolee gender**

Variable	Was there a difference between parolee genders?	Finding
<b>None</b>	Yes	Males were more likely to have nothing reviewed during a contact (32.8% of contacts compared with 26.8%)
<b>Goals/progress</b>	No	Goals were reviewed in about 49% of contacts
<b>Rewards/incentives</b>	Yes	Females were more likely to have rewards and incentives reviewed (12.3% of contacts compared with 5.0%)
<b>Needs/COMPAS</b>	Yes	Females were more likely to have criminogenic needs/COMPAS reviewed (24.1% of contacts compared with 20.2%)
<b>Financial aid</b>	Yes	Females were more likely to have financial assistance reviewed (5.3% of contacts compared with 2.2%)
<b>Forms</b>	No	Forms were reviewed in about 10% of contacts

- ✧ *For services discussed, agents were more likely to discuss a broader range of services with female parolees*

Turning to services discussed (see Table 17), female parolees were more likely to have a broader range of services discussed than males. Specifically, agents discussed housing, family/parenting, health/dental and mental health needs with females more often than males. Work/education and substance abuse services were frequently discussed with both males and females.

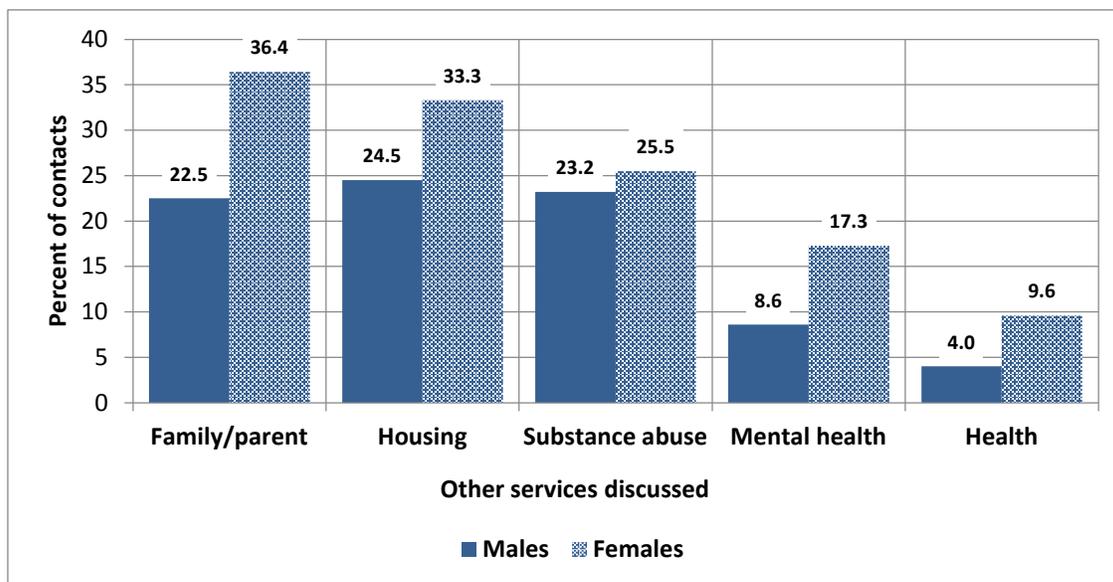
**Table 17: Services discussed by parolee gender**

Variable	Was there a difference between parolee genders?	Finding
<b>None</b>	Yes	Males were more likely to have no services discussed (25.3% of contacts compared with 17.0%)
<b>Housing</b>	Yes	Females were more likely to have housing discussed (32.5% of contacts compared with 25.4%)
<b>Family/parent</b>	Yes	Females were more likely to have family/parenting services discussed (28.1% of contacts compared with 15.0%)
<b>Work/education</b>	Minor	Females were slightly more likely to have work discussed (49.7% of contacts compared with 45.1%)
<b>Health/dental</b>	Yes	Females were more likely to have health/dental services discussed (8.4% of contacts compared with 4.1%)
<b>Mental health</b>	Yes	Females were more likely to have mental health services discussed (20.0% of contacts compared with 11.2%)
<b>Substance abuse</b>	No	Substance abuse was reviewed in about 22% of contacts

Work/education was the most frequently discussed service area by agents, occurring in approximately 49% of all contacts. We separated out contacts where work was discussed to examine the extent to which additional services were *also* discussed during these contacts. That is, did agents *just* talk about work issues, or did they talk to the parolee about other services?

Figure 20 shows that agents were more likely to speak with female than male parolees about a range of other needs when work was discussed, such as family/parenting issues, housing needs, mental health problems, and health/dental issues (note that totals sum to more than 100% because multiple services may have been discussed). Substance abuse issues were frequently discussed with both male and female parolees. This finding further demonstrates that agents have a tendency to speak with female parolees about a broader range of need areas than male parolees.

**Figure 20: If work is discussed, frequency count of additional services discussed by parolee gender**



✧ *For outcome, positive recognition was used more frequently with female parolees*

Lastly, we examined the outcome of contacts by parolee gender (see Table 18). More contacts with male parolees had no outcome reported, while female contacts were more likely to have included positive recognition by the agent.

**Table 18: Contact outcome by parolee gender**

Variable	Was there a difference between parolee genders?	Finding
None	Yes	Males were more likely to have no outcome reported (41.8% of contacts compared with 34.6%)
Referral	No	About 13% of contacts resulted in a referral
Violation/sanction	No	About 3% of contacts resulted in violation/sanction
Arrest	No	Less than 1% of contacts resulted in arrest
Positive recognition	Yes	Females were more likely to have an outcome of positive recognition (52.9% of contacts compared with 45.9%)

## Research Question 12: Does training in gender responsiveness impact the nature of contacts with parolees?

We examined whether having received prior DAPO training in gender responsiveness influences what parole agents do during a contact. One aspect of GR training emphasizes the importance of addressing criminogenic needs – which research shows are often more prevalent in female offenders – by linking the parolee with services in the community. Another aspect addresses providing parolees with positive recognition when warranted as an incentive to increase the offender’s motivation to succeed.

GR training is provided to agents who supervise GR caseloads. In the agent survey component of the workload study we asked participating agents whether they had received such training within the last year. Of the 45 agents who responded to this question, 15 agents indicated they had received GR training within the last year and 30 indicated they had not received such training (three agents did not respond to the question). The analysis for this question thus includes only the 45 agents who answered this survey question.

To determine the impact of training, we analyzed the contacts of female parolees and male parolees separately to see whether GR trained agents interacted differently than agents with no prior GR training. The number of contacts included in the analysis was 1,061 for female contacts, and 1,845 for male parolees. We discuss the most significant findings below; a full data table can be found in Appendix M.

### ✦ *Agents with GR training more frequently discussed key services (housing, family, work and health) with parolees than agents with no prior training*

The largest difference between trained and untrained agents was seen in services discussed with parolees during the contact. Trained agents were significantly more likely to discuss services related to family/parenting and work/education than agents with no prior GR training. In addition, trained agents were more likely to discuss housing and health/dental needs with female parolees, compared to untrained agents. Refer to Table 19 (over page).

Table 19: Services discussed with male and female parolees by agent GR training status

Variable	Was there a difference in trained/untrained?	Finding
<b>Housing</b>	Yes Female parolees only	Housing services were discussed more frequently with female parolees by GR trained agents (35.5% of contacts) than untrained agents (24.0%) Discussed at the same rate with male parolees (25%)
<b>Family/parent</b>	Yes Both male and female parolees	Family services were discussed more frequently with female parolees (31.2% vs. 16.8%) and male parolees (19.3% vs. 12.3%) by GR trained agents than untrained agents
<b>Work/education</b>	Yes Both male and female parolees	Work services were discussed more frequently with female parolees (53.8% vs. 38.2%) and male parolees (64.6% vs. 39.2%) by GR trained agents than untrained agents
<b>Health/dental</b>	Yes Female parolees only	Health/dental services were discussed more frequently with female parolees by GR trained agents (10.3% of contacts) than untrained agents (4.6%) Discussed at the same rate with male parolees (4%)
<b>Mental health</b>	No	Mental health services were discussed at about the same rate with female (19%) and male parolees (12%) by GR trained and untrained agents
<b>Substance abuse</b>	No	Substance abuse services were discussed at about the same rate with female (18%) and male parolees (25%) by GR trained and untrained agents
<b>Discussed at least one service</b>	Yes Both male and female parolees	GR trained agents were more likely to discuss at least one service during a female parolee contact (83.6% vs. 74.3%) and male parolee contact (83.3% vs. 71.7%) compared with untrained agents

In addition to discussing services more frequently, agents with prior GR training were also more likely to review rewards/incentives and needs/COMPAS with both male and female parolees than agents with no prior GR training (see Table 20).

**Table 20: Items reviewed with male and female parolees by agent GR training status**

Variable	Was there a difference in trained/untrained?	Finding
<b>Goals/progress</b>	No	Goals/progress reviewed at about the same rate with female parolees (46%) and male parolees (53%) by GR trained and untrained agents
<b>Rewards/incentives</b>	Yes Both male and female parolees	Rewards/incentives reviewed more frequently with female parolees (15.7% vs. 5.6%) and male parolees (8.1% vs. 4.3%) by GR trained agents than untrained agents
<b>Needs/COMPAS</b>	Yes Both male and female parolees	Needs/COMPAS reviewed more frequently with female parolees (27.2% vs. 12.2%) and male parolees (33.1% vs. 17.5%) by GR trained agents than untrained agents
<b>Financial aid</b>	No	Financial aid reviewed at about the same rate with female parolees (5%) and male parolees (2%) by GR trained and untrained agents
<b>Forms</b>	No	Forms reviewed at about the same rate with female parolees (12%) and male parolees (10%) by GR trained and untrained agents
<b>Reviewed at least one item</b>	Yes Male parolees only	GR trained agents were more likely to review at least one item during a male parolee contact (77.0% vs. 66.4%) than untrained agents  GR trained and untrained agents reviewed at least one item at the same rate for female parolees (71%)

In summary, agents who had prior GR training behaved differently during contacts than agents who had not received training. When interacting with female parolees, GR trained agents more frequently discussed services related to housing, family/parenting, work/education, and health/dental; and more frequently reviewed rewards and incentives and criminogenic needs/COMPAS assessment results. We also found that GR training impacted contacts with male parolees: GR trained agents more frequently discussed services related to work/education, family/parenting and substance abuse, and more frequently reviewed rewards/incentives and needs/COMPAS. However, while this study found an *association* between agent behavior and prior training, we are unable to determine the direction of the relationship. That is, did GR training directly cause a change in agent behavior during interactions with parolees such that agents discuss services more often? Or are agents who have a tendency to focus on

criminogenic needs and parolee services more likely to be selected to be GR agents and thus receive GR training? Since the workload study was not longitudinal in nature (that is, it did not capture data over an extended period before and after GR agent training) we are unable to draw conclusions.

### Regression analysis of activity logs

In this section, we discuss the results of a multiple linear regression analysis. This type of analysis can help us identify which predictors, or combinations of predictors, are important in explaining an outcome of interest. It also tells us which predictors are irrelevant. In this case, we are interested in the predictors of contact length.

The workload study captured a large number of possible predictors including parolee characteristics, environmental characteristics, agent actions, review of items, services discussed, and contact outcome (collected using the Daily Activity Logs). In addition, we captured agent characteristics such as age, gender, and length of service (collected from the agent surveys). The goal of the regression analysis is to determine what subset of these predictors is useful in explaining our outcomes of interest (contact length), and how much explanatory power these predictors provide when modeling the data.

For these analyses, we have included information from all N = 44 agents who completed both the Daily Activity Logs and the survey.

### Research Question 13: What predicts length of contact?

A technical description of the statistical analysis is included in Appendix N, where we also include statistical tables summarizing the predictive value of all variables on contact length. Here we provide a brief summary of the main findings. First we discuss the main effects, followed by the interaction effect focusing on parolee gender. A main effect is the influence of a single predictor on contact length, holding all other predictors constant. For example, we found that the outcome of the contact was predictive of contact length, independent of other factors. The interaction effects, on the other hand, tell us whether the influence of one predictor changes based on the influence of another predictor. For example, we found that while contact outcome influences contact length by itself, violations (as an outcome) result in contacts that are longer for female parolees than for male parolees. That is, parolee gender interacts with contact outcome – outcomes are different for females than for males.

It is important to note that the regression model only accounts for approximately 50% of the variance in contact length. Obviously, agent-parolee interactions in the field are complex and varied – there are many factors that would influence how long these contacts are. We attempted to capture in this study the variables that we thought were most useful and relevant to the research questions examined.

#### Main effects

All of the main effects of the regression analysis can be viewed in Table 56 (see Appendix N). Parolee gender was a significant predictor of contact length. Contacts with female parolees were approximately 13.4% longer than contacts with male parolees on average. This finding is consistent with the calculations of actual contact times reported in previous sections. As the primary variable of interest, we wanted to examine parolee gender more closely, and we investigate the impact of parolee gender on other the predictor variables in the following section.

The type of interview performed was also predictive of contact length. In particular, performing an initial interview increased meeting time by 162.1% compared to a contact in which no initial interview was performed. This result is as expected and shows that agents are spending a significant amount of time performing the initial interview in a comprehensive manner. Similarly, Case Conference Reviews (CCR) took 82.7% longer than contacts with no CCR performed.

If an agent was required to drive the parolee to any location, the contact length increased by 127% on average. Again, this result is as expected, especially considering that many of the participating agents were located in the Los Angeles area and reported spending a significant part of their work day driving their vehicle.

Agent education was another predictor of contact length. An agent with a 2-year or 4-year degree held shorter contacts than agents who have some college education but no degree (by an average of 22.9% and 21.7%, respectively).

Additionally, office contacts typically took 18.1% less time than contacts made at the parolee's residence. This result is also intuitive, since agents will naturally perform a greater range of tasks at a residence to establish that the parolee is living in compliance with their conditions of parole in a law-abiding, safe way that will increase their chances of success in the community.

To a lesser extent, reviewing needs/COMPAS increased the length of contacts by 10.5% (compared to no needs/COMPAS), as did reviewing goals/progress (by 9.4% compared to no goals/progress). Issuing forms during a contact increased contact length by 8%. Discussing services with regard to housing and mental health increased contact length by approximately 9% each.

Not surprisingly, contacts with arrest as an outcome were 67.9% longer than contacts with no arrest. When a violation/sanction occurred, contacts were on average 42.5% longer (than no violation/sanction), and referrals increased contact length by 24.6% (compared to no referrals).

#### Interactions with parolee gender

Because parolee gender was such an important predictor in this study, we also conducted a regression analysis to show interaction effects of parolee gender by every other predictor. The regression table presenting interaction effects appears in Tables 57-58 in Appendix N. We focus our discussion on Table 58, which shows the differences in contact length between male and female parolees.

One of the largest predictors for this analysis is an interaction of parolee gender and agent age, such that with each one year increase in agent age, contacts with female parolees decreased in length by 1.6% compared to contacts with male parolees. While there was no significant main effect of length of service, there was an interaction with parolee gender such that contacts with males increased by 0.03% for each one month increase in length of service, but for female parolees, contact length was unrelated to length of service. This tends to suggest that as agents get older and more experienced, they may change strategies for interacting with female parolees. Anecdotally, agents have mentioned a "give them 5 to save 45" strategy for dealing with offenders, meaning that under some circumstances giving a parolee the opportunity to talk about an issue can save time in the long run. It could be that the more

experience an agent has, the likelier they are to use strategies such as these to become more efficient in their interactions with parolees.

We also found that agents with a 4-year degree have contacts that are, on average, 37.9% longer with females than males. We noted in the first section of the report that participating agents came from a wide range of backgrounds, including social work, law enforcement, state corrections counselor and corrections officer. The majority of agents in the study had a four-year degree. We do not have an easy explanation of why more highly-educated agents spend longer with females than agents with lower levels of education, other than to suggest that these agents may have taken a different career pathway into DAPO. Similarly, agent training interacted with parolee gender in an interesting way. While there was no significant main effect of GR training on contact length, the interaction effect showed that trained agents spent 16.0% *more* time with male parolees than untrained agents, but prior GR training was unrelated to contact length for female parolees, suggesting that those without prior GR training allocate an unequal amount of time to males and females on their caseload.

Female agents seemed to have particularly long contacts with female parolees; female agent contacts with male parolees were 14.7% *shorter* compared to male agents, while contacts with females were 12.6% *longer*. While all agents in this study demonstrated responsivity by spending more time with female parolees, female agents did so to a greater extent than male agents. This could be because 80% of agents with GR caseloads were female, so we could be seeing something that is unique to GR agents and not female agents in general.

Initial interviews with female parolees took 40.3% less time, on average, than initial interviews with male parolees. This is an interesting result for which we do not attempt an explanation.

Looking at services discussed by agents, discussing housing and mental health services resulted in longer contacts with female parolees than males (by 14.4% and 16.5% respectively). We saw previously that these services are discussed more frequently with female parolees; the regression result indicates that contacts take longer when these services are discussed with females as opposed to males.

Finally, looking at contact outcome, if a female parolee received a violation/sanction then the contact took 44.7% longer than for a male parolee.

### [Summary of Daily Activity Log analysis](#)

Activity log data were analyzed in two ways – by agent group (to compare GR agents with control group agents) and by parolee gender (to compare the contacts of female and male parolees).

We found that supervising female parolees did not result in a greater number of face-to-face contacts. However, contacts with female parolees were longer on average than for males. Contacts were also different – GR agents were more likely to review certain items, discuss a broad range of services, meet outside the parole unit, search and drug test offenders than control group agents. There was no difference between groups in the outcome of contacts, although GR agents reported using more positive recognition and spending more time on referrals/programming (with control group agents reporting more time spent on pre-release activities).

GR training made a difference to agent behavior. Agents who had received prior GR training were more likely to discuss service needs such as housing, family/parenting and work/education with parolees during contacts. In addition, agents who had been trained in GR more frequently issued rewards/incentives and reviewed needs/COMPAS assessments. Further evaluation is required to determine whether this relationship was causal (i.e., GR training causes a change in agent behavior) or correlational (i.e., agents who supervise this way are more likely to be selected to receive GR training).

The regression analysis identified factors that independently led to longer contact times, such as performing initial interviews, Case Conference Reviews, driving the parolee, meeting outside the parole unit, and conducting an arrest or violation/sanction. We also observed interaction effects, in which certain activities took longer with females (e.g., discussing housing and mental health services, processing a violation/sanction) and some took longer with males (e.g., conducting initial interviews).

## CONCLUSIONS

The primary finding of this study is that face-to-face contacts with female parolees take longer than male parolees. Agents spend approximately five minutes more on average per contact interacting with females.

A more subtle result is that GR agents behave differently with parolees than control group agents, reflecting differences in how females and males are supervised. GR agents reviewed more items, discussed a broad range of service needs, tended to have contacts outside the parole unit, and searched and drug tested parolees more frequently, in addition to having longer contacts. We also observed some interaction effects, for example, the finding that it takes longer to discuss certain services or process a violation/sanction with female offenders than male offenders. All agents demonstrated responsivity (for example, by talking to female offenders about family/parenting needs and spending more time with females during face-to-face contacts). This does not mean that the needs of male parolees are not being met, just that male parolees have different needs and interactions with males take less time on average.

This study also identified factors that were associated with longer contacts. Not surprisingly, contacts were longer (other things being equal) when agents performed initial interviews or CCRs, when they drove the parolee, met in the field or residence as opposed to the parole office, and conducted an arrest or violation. By placing greater demands on agent time, these events are likely to increase their workload. Most of these factors impact agents equally regardless of their study group. For example, initial interviews are performed when parolees are first released to parole and Unit Supervisors manage the dispersal of new releases across agents in a unit to distribute workload evenly. We did find that GR group agents were less likely to meet with parolees at the parole unit, preferring residence or field contacts, which may contribute to longer contacts for GR agents and hence higher workload.

The regression analysis found that, controlling for the impact of other variables, agent group was a strong predictor of job stress – GR agents supervising an all-female caseload scored higher on job stress than control group agents. For GR agents (but not control group agents) an increase in caseload size and perceived need for overtime increased job stress. Consistent with previous research, we also found that job stress, burnout and job satisfaction were highly correlated. Agents who scored higher on measures of burnout had higher levels of job stress, and agents who scored higher on job satisfaction had lower levels of job stress. It is likely that if agents experience elevated levels of job stress over a prolonged period of time then they may develop burnout. The agent surveys were administered at the beginning of the workload study: GR caseloads had not been in effect very long. We recommend that further surveys of agents supervising GR caseloads be undertaken at regular intervals to monitor work stress factors in an effort to avoid agent burnout.

Another significant finding from the agent survey was that GR group agents perceived their caseload size to be higher than control group agents, and perceived that they needed overtime two days per month more often than control group agents. Agents also reported that the number of parolees on a female-only caseload should be lower – at 35 parolees – than on all-male or mixed gender caseloads (at around 40 parolees). These caseload sizes are significantly lower than currently funded under CPSRM and again

indicate that agents perceive their current workload to be excessive. Agents are concerned about the quality of supervision and the public safety impacts of workload.

With limited access to overtime, agents adjust their work day and time allocation to other tasks accordingly. One aspect of parole work that this study did not address is the amount of personal time that agents may spend on activities such as answering emergency phone calls or listening to voice mail messages from parolees after hours.

A limitation of this study was small sample size, particularly of the GR group. However, the high participation rate of agents over the five week study period increased the internal validity of the data: most of the agents who began the study consistently participated throughout the study, which means we can be more confident that the data captured is representative of all agents and not just agents who continued to respond. Small sample size was also overcome by capturing data over a five week period, yielding an extensive data set for analysis of almost 1,000 daily logs containing more than 3,000 parolee contacts.

The study concludes that female parolees are both *more* work and *different* work than male parolees. Female contacts are longer overall, certain tasks are performed more often with female parolees, and certain tasks were shown to take longer with female than male parolees. Other jurisdictions in the United States have adopted a *specialized caseloads* approach to female offenders by reducing caseload sizes; the findings of this study support such an approach.

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Appendix A: Copy of the Parole Agent Survey

**The following questions are about your job.** For each of the statements below, please indicate how frequently you experience the feeling using the scale provided at the top of the chart. (*circle your answer*)

	Never	Few times a year	Once a month	Few times a month	Once a week	Few times a week	Every day
I feel emotionally drained from my work.	0	1	2	3	4	5	6
I feel used up at the end of the workday.	0	1	2	3	4	5	6
I feel fatigued when I get up in the morning and have to face another day on the job.	0	1	2	3	4	5	6
I can easily understand how parolees feel about things.	0	1	2	3	4	5	6
I feel I treat some parolees as if they were impersonal objects.	0	1	2	3	4	5	6
Working with parolees all day is really a strain for me.	0	1	2	3	4	5	6
I deal very effectively with the problems of parolees.	0	1	2	3	4	5	6
I feel burned out from my work.	0	1	2	3	4	5	6
I feel I'm positively influencing parolees' lives through my work.	0	1	2	3	4	5	6
I've become more callous towards people.	0	1	2	3	4	5	6
I worry that this job is hardening me emotionally.	0	1	2	3	4	5	6
I feel very energetic.	0	1	2	3	4	5	6

	Never	Few times a year	Once a month	Few times a month	Once a week	Few times a week	Every day
I feel frustrated by my job.	0	1	2	3	4	5	6
I feel I'm working too hard on my job.	0	1	2	3	4	5	6
I don't really care what happens to some of the parolees.	0	1	2	3	4	5	6
Working with parolees directly puts too much stress on me.	0	1	2	3	4	5	6
I can easily create a relaxed atmosphere with parolees.	0	1	2	3	4	5	6
I feel exhilarated after working closely with parolees.	0	1	2	3	4	5	6
I have accomplished many worthwhile things in this job.	0	1	2	3	4	5	6
I feel like I am at the end of my rope.	0	1	2	3	4	5	6
In my work, I deal with emotional problems very calmly.	0	1	2	3	4	5	6
I feel the parolees blame me for some of their problems.	0	1	2	3	4	5	6

**The following questions are also about your job.** For each of the statements below, please indicate the extent to which you agree or disagree with the answer using the scale provided at the top of the chart. *(circle your answer)*

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
When I'm at work, I often feel tense or uptight.	1	2	3	4	5
A lot of times, my job makes me very frustrated or angry.	1	2	3	4	5
Most of the time when I am at work, I don't feel that I have much to worry about.	1	2	3	4	5
I am usually calm and at ease when I am working.	1	2	3	4	5
I usually feel that I am under a lot of pressure when I am at work.	1	2	3	4	5
There are a lot of aspects about my job that can make me pretty upset about things.	1	2	3	4	5
I like my job better than the average worker does.	1	2	3	4	5
I am seldom bored with my job.	1	2	3	4	5
Most days I am enthusiastic about my job.	1	2	3	4	5
I am fairly well satisfied with my job.	1	2	3	4	5
I find real enjoyment in my job.	1	2	3	4	5
I am proud to tell others that I am part of this organization.	1	2	3	4	5
This job really inspires the best in me in the way of job performance.	1	2	3	4	5

**The following questions are about your role as a parole agent.**

For each question, please (*circle*) the number that best applies to you.

1. As a parole agent, your primary obligation is to:

Rehabilitate the offender      1    2    3    4    5    6      Enforce supervisory conditions

2. Your primary concern as a parole agent is to:

Monitor offender compliance    1    2    3    4    5    6      Rehabilitate the offender

3. Which best describes your role as a parole agent?

Police officer                      1    2    3    4    5    6      Social worker

4. Your most appropriate role with offenders is as:

Advocate                            1    2    3    4    5    6      Supervisor

5. The most essential part of a parole agent's job is:

Counseling                         1    2    3    4    5    6      Enforcing

6. Your primary function as an agent is:

Enforcement                        1    2    3    4    5    6      Intervention

7. Your function as a parole agent most clearly approximates:

Law enforcement                 1    2    3    4    5    6      Social work

**The following questions are about your caseload and workload.**

For these questions, the term **caseload** means the number of parolees you supervise.

The term **workload** refers to the amount of time and effort required to manage your caseload.

Would you say that your current **caseload** (number of parolees) is *(check one)*

- Much too small
- Slightly too small
- Just about right
- Slightly too large
- Much too large

Would you say that your current **workload** (time and effort) is *(check one)*

- Much too light
- Slightly too light
- Just about right
- Slightly too heavy
- Much too heavy

Given your workload duties, approximately how many offenders do you feel you can adequately supervise...

On a **male-only** caseload? *(enter number)*

\_\_\_\_\_ male parolees

On a **female-only** caseload? *(enter number)*

\_\_\_\_\_ female parolees

On a **mixed-gender** caseload? *(enter number)*

\_\_\_\_\_ total parolees

**The following questions are about overtime. During the last month:**

On how many days did you feel like you needed overtime?

\_\_\_\_\_ days (*enter number*)

On how many days did you speak with your supervisor about requesting overtime?

\_\_\_\_\_ days (*enter number*)

On how many days did you submit a written overtime request?

\_\_\_\_\_ days (*enter number*)

If you felt like you needed overtime but did not speak with your supervisor, what are some of the reasons for this?

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If you spoke with your supervisor about overtime but did not submit a written overtime request, what are some of the reasons for this?

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**The following questions are about impacts to public safety.** For each of the statements below, please indicate the extent to which you agree or disagree with the answer using the scale provided at the top of the chart. *(circle your answer)*

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
A decrease in the number of parolees on my caseload would improve public safety.	1	2	3	4	5
I worry that I am not able to adequately protect the public given my current workload.	1	2	3	4	5
Caseload size has no impact on public safety.	1	2	3	4	5
Female parolees are less of a threat to public safety than male parolees.	1	2	3	4	5

What comments do you have about the impact of your workload on public safety?

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**The following questions are about you.**

Your name \_\_\_\_\_

Your age (*enter number*) \_\_\_\_\_

Gender (*check one*)       Male       Female

In the last year, have you received training in gender responsivity? (*check one*)

Yes

No

Your education (*check one*)

High school/GED or equivalent

Some college but no degree

Completed a 2-year college degree

Completed a 4-year college degree

Completed a trade or technical school

Completed a graduate degree/professional degree

Prior work experience (*check all that apply*)

Social casework/welfare

Parole agent in another jurisdiction

Probation

Law enforcement

State corrections: counselor

State corrections: officer

Other: \_\_\_\_\_

When did you first begin working for the Division of Adult Parole Operations (DAPO)?

\_\_\_\_\_/\_\_\_\_\_  
Month / Year

Have you been employed continuously by DAPO since you first began? (*circle*) Yes / No

If you have not been employed continuously by DAPO since you first began, what is the total amount of time you were gone?

Years       Months

**Thank you for taking the time to complete this survey.**

Appendix B: Copy of the Daily Activity Log

UCI WORKLOAD STUDY									
DAILY ACTIVITY LOG									
<b>Instructions: Complete sections A, B, and C.</b>									
<b>Scan/Email this form daily to workloadstudy1@uci.edu</b>									
SECTION A - Information about you and your caseload									
Agent Name: _____ (first and last name)									
Date of these activities: _____ (MM/DD/YYYY)									
How many parolees on your caseload are female? _____ male? _____									
How many face-to-face contacts with parolees did you have this day? _____ (include all of them, not just the first five)									
SECTION B - Contact Detail for first FIVE contacts only									
<b>INSTRUCTIONS FOR SECTION B: Record details of first five face-to-face contacts with parolees.</b>									
Parolee # 1									
Minutes for this contact:	minutes		(include any time spent transporting parolee)						
Parolee Gender:	Male	Female							
Parolee Type:	CPSRM	EID	Re-Entry	Interstate	ACP	Lifer	Other (specify):		
ADA Issues Present?	Yes	No				Translator used?		Yes	No
MH Status	None	CCCMS	EOP	MDO					
Performed the following:	None	Initial /comp interview		Case conf review		Discharge review			
Location:	Residence	Office	Field	Other (specify):					
Search:	None	Plain view	Cursory	Compre- hensive	Other (specify):				
UA Test:	None	Refused	Negative	Positive	Specimen sent to lab?		Yes	No	
Reviewed/Issued: (all that apply)	None	Goals/ progress	Rewards/ incentives	Crim needs/ COMPAS	Fin. Aid/ assistance	Forms	Other (specify):		
Services Discussed: (all that apply)	None	Housing	Fam/Parent	Work/Educ	Health/ dental	Mental health	Subs Abuse	Other (specify):	
Drove parolee to: (all that apply)	None	Home	Work	School	Program	Jail/court	Other (specify):		
Outcome (all that apply):	None	Referral	Violation/ Sanction	Arrest	Positive recognition	Other (specify):			
Parolee # 2									
Minutes for this contact:	minutes		(include any time spent transporting parolee)						
Parolee Gender:	Male	Female							
Parolee Type:	CPSRM	EID	Re-Entry	Interstate	ACP	Lifer	Other (specify):		
ADA Issues Present?	Yes	No				Translator used?		Yes	No
MH Status	None	CCCMS	EOP	MDO					
Performed the following:	None	Initial /comp interview		Case conf review		Discharge review			
Location:	Residence	Office	Field	Other (specify):					
Search:	None	Plain view	Cursory	Compre- hensive	Other (specify):				
UA Test:	None	Refused	Negative	Positive	Specimen sent to lab?		Yes	No	
Reviewed/Issued: (all that apply)	None	Goals/ progress	Rewards/ incentives	Crim needs/ COMPAS	Fin. Aid/ assistance	Forms	Other (specify):		
Services Discussed: (all that apply)	None	Housing	Fam/Parent	Work/Educ	Health/ dental	Mental health	Subs Abuse	Other (specify):	
Drove parolee to: (all that apply)	None	Home	Work	School	Program	Jail/court	Other (specify):		
Outcome (all that apply):	None	Referral	Violation/ Sanction	Arrest	Positive recognition	Other (specify):			

Parolee # 3										
Minutes for this contact:	minutes		(include any time spent transporting parolee)							
Parolee Gender:	Male	Female								
Parolee Type:	CPSRM	EID	Re-Entry	Interstate	ACP	Lifer	Other (specify):			
ADA Issues Present?	Yes	No				Translator used?		Yes	No	
MH Status	None	CCCMS	EOP	MDO						
Performed the following:	None	Initial /comp interview		Case conf review		Discharge review				
Location:	Residence	Office	Field	Other (specify):						
Search:	None	Plain view	Cursory	Comprehensive	Other (specify):					
UA Test:	None	Refused	Negative	Positive	Specimen sent to lab?		Yes	No		
Reviewed/Issued: (all that apply)	None	Goals/progress	Rewards/incentives	Crim needs/COMPAS	Fin. Aid/assistance	Forms	Other (specify):			
Services Discussed: (all that apply)	None	Housing	Fam/Parent	Work/Educ	Health/dental	Mental health	Subs Abuse	Other (specify):		
Drove parolee to: (all that apply)	None	Home	Work	School	Program	Jail/court	Other (specify):			
Outcome (all that apply):	None	Referral	Violation/Sanction	Arrest	Positive recognition	Other (specify):				
Parolee # 4										
Minutes for this contact:	minutes		(include any time spent transporting parolee)							
Parolee Gender:	Male	Female								
Parolee Type:	CPSRM	EID	Re-Entry	Interstate	ACP	Lifer	Other (specify):			
ADA Issues Present?	Yes	No				Translator used?		Yes	No	
MH Status	None	CCCMS	EOP	MDO						
Performed the following:	None	Initial /comp interview		Case conf review		Discharge review				
Location:	Residence	Office	Field	Other (specify):						
Search:	None	Plain view	Cursory	Comprehensive	Other (specify):					
UA Test:	None	Refused	Negative	Positive	Specimen sent to lab?		Yes	No		
Reviewed/Issued: (all that apply)	None	Goals/progress	Rewards/incentives	Crim needs/COMPAS	Fin. Aid/assistance	Forms	Other (specify):			
Services Discussed: (all that apply)	None	Housing	Fam/Parent	Work/Educ	Health/dental	Mental health	Subs Abuse	Other (specify):		
Drove parolee to: (all that apply)	None	Home	Work	School	Program	Jail/court	Other (specify):			
Outcome (all that apply):	None	Referral	Violation/Sanction	Arrest	Positive recognition	Other (specify):				
Parolee # 5										
Minutes for this contact:	minutes		(include any time spent transporting parolee)							
Parolee Gender:	Male	Female								
Parolee Type:	CPSRM	EID	Re-Entry	Interstate	ACP	Lifer	Other (specify):			
ADA Issues Present?	Yes	No				Translator used?		Yes	No	
MH Status	None	CCCMS	EOP	MDO						
Performed the following:	None	Initial /comp interview		Case conf review		Discharge review				
Location:	Residence	Office	Field	Other (specify):						
Search:	None	Plain view	Cursory	Comprehensive	Other (specify):					
UA Test:	None	Refused	Negative	Positive	Specimen sent to lab?		Yes	No		
Reviewed/Issued: (all that apply)	None	Goals/progress	Rewards/incentives	Crim needs/COMPAS	Fin. Aid/assistance	Forms	Other (specify):			
Services Discussed: (all that apply)	None	Housing	Fam/Parent	Work/Educ	Health/dental	Mental health	Subs Abuse	Other (specify):		
Drove parolee to: (all that apply)	None	Home	Work	School	Program	Jail/court	Other (specify):			
Outcome (all that apply):	None	Referral	Violation/Sanction	Arrest	Positive recognition	Other (specify):				
<b>TOTAL MINUTES FOR SECTION B (all five contacts)</b>										

SECTION C - Other Activity		
INSTRUCTIONS FOR SECTION C: Record all other time spent during your workday that is not captured in Section B.		
Activity Type	Examples	Minutes
Additional face-to-face contacts with parolees	If you have more than five contacts with parolees for this activity day, enter the time spent on additional parolee contacts not already reported in Section B. Include time you spent transporting the parolee.	
Other types of contacts	If you had other types of contacts, enter the number of minutes you spent on other contacts such as telephone calls, collateral contacts, PACT and other group meetings, law enforcement contacts, etc.	
Drive Time	Number of minutes you spent driving today excluding time already captured transporting parolees in Section B or 'other types of contacts' above.	
Pre-Release Planning Activities	All pre-release activities prior to first contact with parolee, such as reviewing forms, obtaining pre-release documents, verifying CLLR, preparing/issuing reporting instructions, obtaining CSRA scores, obtaining signatures on forms, completing final RPS packets, activities concerning residency verification, ROS documentation, ERMS, DEC's check, etc.	
Enhanced Supervision Casework	Additional work that is directly attributable to a parolee's status as enhanced supervision but is not captured in contact detail such as reviewing information packets, case specs, investigations, etc.	
Field Operations	Include activities such as surveillance, community outreach, law enforcement outreach, medical clearance, joint law enforcement operations, field identification, evidence collection, etc.	
Programs and Referrals	Include activities such as liaisons with programs, facilitating orientation meetings, discussing progress with program provider, etc.	
Violations, Sanctions, Arrests, Warrants, and Reviews	All activities relating to parole violations not captured in Section B. Includes initiating cases, investigations, case conferences with US, identifying remedial sanctions, completing PVDMI, preparing violation reports, completing 1500 & 1502, scanning court documents, tracking court revocation dates, monitoring hearing schedule, attending court, entering data into PVDTS, follow-up on remedial sanctions, updating SOMS, tracking warrants, Discharge Reviews, Case Reviews, DEC's, etc.	
Other	Include all other activities not captured elsewhere. Officer of the day duties, staff meetings, time completing paperwork/ documentation. Incoming, outgoing and interstate compact TIR, updates to SOMS/COMPAS, ROS updates, face sheet updates, training, and any other miscellaneous/administrative duties.	
<b>TOTAL MINUTES FOR SECTION B</b>		
<b>TOTAL MINUTES FOR SECTION C</b>		
<b>30 MINUTES OF OVERTIME FOR COMPLETING THIS LOG</b>		<b>30</b>
<b>TOTAL MINUTES FOR WORKDAY (sum of Section B, Section C, plus 30 minutes overtime)</b>		
<b>Should match the total time reported on your 998 under regular hours worked and/or overtime hours</b>		

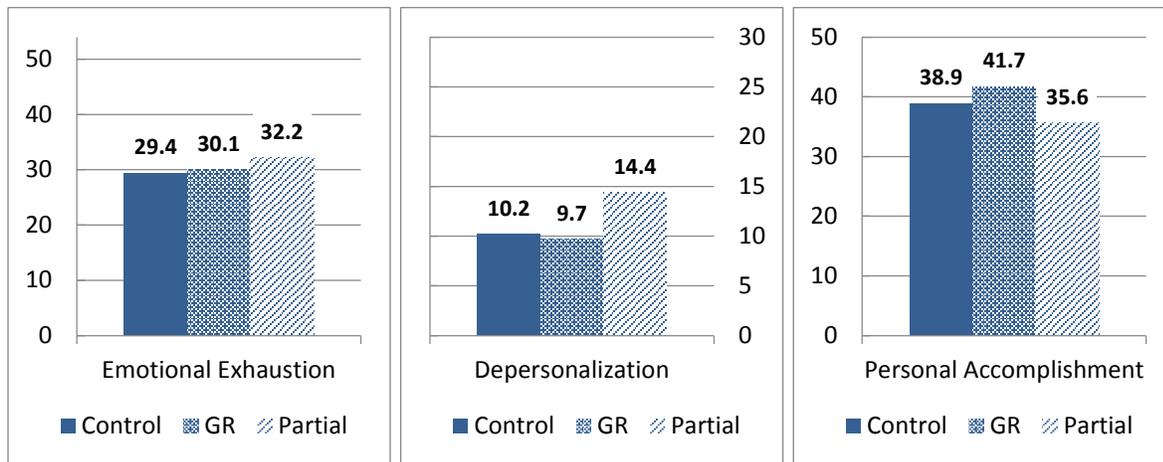
Appendix C: Research Question 1-Agent Survey of Work Stress

Table 21: Survey findings for the three burnout scales

Variable		Control	GR	Partial
Emotional Exhaustion	Mean	29.4	30.1	32.2
	SD	14.52	12.30	5.97
Depersonalization	Mean	10.2	9.7	14.4
	SD	5.35	4.16	3.50
Personal accomplishment	Mean	38.9	41.7	35.6
	SD	7.49	3.59	10.21
Total burnout	Mean	48.8	47.1	59.0
	SD	24.17	13.87	15.23

See explanation below Figure 21 for scale ranges and the calculation of total burnout

Figure 21: Sub scales of burnout measure: emotional exhaustion, depersonalization, and personal accomplishment



**Emotional exhaustion<sup>13</sup>**

Low, <=16  
Average, 17-26  
High, >= 27

**Depersonalization**

Low, <=6  
Average, 7-12  
High, >=12

**Personal Accomplishment**

Low, <=31  
Average, 32-38  
High, >=39

Total burnout on the Maslach Burnout Inventory (MBI) comprises the subscales of emotional exhaustion, depersonalization and personal accomplishment. All questions on this portion of the survey (e.g., *I feel emotionally drained from my work*) are scored on a scale ranging from 0 (never) to 6 (every day). Each subscale has a different number of questions and therefore a different range of possible scores. High scores in emotional exhaustion and depersonalization are indicative of burnout, whereas a high score in personal accomplishment can mitigate burnout. Total burnout is therefore calculated by

<sup>13</sup> Ranges for cutoff scores for the three subscales are from Paris & Hoge (2010)

combining emotional exhaustion and depersonalization, then reverse-scoring the questions for personal accomplishment (which decreases the total burnout score).

**Table 22: Survey findings for job stress, satisfaction and organizational commitment**

Variable		Control	GR	Partial
<b>Job stress</b>	<b>Mean</b>	<b>16.4</b>	<b>18.6</b>	<b>18.6</b>
	<b>SD</b>	<b>6.11</b>	<b>4.71</b>	<b>3.78</b>
<b>Job satisfaction</b>	<b>Mean</b>	<b>18.1</b>	<b>18.8</b>	<b>18.2</b>
	<b>SD</b>	<b>5.68</b>	<b>3.98</b>	<b>4.38</b>
<b>Organizational commitment</b>	<b>Mean</b>	<b>7.5</b>	<b>8.2</b>	<b>7.2</b>
	<b>SD</b>	<b>2.39</b>	<b>1.51</b>	<b>1.30</b>

Job stress can range from 6 (low stress) to 30 (high stress)

Job satisfaction can range from 5 (low satisfaction) to 25 (high satisfaction)

Organizational commitment can range from 2 (low commitment) to 10 (high commitment)

Appendix D: Research Question 2-Agent Survey of Perceptions of Workload

**Table 23: Perceptions of current caseload and workload (N = 48)**

Variable		Control	GR	Partial
<b>Caseload size</b>	<b>Mean</b>	4.0	4.3	3.6
	<b>SD</b>	0.73	0.70	0.55
<b>Workload size</b>	<b>Mean</b>	4.3	4.3	3.6
	<b>SD</b>	0.71	0.77	0.55

Scale is from 1 (much too small/light) to 5 (much too large/heavy)

**Table 24: Overtime usage in days (N = 48)**

Variable - number of days		Control	GR	Partial
<b>Needed overtime</b>	<b>Mean</b>	6.1	8.3	7.0
	<b>SD</b>	5.71	6.58	7.87
<b>Spoke with supervisor</b>	<b>Mean</b>	1.6	0.7	3.0
	<b>SD</b>	2.39	1.40	6.71
<b>Submitted overtime request</b>	<b>Mean</b>	1.0	0.6	3.0
	<b>SD</b>	1.34	1.03	6.71

**Table 25: Reasons agent did not speak to supervisor when they felt they needed overtime (N = 32)**

If you felt like you needed overtime but did not speak with your supervisor, what are some of the reasons for this?
Not enough time and was too busy to meet. I just got the work done.
Will not approve it.
The caseload did not exceed the state's required minimum of 53:1.
Caseload is at 53 so we are not eligible per MOU.
They act as if it was from their personal account.
Previously denied.
Too much of a hassle.
Per contract we should be able to manage 53 cases to an Agent. I have been at appx 43 cases.
Already been told it's not authorized.
I don't want to exceed my current monthly income due to child support obligations.
More trouble than it is worth.
Failed to make contact before the supervisor left for the day?
Was not over points to justify overtime
It is more of a hassle to request overtime than it is worth.

*(Table continues next page)*

### Reasons for not speaking to supervisor about overtime (continued)

Overtime is given to me when I have more than 53 cases only.

Not open to it.

Was able to adjust work schedule to meet casework needs without asking for excessive overtime.

Not something I am accustomed to. More paperwork.

Too busy with caseload issues.

Process takes too much time. Less stress to get work done on my own time.

Too busy taking care of parolee issues or casework.

I knew that if I had 53 or less cases it would not be authorized.

I would request to adjust my schedule instead of requesting overtime.

I just adjusted my work schedule.

Just didn't want the hassle of filling out the overtime slip. And it's my job to just get the job done.

Overtime documents are to be submitted in advance. Oftentimes you don't know what may cause you to stay beyond your normal work schedule in advance.

You have to stop your workload, write a memo for pre-approval requesting overtime, and document each parolee and what you did and for how long.

Instructed to "flex" time instead of request overtime. Flex means to adjust my schedule to compensate for time spent earlier in the work week.

The caseload count does not reflect the need for overtime and therefore is unjustifiable, but you can deal with one parolee for as long as 4 hours or more including transport to a program. This type of work takes away from the day and other duties of a parole agent.

Because we are not over points, overtime is not approved as a standard. If I work longer than scheduled, I plan to adjust on a different day but that usually doesn't happen. So on days when I am running later because I am so tired I feel I may be a little late but I will still give them at least their 8 hours from me.

It would take more time out of my day to ask for the overtime. My current supervisor requires, what feels like a full audit, prior to approving an overtime request. Oftentimes the stress of asking for overtime is more than the stress of just working over without the pay.

It is frowned upon in this parole unit, caseload could be "blowing up" yet, they only look at number of parolees on caseload. This is not a true indication of the time and effort required to get the job done. To request overtime would require additional time to prepare written justification and to staff it with management, then be told "how are we going to justify this to Sacramento" you only have 51 cases.

**Table 26: Reasons for not submitting overtime request after speaking to supervisor**

If you spoke with your supervisor about overtime but did not submit a written overtime request, what are some of the reasons for this?
Sometimes I would just rather cut a day short than work more hours
Had to work outside my structured hours.
Spoke to her verbally, and we agreed that if that particular issue didn't get completed, there would be no penalty
If we submitted an overtime request every time we truly needed the overtime, it would break the bank. Sometimes if I work excess hours, I'll talk with my Supervisor & adjust hours later in the week. Time off is sometimes better than overtime.
My supervisor has encouraged me to submit overtime documents. I have failed to do so. I just want to complete my job.

**Table 27: Public safety impact (N = 48)**

Variable		Control	GR	Partial
<b>Fewer parolees would improve PS</b>	<b>Mean</b>	4.3	3.9	3.2
	<b>SD</b>	1.23	1.36	1.64
<b>Worry can't protect public due to caseload size</b>	<b>Mean</b>	3.7	3.4	3.2
	<b>SD</b>	1.07	1.15	1.10
<b>Caseload size has no impact on PS</b>	<b>Mean</b>	1.3	1.9	1.6
	<b>SD</b>	0.68	1.06	0.55
<b>Females are less of a threat</b>	<b>Mean</b>	2.2	2.2	2.4
	<b>SD</b>	1.08	0.98	1.34

Scale is from 1 (strongly disagree) to 5 (strongly agree)

## Appendix E: Research Question 3-What predicts job stress?

### **Regression analysis – main effects**

In the regression analysis presented later in this report and described in Appendix N it was necessary to logarithmically transform the data for contact length, because it was highly skewed. But this extra step was not necessary for job stress, which had an approximately normal distribution. Therefore, the interpretation of the regression weights is much more straightforward. The unstandardized regression weight  $B$  is the average effect of that predictor on job stress while holding all other predictor variables constant. For continuous variables, the model predicts a change job stress equal to the regression weight  $B$  for each one unit increase in a predictor. For example, for agent age, the regression model predicts that for each one year increase in age, job stress will increase by 0.03 units. For categorical variables, the regression weight represents the change in job stress relative to the reference category. For agent education, the reference is some college but no degree, so the regression weight for 2-year degree shows that agents with a 2-year degree scored, on average, 1.30 units higher in job stress compared to agents with some college but no degree. However, agents with a 4-year degree scored 1.35 units lower on average in job stress compared to agents with some college but no degree. The main effects of the regression analysis are presented in Table 28. This model accounts for 92.76% of the variance in job stress.

### **Regression analysis – interaction effects**

We conducted a regression analysis to show interaction effects of agent group by most other predictors. Lack of data prevented the examination of interactions with agent education, GR training, job satisfaction, and personal accomplishment, so these variables were removed from the regression model. It is important to note that since the main effects model described above and the interaction model described in this section contain different (though similar) predictors, they cannot be directly compared. The regression table presenting interaction effects appears in Table 29. This table shows the difference in predicted job stress for control group and GR group agents, that is, the change in job stress for GR group agents *relative* to control group agents. This model accounts for 90.75% of the variance in job stress.

Table 28: Job Stress - Main Effects

Variables	<i>B</i>	<i>SE B</i>	<i>β</i>	95% CI	p-value
<b>Agent characteristics</b>					
<b>Agent group</b>					
Control (reference)					
Gender Responsive	1.8959	0.1912	0.1627	(1.5209, 2.2708)	<.0001
<b>Agent age</b>	0.0329	0.0154	0.0300	(0.0027, 0.0631)	0.0327
<b>Agent GR training</b>					
None (reference)					
Trained	0.3466	0.1275	0.0319	(0.0965, 0.5967)	0.0066
<b>Agent education</b>					
Some college (reference)					
2-year degree	1.2988	0.1562	0.0843	(0.9925, 1.6051)	<.0001
4-year degree	-1.3509	0.1384	-0.1249	(-1.6223, -1.0795)	<.0001
Professional degree	0.4662	0.1576	0.0324	(0.1571, 0.7753)	0.0031
<b>Length of service</b>	-0.0056	0.0008	-0.0802	(-0.0072, -0.0040)	<.0001
<b>Job satisfaction</b>	-0.2694	0.0091	-0.2719	(-0.2873, -0.2515)	<.0001
<b>Role orientation</b>	0.0527	0.0090	0.0595	(0.0350, 0.0703)	<.0001
<b>Workload characteristics</b>					
<b>Actual caseload size</b>	-0.0137	0.0076	-0.0155	(-0.0286, 0.0012)	0.0706
<b>Perceived workload</b>	-1.2249	0.0867	-0.1529	(-1.3950, -1.0549)	<.0001
<b>Needed overtime</b>	0.0760	0.0109	0.0854	(0.0547, 0.0973)	<.0001
<b>Contact characteristics</b>					
<b>Contact length</b>	0.0055	0.0012	0.0313	(0.0031, 0.0079)	<.0001
<b>Total items reviewed</b>	-0.0525	0.0435	-0.0090	(-0.1377, 0.0328)	0.2274
<b>Total services discussed</b>	-0.2784	0.0324	-0.0658	(-0.3421, -0.2148)	<.0001
<b>Drive time</b>	0.0011	0.0007	0.0110	(-0.0004, 0.0025)	0.1432
<b>Burnout</b>					
<b>Emotional exhaustion</b>	0.2496	0.0054	0.6082	(0.2389, 0.2603)	<.0001
<b>Depersonalization</b>	0.0413	0.0127	0.0405	(0.0163, 0.0663)	0.0012
<b>Personal accomplishment</b>	-0.1720	0.0113	-0.2403	(-0.1941, -0.1500)	<.0001

**Table 29: Job Stress – Interaction Effects (Difference between Control and GR group agents)**

<b>Variables</b>	<b><i>B</i></b>	<b><i>SE B</i></b>	<b><i>β</i></b>	<b>95% CI</b>	<b>p-value</b>
<b>Agent characteristics</b>					
<b>Agent group x agent age</b>	0.4398	0.0359	1.8922	(0.3693, 0.5103)	<.0001
<b>Agent group x length of service</b>	-0.0590	0.0040	-0.9177	(-0.0667, -0.0512)	<.0001
<b>Agent group x role orientation</b>	-0.0769	0.0361	-0.1661	(-0.1476, -0.0061)	0.0332
<b>Workload characteristics</b>					
<b>Agent group x actual caseload size</b>	0.2119	0.0409	0.9608	(0.1318, 0.2921)	<.0001
<b>Agent group x perceived workload</b>	-4.6768	0.7765	-1.8819	(-6.1996, -3.1539)	<.0001
<b>Agent group x needed overtime</b>	0.1441	0.0449	0.1820	(0.0560, 0.2322)	0.0014
<b>Contact characteristics</b>					
<b>Agent group x contact length</b>	-0.0132	0.0029	-0.0595	(-0.0190, -0.0075)	<.0001
<b>Agent group x total items reviewed</b>	-0.3948	0.0988	-0.0559	(-0.5885, -0.2010)	<.0001
<b>Agent group x total services discussed</b>	0.6867	0.0790	0.1434	(0.5317, 0.8417)	<.0001
<b>Agent group x drive time</b>	0.0073	0.0020	0.0546	(0.0034, 0.0112)	0.0003
<b>Burnout</b>					
<b>Agent group x emotional exhaustion</b>	0.0104	0.0422	0.0317	(-0.0724, 0.0933)	0.8050
<b>Agent group x depersonalization</b>	0.0317	0.0806	0.0257	(-0.1263, 0.1898)	0.6940

Appendix F: Research Question 4-Number of Contacts by Group

Table 30: Number of contacts per log by agent group, as a percentage

Number of contacts per log	Control %	GR %	Partial %
<b>0 contacts</b>	11.6	10.5	16.1
<b>1 contact</b>	10.2	11.1	10.5
<b>2 contacts</b>	9.4	14.4	14.5
<b>3 contacts</b>	14.7	14.1	12.1
<b>4 contacts</b>	9.2	12.0	9.7
<b>5 contacts</b>	44.9	38.0	37.1

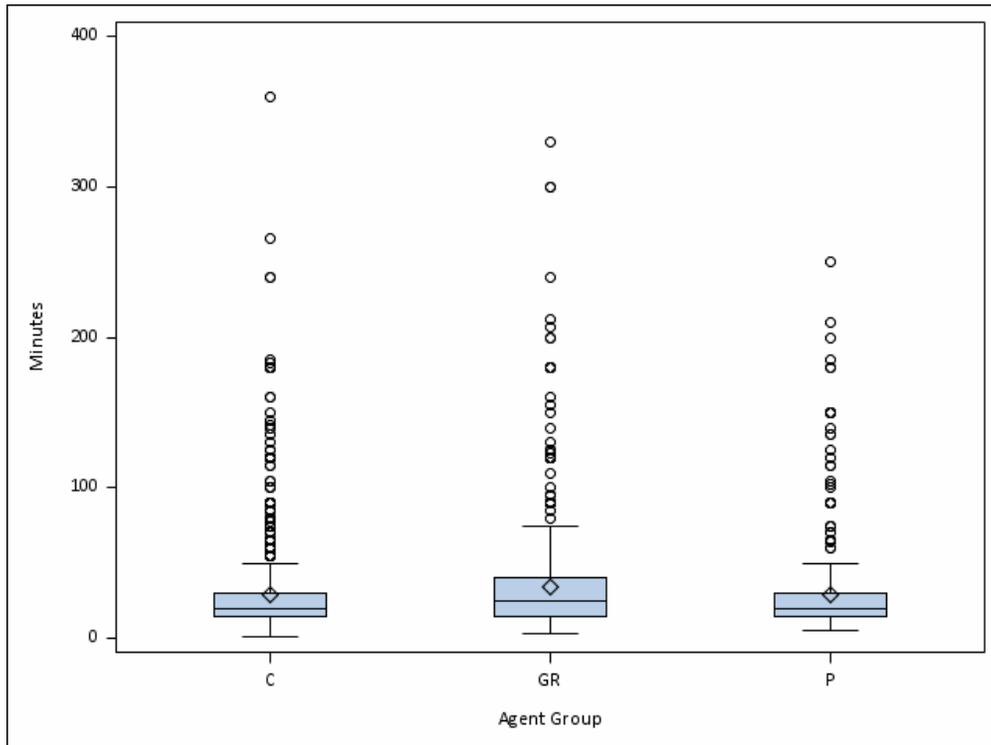
Appendix G: Research Question 5-Contact Length by Group

Table 31: Average number of minutes per contact by agent group

		Control	GR	Partial	Difference between GR and Control	t
<b>All contacts</b>	<b>N</b>	1,706	1,069	371		
	<b>Mean minutes</b>	29.3	33.9	29.1	4.7	-3.88*
	<b>SD</b>	28.4	32.2	34.4		

\* $p = .0001$

Figure 22: Box Plot of minutes per contact by agent group



**Table 32: Average number of minutes per contact for contacts less than 120 and 60 minutes by agent group**

	Control	GR	Partial	Difference between GR and Control	t
<b>Contacts &lt;= 120 minutes N</b>	1,683	1,047	356		
<b>Mean minutes</b>	27.2	30.7	23.4	3.5	-4.03**
<b>SD</b>	21.7	22.0	19.0		
<b>Contacts &lt;= 60 minutes N</b>	1,582	977	336		
<b>Mean minutes</b>	22.8	26.2	19.5	3.4	-6.36**
<b>SD</b>	12.1	13.7	10.1		

\*\* $p < .0001$

**Table 33: Percentage of short, medium and long contacts by agent group**

Contact length	Control %	GR %	Partial %
< 30 minutes	65.9	54.3	73.7
30 - 59 minutes	24.0	32.6	16.4
>= 60 minutes	10.1	13.2	10.0

**Table 34: Average number of minutes per contact with female and male parolees by agent group**

	Control		GR		Partial	
	Female	Male	Female	Male	Female	Male
<b>N</b>	102	1,602	957	111	173	196
<b>Mean minutes</b>	36.4	28.8	34.2	32.2	33.4	25.5
<b>SD</b>	31.9	28.1	32.1	33.0	40.1	28.1

N = 3,141 (there were 5 contacts with missing gender and 1 contact with missing minutes)

Appendix H: Research Question 6-Contact Details by Agent Group

Table 35: Details of face-to-face contacts by agent group

	Control		GR		Partial		All	
<b>Total contacts</b>	<b>1,706</b>		<b>1,069</b>		<b>372</b>		<b>3,147</b>	
<b>Parolee characteristics</b>	<b>Control</b>		<b>GR</b>		<b>Partial</b>		<b>All</b>	
	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>
<b>Parolee type</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>
CPSRM	1,313	77.0	870	81.4	307	82.5	2,490	79.1
Lifer	337	19.8	114	10.7	21	5.6	472	15.0
Interstate	34	2.0	41	3.8	7	1.9	82	2.6
EID	13	0.8	4	0.4	4	1.1	21	0.7
ACP	0	0.0	21	2.0	20	5.4	41	1.3
No type specified	9	0.5	19	1.8	13	3.5	41	1.3
<b>ADA issues</b>	78	4.6	57	5.3	10	2.7	145	4.6
<b>Translator used</b>	2	0.1	2	0.2	4	1.1	8	0.3
<b>Mental health status</b>								
CCCMS	203	11.9	274	25.6	84	22.6	561	17.8
EOP	74	4.3	40	3.7	15	4.0	129	4.1
MDO	0	0.0	0	0.0	3	0.8	3	0.1
No MH status indicated	1,429	83.8	755	70.6	270	72.6	2,454	78.0
<b>Environmental characteristics</b>	<b>Control</b>		<b>GR</b>		<b>Partial</b>		<b>All</b>	
	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>
<b>Location</b>								
Residence	827	48.5	539	50.4	223	59.9	1,589	50.5
Office	823	48.2	466	43.6	132	35.5	1,421	45.2
Field	47	2.8	54	5.1	15	4.0	116	3.7
No location specified	9	0.5	10	0.9	2	0.5	21	0.7
<b>Agent actions during a contact</b>	<b>Control</b>		<b>GR</b>		<b>Partial</b>		<b>All</b>	
	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>
<b>Tasks performed</b>								
Initial/comp interview	106	6.2	69	6.5	29	7.8	204	6.5
Case conference review	38	2.2	18	1.7	9	2.4	65	2.1
Discharge review	3	0.2	4	0.4	3	0.8	10	0.3
None of these	1,559	91.4	978	91.5	331	89.0	2,868	91.1
<b>Search</b>								
Plain view	731	42.8	467	43.7	247	66.4	1,445	45.9
Cursory	171	10.0	200	18.7	39	10.5	410	13.0
Comprehensive	5	0.3	10	0.9	1	0.3	16	0.5
Other	0	0.0	5	0.5	1	0.3	6	0.2
No search specified	799	46.8	387	36.2	84	22.6	1,270	40.4

(Table continues next page)

Table 35: Details of face-to-face contacts by agent group (continued)

Agent actions during a contact (continued)	Control		GR		Partial		All	
	N	%	N	%	N	%	N	%
<b>UA Test</b>								
Negative	725	42.5	503	47.1	161	43.3	1,389	44.1
Positive	35	2.1	36	3.4	9	2.4	80	2.5
Refused	1	0.1	3	0.3	0	0.0	4	0.1
No U/A test specified	945	55.4	527	49.3	202	54.3	1,674	53.2
<b>Specimen sent to lab</b>	5	0.3	14	1.3	5	1.3	24	0.8
<b>Drove parolee</b>								
Home	31	1.8	20	1.9	9	2.4	60	1.9
Work	18	1.1	5	0.5	2	0.5	25	0.8
School	4	0.2	2	0.2	0	0.0	6	0.2
Program	27	1.6	37	3.5	11	3.0	75	2.4
Court	4	0.2	8	0.8	3	0.8	15	0.5
Other	20	1.2	23	2.2	10	2.7	53	1.7
Did not drive parolee	1,612	94.5	993	92.9	346	93.0	2,951	93.8
<b>Items reviewed or issued</b>								
Goals	881	51.6	470	44.0	175	47.0	1,526	48.5
Rewards	93	5.5	131	12.2	24	6.5	248	7.9
COMPAS	350	20.5	235	22.0	97	26.1	682	21.7
Financial Aid	33	1.9	59	5.5	15	4.0	107	3.4
Forms	161	9.4	124	11.7	53	14.3	338	10.7
Other	73	4.3	88	8.2	49	13.2	210	6.7
Nothing reviewed/issued	546	32.0	333	31.2	79	21.2	958	30.4
<b>Services discussed</b>								
Housing	440	25.8	357	33.4	89	23.9	886	28.2
Family	264	15.5	315	29.5	54	14.5	633	20.1
Work	796	46.7	531	49.7	148	39.8	1,475	46.9
Health	61	3.6	96	9.0	26	7.0	183	5.8
Mental Health	187	11.0	214	20.0	61	16.4	462	14.7
Substance Abuse	394	23.1	244	22.8	64	17.2	702	22.3
Other	95	5.6	58	5.4	19	5.1	172	5.5
No services discussed	402	23.6	196	18.3	98	26.3	696	22.1
<b>Contact outcome</b>								
Referral	221	13.0	165	15.4	37	10.0	423	13.4
Violation	41	2.4	31	2.9	14	3.8	86	2.7
Arrest	10	0.6	12	1.1	1	0.3	23	0.7
Positive Recognition	826	48.4	550	51.5	155	41.7	1,531	48.6
Other	92	5.4	73	6.8	23	6.2	188	6.0
No outcome specified	628	36.8	349	32.6	165	44.4	1,142	36.3

Table 36: Differences in face-to-face contacts by agent group (GR and control) N = 2,775

Parolee characteristics	$\chi^2$	<i>p</i>	<i>Sig.</i>
Parolee type	88.60	<.0001	*
ADA issues	7.11	0.0286	*
Translator used	1.39	0.4979	
Mental health status	107.46	<.0001	*
Environmental characteristics	$\chi^2$	<i>p</i>	
Location	14.68	0.0021	*
Agent actions during a contact	$\chi^2$	<i>p</i>	
Tasks performed	3.91	0.4187	
Search	64.51	<.0001	*
UA Test	18.91	0.0008	*
Drove parolee	2.92	0.0873	
Items reviewed or issued	$\chi^2$	<i>p</i>	
Goals/progress	15.50	<.0001	*
Rewards/incentives	40.99	<.0001	*
Needs/COMPAS	0.85	0.3564	
Financial aid	26.34	<.0001	*
Forms	3.61	0.0572	
Other	18.79	<.0001	*
Nothing reviewed/issued	0.22	0.6379	
Services discussed	$\chi^2$	<i>p</i>	
Housing	18.56	<.0001	*
Family/parenting	77.92	<.0001	*
Work/education	2.39	0.1219	
Health/dental	35.97	<.0001	*
Mental health	43.61	<.0001	*
Substance abuse	0.03	0.8694	
Other	0.03	0.8724	
None	10.63	0.0011	*
Contact outcome	$\chi^2$	<i>p</i>	
Referral	3.38	0.0661	
Violation/sanction	0.64	0.4232	
Arrest	2.40	0.1210	
Positive recognition	2.42	0.1200	
Other	2.42	0.1195	
None	4.96	0.0254	*

Figure 23: Parolee type by agent group

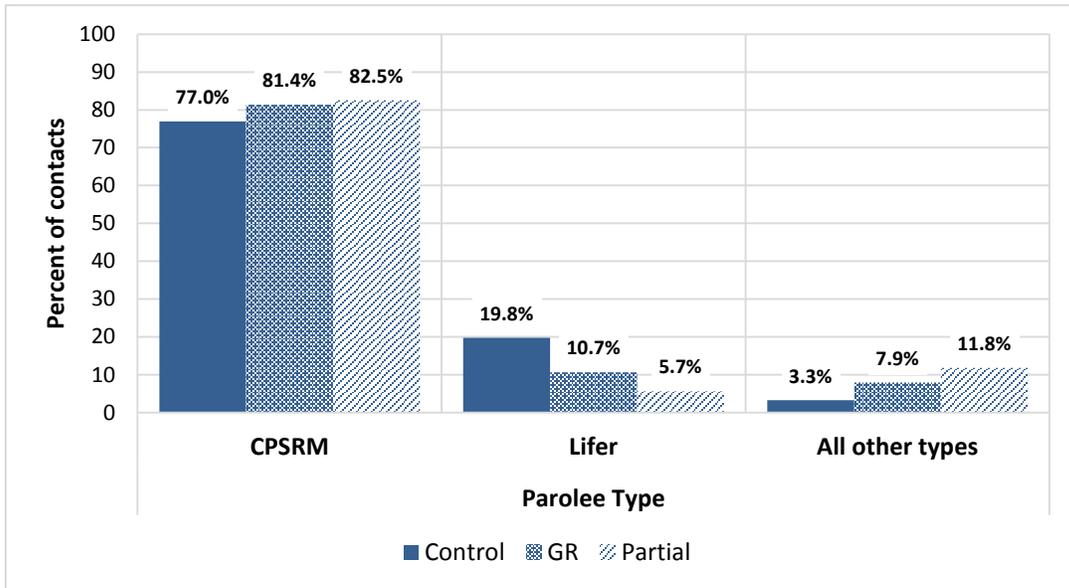


Figure 24: Parolee mental health and ADA status by agent group

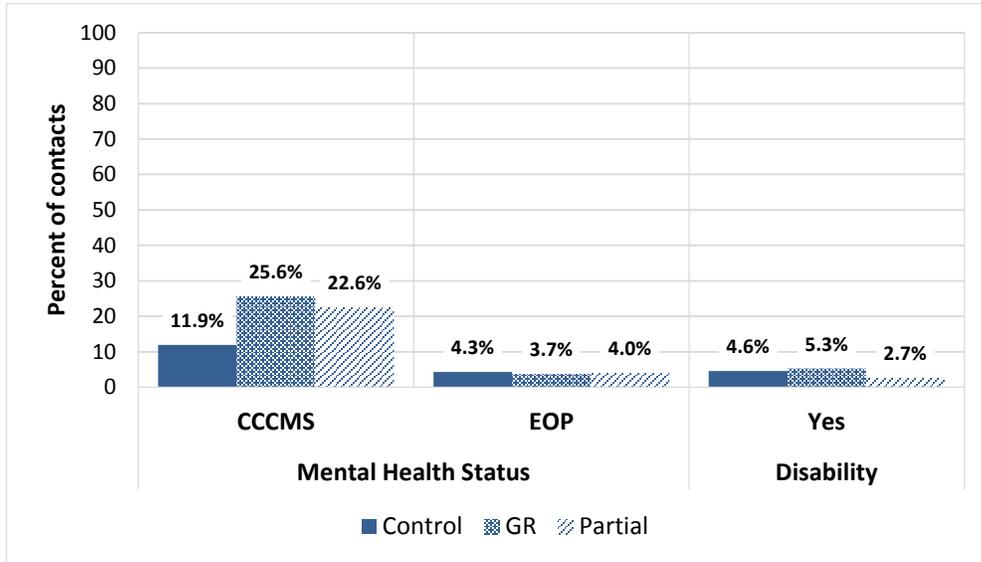


Figure 25: Location of contact by agent group

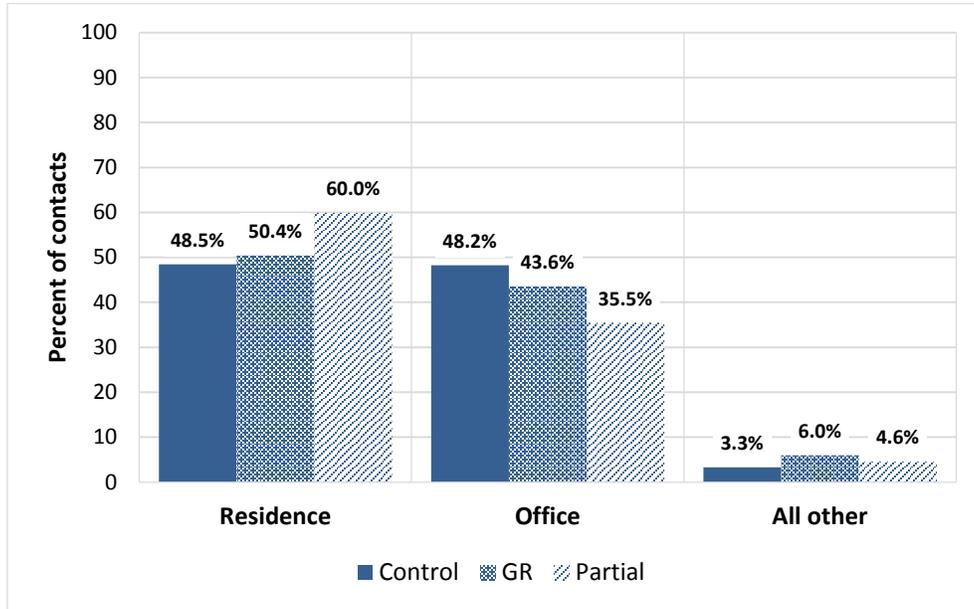


Figure 26: Actions (interviews/reviews and driving) during the contact by agent group

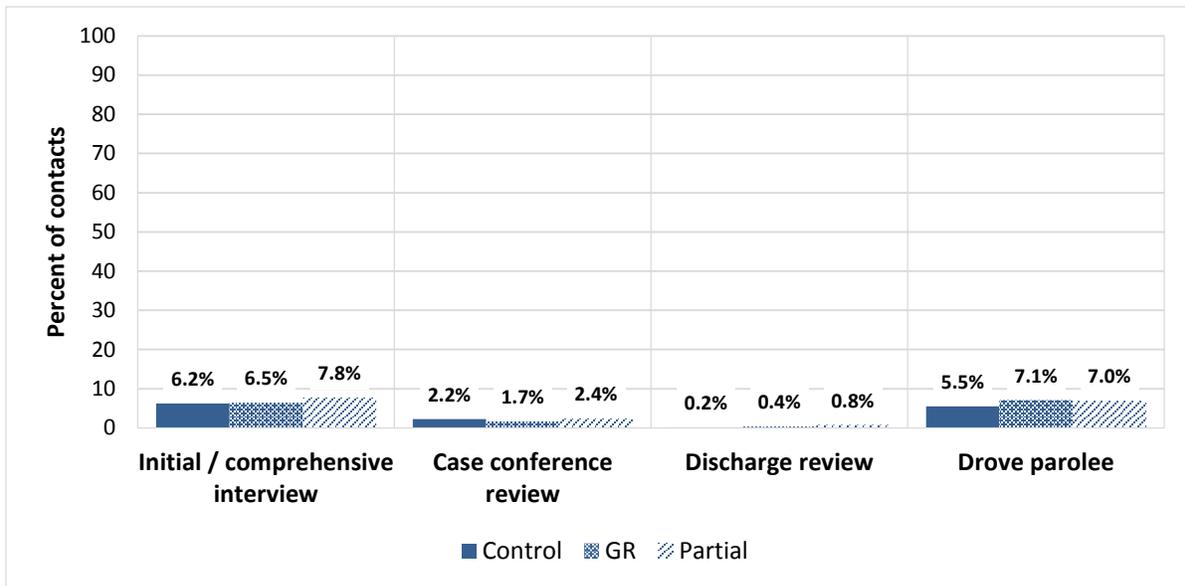


Figure 27: Actions (searches and UA testing) during the contact by agent group

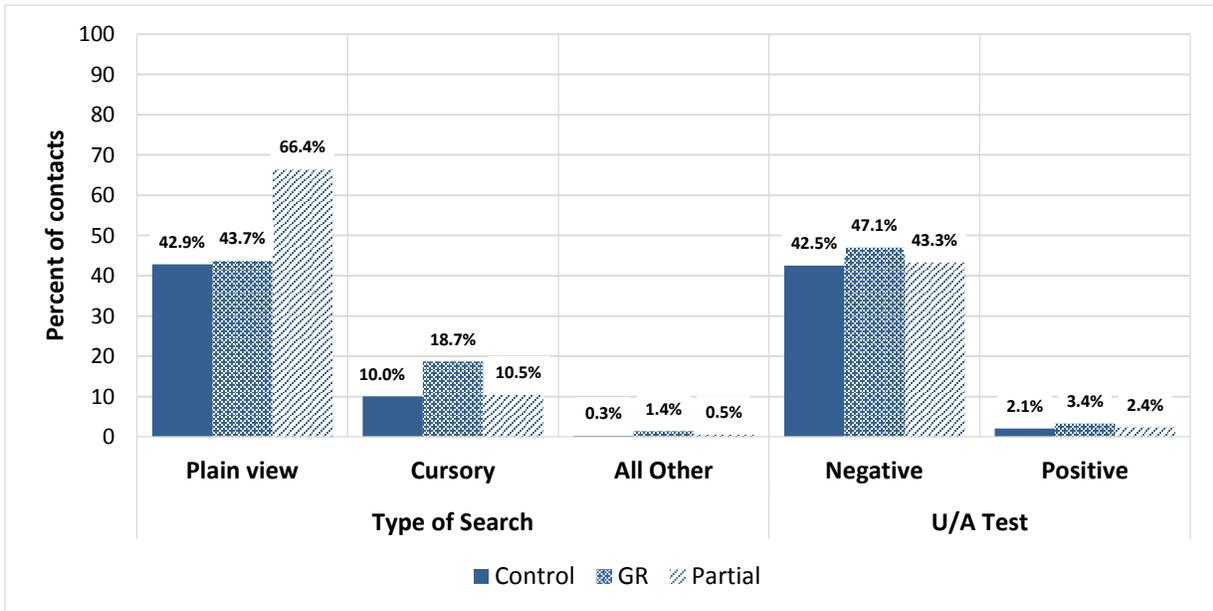


Figure 28: Items reviewed during the contact by agent group

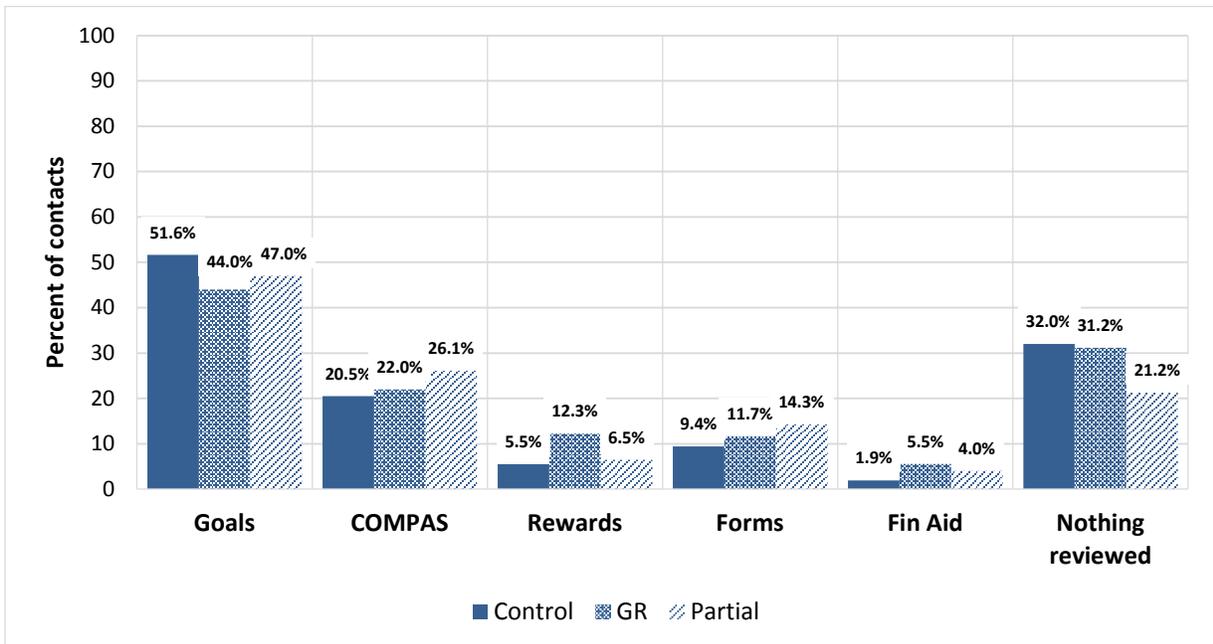


Figure 29: Services discussed during the contact by agent group

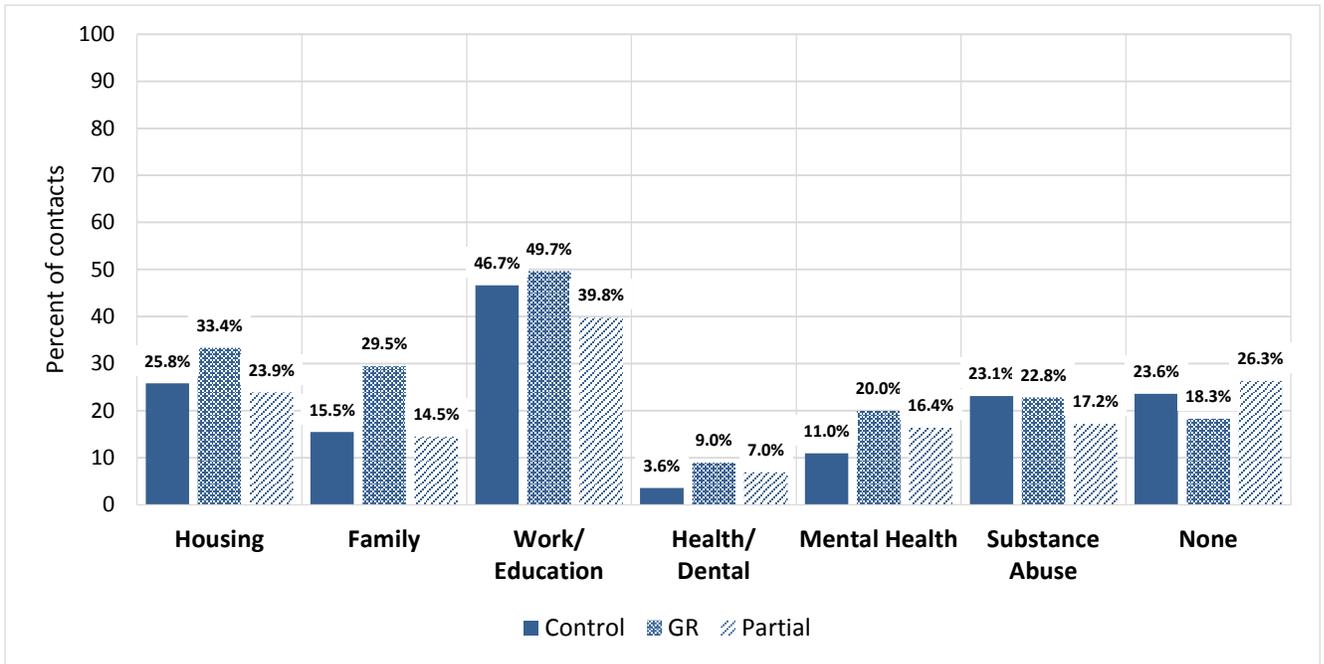
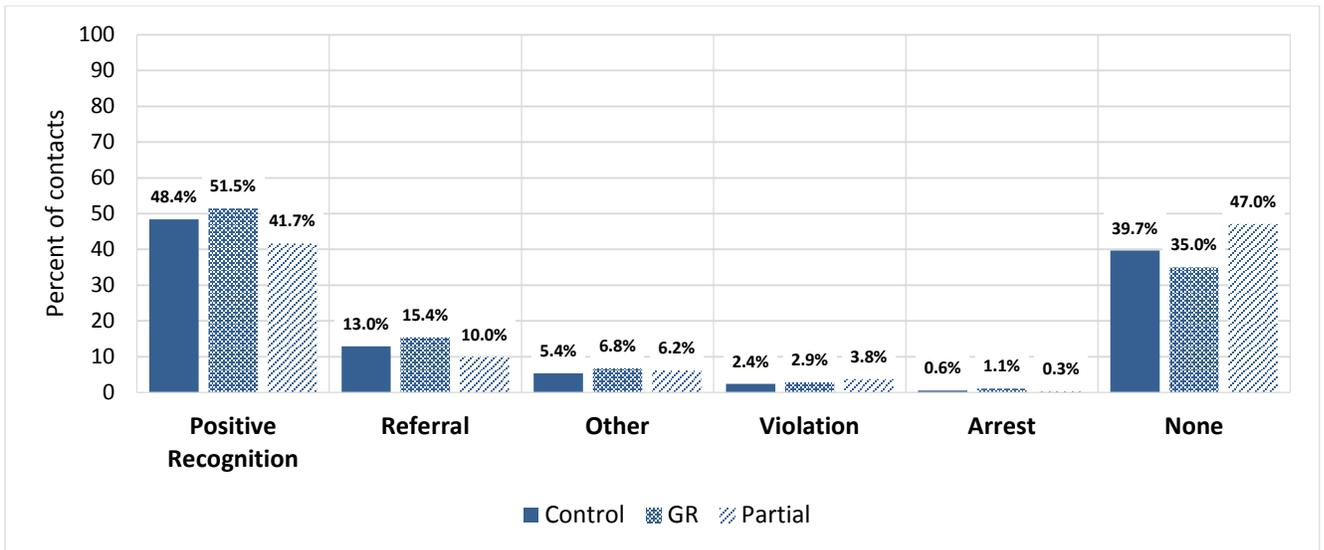


Figure 30: Contact outcome by agent group



Appendix I: Research Question 7- Additional Contacts by Agent Group

**Table 37: Average time per log spent on additional face-to-face contacts by agent group**

	Control	GR	Partial
Number of logs	494	329	124
Number with additional minutes	192	101	32
Total minutes	11,020	5,827	1,535
Mean minutes	22.3	17.7	12.4

**Table 38: Average time per log spent on other types of contacts by agent group**

	Control	GR	Partial
Number of logs	494	329	124
Number with other minutes	411	277	96
Total minutes	28,491	16,713	3,418
Mean minutes	57.7	50.8	27.6

Appendix J: Research Question 8-Other Activities by Agent Group

**Table 39: Average time spent driving per log by agent group**

	Control	GR	Partial
Number of logs	494	329	124
Number with drive time	398	246	100
Total minutes	41,313	24,952	12,963
Mean minutes	83.6	75.8	104.5

**Table 40: Average time spent on pre-release activities per log by agent group**

	Control	GR	Partial
Number of logs	494	329	124
Number with prerelease	300	115	53
Total minutes	19,711	6,116	4,355
Mean minutes	39.9	18.6	35.1

**Table 41: Average time spent on enhanced casework per log by agent group**

	Control	GR	Partial
Number of logs	494	329	124
Num with enhanced casework	208	145	50
Total minutes	12,278	7,317	2,215
Mean minutes	24.9	22.2	17.9

**Table 42: Average time spent on field operations per log by agent group**

	Control	GR	Partial
Number of logs	494	329	124
Number with field ops mins	92	68	9
Total minutes	5,173	3,205	475
Mean minutes	10.5	9.7	3.8

**Table 43: Average time spent on programs/referrals per log by group**

	Control	GR	Partial
Number of logs	494	329	124
Number with referrals mins	201	173	46
Total minutes	7,811	7,929	2,050
Mean minutes	15.8	24.1	16.5

**Table 44: Average time spent on violations/arrests per log by agent group**

	Control	GR	Partial
Number of logs	494	329	124
Number with violations	332	201	85
Total minutes	26,353	18,105	7,855
Mean minutes	53.3	55.0	63.3

**Table 45: Average time spent on miscellaneous activities per log by agent group**

	Control	GR	Partial
Number of logs	494	329	124
Number with misc. minutes	354	268	102
Total minutes	40,669	38,598	14,773
Mean minutes	82.3	117.3	119.1

**Table 46: Average time spent on all nine categories reported in Section C by agent group**

	Control	GR	Partial
Number of logs	494	329	124
Number with Total Section C > 0	492	328	124
Total minutes	192,819	128,752	49,639
Mean minutes	390.3	391.3	400.3

**Table 47: Average work day per log by agent group**

	Control	GR	Partial
Number of logs	494	329	124
Number with Total Work Day > 0	494	329	124
Total minutes	254,808	173,754	64,163
Mean minutes	515.8	528.1	517.4
Average work day in hours	8.60	8.80	8.62

Appendix K: Research Question 10-Contact Length by Parolee Gender

**Table 48: Average number of minutes per contact by parolee gender**

Minutes per contact	Male	Female	Difference between Male and Female	<i>t</i>
<b>N</b>	1,909	1,232		
<b>Mean minutes</b>	28.6	34.2	5.6	4.89*
<b>SD</b>	28.40	33.30		

N = 3141: Five observations missing gender; 1 missing minutes

\* $p < .0001$

**Table 49: Percent of contacts that were short, medium, or long by parolee gender**

Contact length	Male %	Female %
<b>&lt; 30 minutes</b>	67.7	55.3
<b>30 - 59 minutes</b>	22.2	32.0
<b>&gt;= 60 minutes</b>	10.1	12.7

Appendix L: Research Question 11-Contact Details by Parolee Gender

Table 50: Details of face-to-face contacts by parolee gender<sup>14</sup>

	Male		Female		All	
<b>Total contacts</b>	<b>1,909</b>		<b>1,233</b>		<b>3,142</b>	
Parolee characteristics	Male		Female		All	
	N	%	N	%	N	%
Parolee type	N	%	N	%	N	%
CPSRM	1,487	77.9	998	80.9	2,485	79.1
Lifer	335	17.5	137	11.1	472	15.0
Interstate	47	2.5	35	2.8	82	2.6
EID	17	0.9	4	0.3	21	0.7
ACP	1	0.1	40	3.2	41	1.3
No type specified	22	1.2	19	1.5	41	1.3
ADA issues	82	4.3	62	5.0	144	4.6
Translator used	5	0.3	2	0.2	7	0.2
Mental health status						
CCCMS	233	12.2	327	26.5	560	17.8
EOP	80	4.2	48	3.9	128	4.1
MDO	0	0.0	3	0.2	3	0.1
No MH status indicated	1,596	83.6	855	70.6	2,451	78.0
Environmental characteristics	Male		Female		All	
	N	%	N	%	N	%
Location						
Residence	920	48.2	667	54.1	1,587	50.5
Office	921	48.3	497	40.3	1,418	45.1
Field	58	3.0	58	4.7	116	3.7
No location specified	10	0.5	11	0.9	21	0.7
Agent actions during a contact	Male		Female		All	
	N	%	N	%	N	%
Tasks performed						
Initial/comp interview	124	6.5	80	6.5	204	6.5
Case conference review	43	2.3	22	1.8	65	2.1
Discharge review	3	0.2	6	0.5	9	0.3
None of these	1,739	91.1	1,125	91.2	2,864	91.2
Search						
Plain view	842	44.1	601	48.7	1,443	45.9
Cursory	183	9.6	226	18.3	409	13.0
Comprehensive	12	0.6	4	0.3	16	0.5
Other	1	0.1	5	0.4	6	0.2
No search specified	871	45.6	397	32.2	1,268	40.4

(Table continues next page)

<sup>14</sup> Note that 5 contacts were missing parolee gender and were therefore excluded from this table

Table 50: Details of face-to-face contacts by parolee gender (continued)

Agent actions during a contact (continued)	Male		Female		All	
	N	%	N	%	N	%
<b>UA Test</b>						
<b>Negative</b>	790	41.4	597	48.4	1,387	44.1
<b>Positive</b>	43	2.3	37	3.0	80	2.5
<b>Refused</b>	2	0.1	2	0.2	4	0.1
<b>No U/A test specified</b>	1,074	56.3	597	48.4	1,671	53.2
<b>Specimen sent to lab</b>	9	0.3	15	1.3	24	0.8
<b>Drove parolee</b>						
<b>Home</b>	28	1.5	32	2.6	60	1.9
<b>Work</b>	19	1.0	6	0.5	25	0.8
<b>School</b>	4	0.2	2	0.2	6	0.2
<b>Program</b>	27	1.4	48	3.9	75	2.4
<b>Court</b>	8	0.4	7	0.6	15	0.5
<b>Other</b>	23	1.2	30	2.4	53	1.7
<b>Did not drive parolee</b>	1,813	95.0	1,133	91.9	2,946	93.8
<b>Items reviewed or issued</b>						
<b>Goals</b>	951	49.8	573	46.5	1,524	48.5
<b>Rewards</b>	96	5.0	152	12.3	248	7.9
<b>COMPAS</b>	385	20.2	297	24.1	682	21.7
<b>Financial Aid</b>	42	2.2	65	5.3	107	3.4
<b>Forms</b>	200	10.5	137	11.1	337	10.7
<b>Other</b>	95	5.0	115	9.3	210	6.7
<b>Nothing reviewed/issued</b>	626	32.8	330	26.8	956	30.4
<b>Services discussed</b>						
<b>Housing</b>	485	25.4	401	32.5	886	28.2
<b>Family</b>	287	15.0	346	28.1	633	20.1
<b>Work</b>	861	45.1	613	49.7	1,474	46.9
<b>Health</b>	79	4.1	104	8.4	183	5.8
<b>Mental Health</b>	214	11.2	247	20.0	461	14.7
<b>Substance Abuse</b>	430	22.5	272	22.1	702	22.3
<b>Other</b>	72	3.8	99	8.0	171	5.4
<b>No services discussed</b>	483	25.3	210	17.0	693	22.1
<b>Contact outcome</b>						
<b>Referral</b>	241	12.6	182	14.8	423	13.5
<b>Violation</b>	54	2.8	32	2.6	86	2.7
<b>Arrest</b>	17	0.9	9	0.7	26	0.8
<b>Positive Recognition</b>	877	45.9	652	52.9	1,529	48.7
<b>Other</b>	106	5.6	82	6.7	188	6.0
<b>No outcome specified</b>	743	38.9	396	32.1	1,139	36.3

Table 51: Differences in face-to-face contacts by parolee gender (N=3,142)

Parolee characteristics	$\chi^2$	<i>p</i>	
Parolee type	84.89	<.0001	*
ADA issues	4.63	0.0989	
Translator used	0.83	0.6613	
Mental health status	116.52	<.0001	*
Environmental characteristics	$\chi^2$	<i>p</i>	
Location	22.78	<.0001	*
Agent actions during a contact	$\chi^2$	<i>p</i>	
Tasks performed	3.82	0.4307	
Search	82.26	<.0001	*
UA Test	19.51	0.0006	*
Drove parolee	12.16	0.0005	*
Items reviewed or issued	$\chi^2$	<i>p</i>	
Goals/progress	3.36	0.0670	
Rewards/incentives	54.90	<.0001	*
Needs/COMPAS	6.77	0.0093	*
Financial aid	21.49	<.0001	*
Forms	0.31	0.5747	
Other	22.73	<.0001	*
Nothing reviewed/issued	12.86	0.0003	*
Services discussed	$\chi^2$	<i>p</i>	
Housing	18.74	<.0001	*
Family/parenting	79.03	<.0001	*
Work/education	6.40	0.0114	
Health/dental	25.21	<.0001	*
Mental health	46.57	<.0001	*
Substance abuse	0.09	0.7600	
Other	0.62	0.4305	
None	29.80	<.0001	*
Contact outcome	$\chi^2$	<i>p</i>	
Referral	2.93	0.0867	
Violation/sanction	0.15	0.6954	
Arrest	1.68	0.1947	
Positive recognition	14.44	<.0001	
Other	1.60	0.2052	
None	15.01	<.0001	*

Table 52: If work discussed, percent of contacts that discussed additional services by parolee gender

	Males %	Females %
Family/parent	22.5	36.4
Housing	24.5	33.3
Substance abuse	23.2	25.5
Mental health	8.6	17.3
Health/dental	4.0	9.6

Figure 31: Parolee type by parolee gender

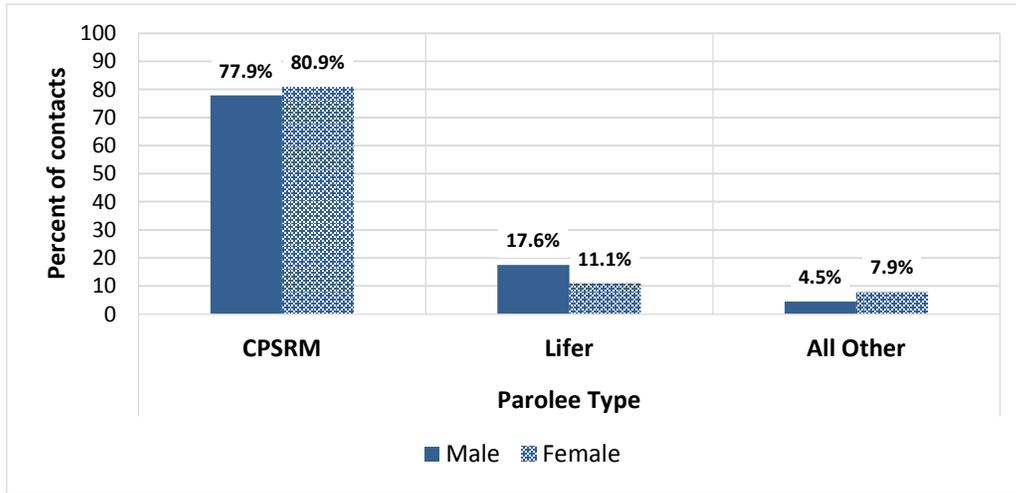


Figure 32: Parolee mental health and ADA status by parolee gender

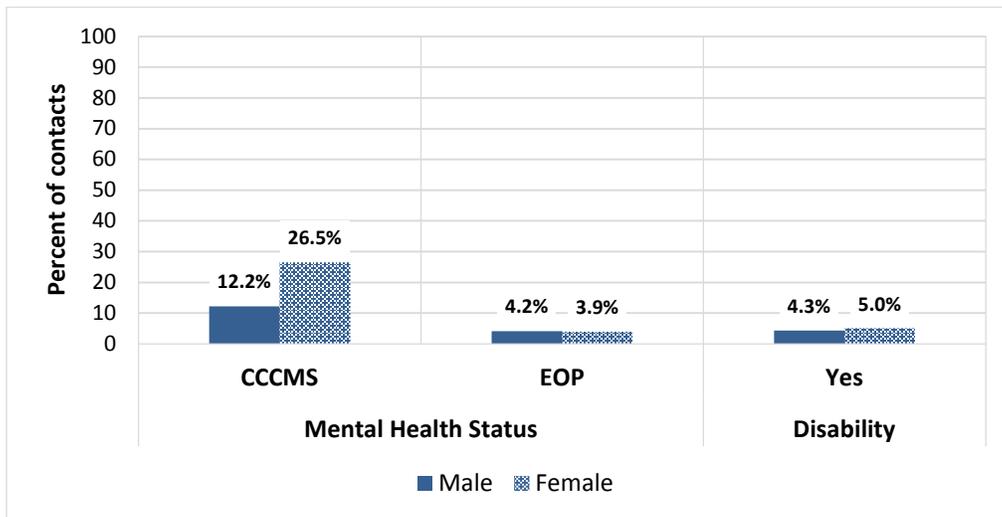


Figure 33: Location of contact by parolee gender

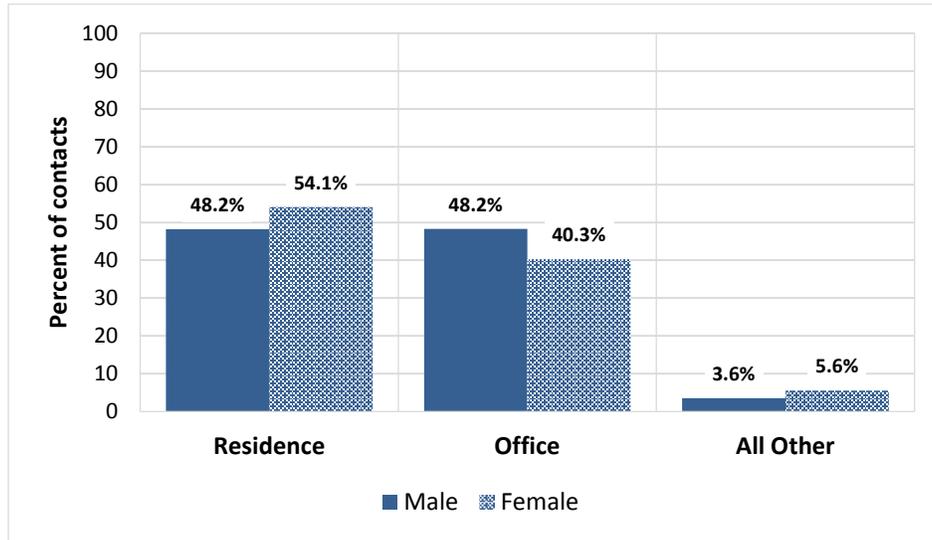


Figure 34: Actions (interviews/reviews and driving) during the contact by parolee gender

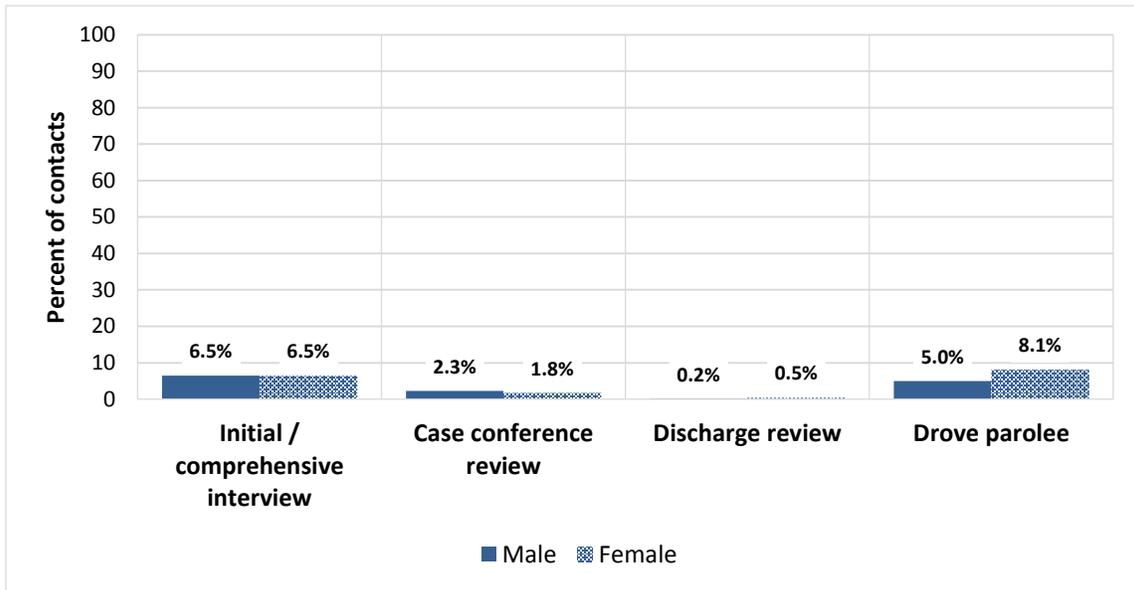


Figure 35: Actions (searches and UA testing) during the contact by parolee gender

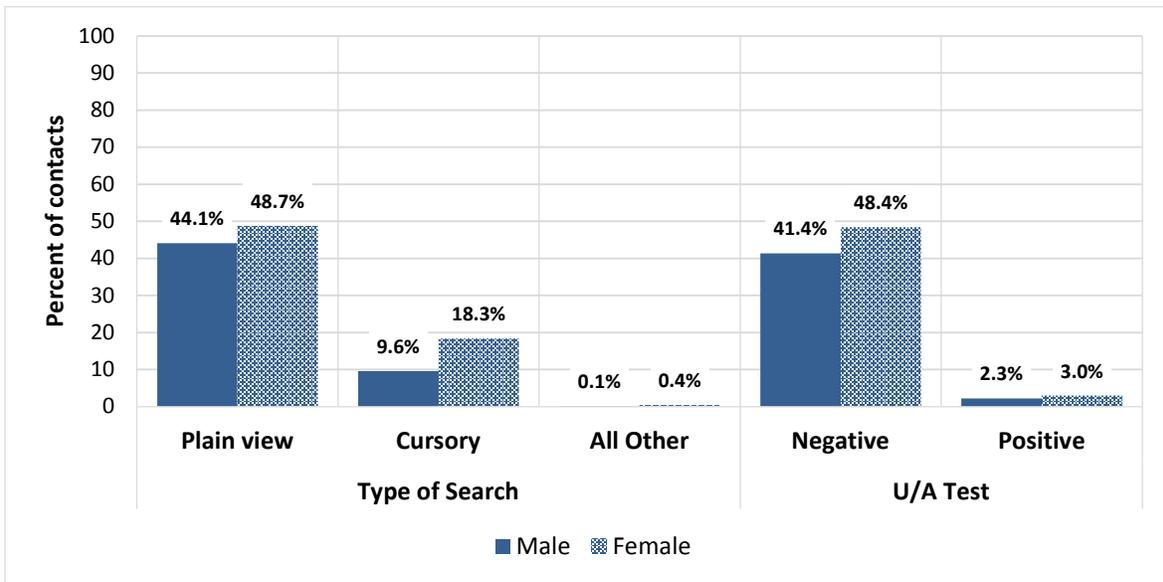


Figure 36: Items reviewed during the contact by parolee gender

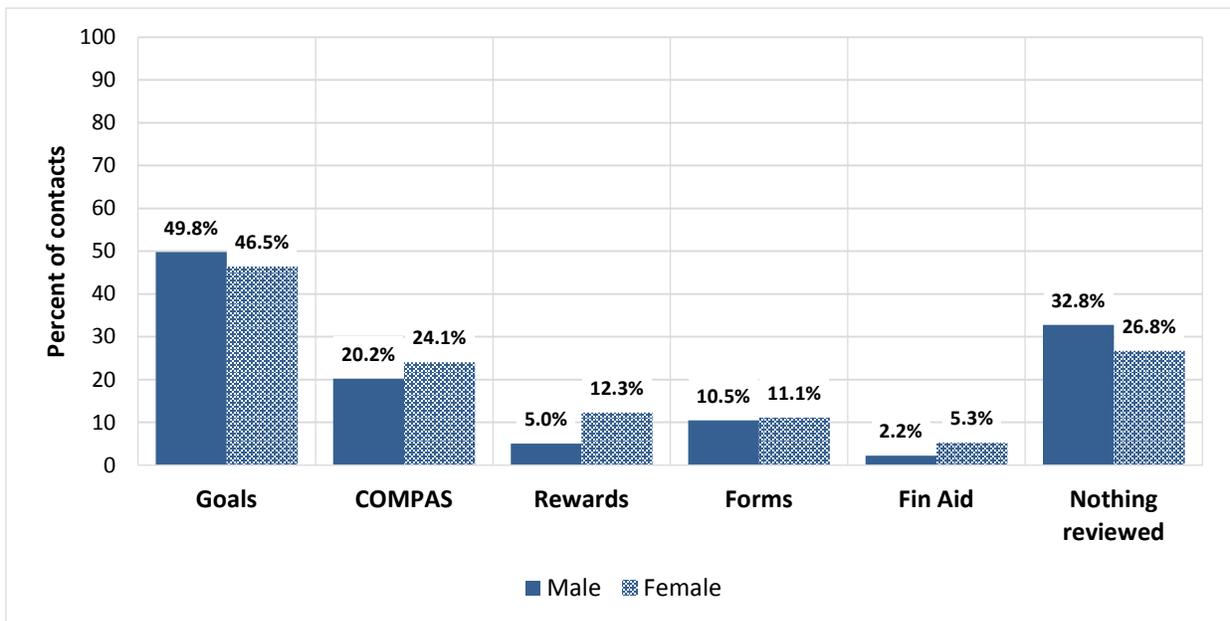


Figure 37: Services discussed during the contact by parolee gender

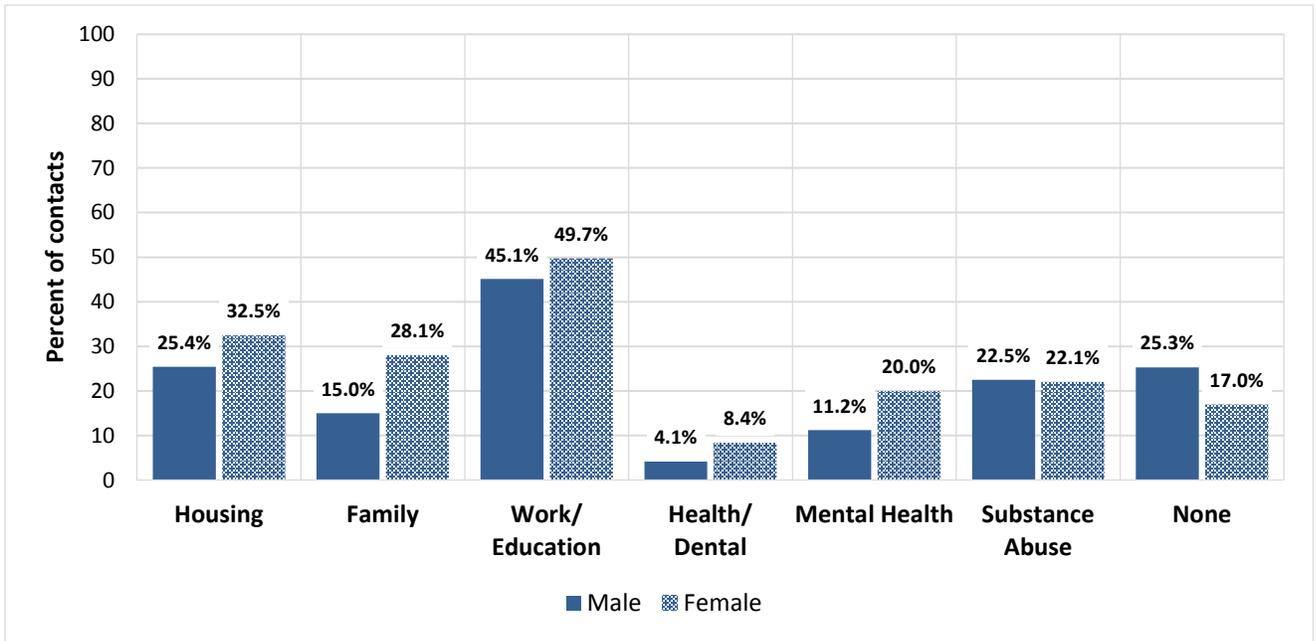
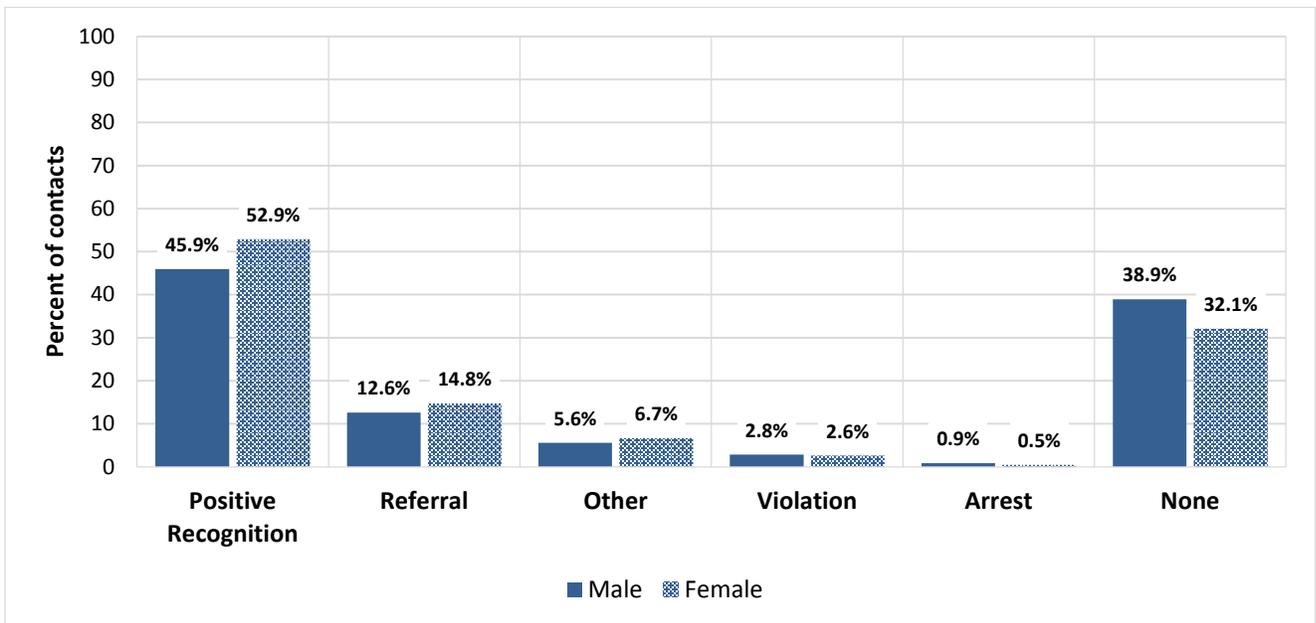


Figure 38: Contact outcome by parolee gender



Appendix M: Research Question 12-Impact of GR Training on Parolee Contacts

Table 53: Influence of GR training on female parolee contacts

	(N=757)		(N=304)		
<b>Minutes per contact</b>	<b>Trained</b>	<b>Not Trained</b>	<b>t</b>	<b>p</b>	
<b>Average</b>	35.4	34.1	0.55	0.5853	
<b>Environmental characteristics</b>			<b>χ<sup>2</sup></b>	<b>p</b>	
<b>Location<sup>(1)</sup></b>			12.57	0.0057	*
<b>Residence</b>	53.9%	59.9%			
<b>Office</b>	39.4%	38.5%			
<b>Field</b>	5.4%	1.6%			
<b>Agent actions during a contact</b>			<b>χ<sup>2</sup></b>	<b>p</b>	
<b>Interview performed</b>	8.2%	10.2%	1.09	0.2959	
<b>Search conducted</b>	64.2%	69.1%	2.29	0.0130	
<b>UA Test given</b>	51.3%	45.7%	2.65	0.1033	
<b>Drove parolee somewhere</b>	8.1%	9.5%	0.61	0.4336	
	<b>Trained</b>	<b>Not Trained</b>	<b>DF=1 (Trained vs Not Trained)</b>		
<b>Items reviewed or issued</b>	<b>% of contacts</b>	<b>% of contacts</b>	<b>χ<sup>2</sup></b>	<b>p</b>	
<b>Goals</b>	44.8%	47.0%	0.45	0.5043	
<b>Rewards</b>	15.7%	5.6%	19.91	<.0001	*
<b>COMPAS</b>	27.2%	12.2%	27.79	<.0001	*
<b>Financial Aid</b>	5.9%	4.3%	1.17	0.2798	
<b>Forms</b>	12.6%	10.5%	0.84	0.3587	
<b>Reviewed at least one thing</b>	73.8%	69.1%	2.47	0.1161	
	<b>Trained</b>	<b>Not Trained</b>	<b>DF=1 (Trained vs Not Trained)</b>		
<b>Services discussed</b>	<b>% of contacts</b>	<b>% of contacts</b>	<b>χ<sup>2</sup></b>	<b>p</b>	
<b>Housing</b>	35.5%	24.0%	13.18	0.0003	*
<b>Family</b>	31.2%	16.8%	22.79	<.0001	*
<b>Work</b>	53.8%	38.2%	21.14	<.0001	*
<b>Health</b>	10.3%	4.6%	8.89	0.0029	*
<b>Mental Health</b>	20.9%	17.1%	1.94	0.1638	
<b>Substance Abuse</b>	20.5%	16.1%	2.65	0.1035	
<b>Discussed at least one service</b>	83.6%	74.3%	12.11	0.0005	*
	<b>Trained</b>	<b>Not Trained</b>	<b>DF=1 (Trained vs Not Trained)</b>		
<b>Contact outcome</b>	<b>% of contacts</b>	<b>% of contacts</b>	<b>χ<sup>2</sup></b>	<b>p</b>	
<b>Referral</b>	14.5%	17.1%	1.11	0.2919	
<b>Violation</b>	3.4%	0.7%	6.51	0.0107	
<b>Arrest</b>	0.4%	0.0%	1.21	0.2717	
<b>Positive Recognition</b>	54.0%	43.4%	9.77	0.0018	*
<b>Specified at least one outcome</b>	68.4%	60.2%	6.55	0.0105	*

p < .01; <sup>(1)</sup> Ten contacts were missing location so percentages do not total to 100.

Table 54: Influence of GR training on male parolee contacts

	(N=347)	(N=1,498)			
<b>Minutes per contact</b>	<b>Trained</b>	<b>Not Trained</b>	<b>t</b>	<b>p</b>	
<b>Average</b>	30.5	28.1	1.45	0.1478	
<b>Environmental characteristics</b>			<b>χ<sup>2</sup></b>	<b>p</b>	
<b>Location<sup>(1)</sup></b>			6.25	0.1003	
<b>Residence</b>	43.2%	48.7%			
<b>Office</b>	54.2%	47.4%			
<b>Field</b>	2.0%	3.4%			
<b>Agent actions during a contact</b>			<b>χ<sup>2</sup></b>	<b>p</b>	
<b>Interview performed</b>	8.1%	9.3%	0.50	0.4791	
<b>Search conducted</b>	57.6%	53.1%	2.30	0.1297	
<b>UA Test given</b>	47.6%	43.1%	2.31	0.1286	
<b>Drove parolee somewhere</b>	3.2%	5.3%	2.69	0.1012	
	<b>Trained</b>	<b>Not Trained</b>	<b>DF=1 (Trained vs Not Trained)</b>		
<b>Items reviewed or issued</b>	<b>% of contacts</b>	<b>% of contacts</b>	<b>χ<sup>2</sup></b>	<b>p</b>	
<b>Goals</b>	56.5%	49.3%	5.77	0.0163	
<b>Rewards</b>	8.1%	4.3%	8.19	0.0042	*
<b>COMPAS</b>	33.1%	17.5%	42.45	<.0001	*
<b>Financial Aid</b>	2.3%	2.1%	0.04	0.8453	
<b>Forms</b>	9.2%	11.1%	1.02	0.3132	
<b>Reviewed at least one thing</b>	77.0%	66.4%	14.44	0.0001	*
	<b>Trained</b>	<b>Not Trained</b>	<b>DF=1 (Trained vs Not Trained)</b>		
<b>Services discussed</b>	<b>% of contacts</b>	<b>% of contacts</b>	<b>χ<sup>2</sup></b>	<b>p</b>	
<b>Housing</b>	24.8%	25.2%	0.03	0.8619	
<b>Family</b>	19.3%	12.3%	11.83	0.0006	*
<b>Work</b>	64.6%	39.2%	73.60	<.0001	*
<b>Health</b>	4.6%	4.0%	0.26	0.6090	
<b>Mental Health</b>	13.3%	10.2%	2.71	0.0997	
<b>Substance Abuse</b>	29.1%	20.4%	12.56	0.0004	*
<b>Discussed at least one service</b>	83.3%	71.7%	19.61	<.0001	*
	<b>Trained</b>	<b>Not Trained</b>	<b>DF=1 (Trained vs Not Trained)</b>		
<b>Contact outcome</b>	<b>% of contacts</b>	<b>% of contacts</b>	<b>χ<sup>2</sup></b>	<b>p</b>	
<b>Referral</b>	18.7%	11.4%	13.52	0.0002	*
<b>Violation</b>	4.3%	2.3%	4.22	0.0400	
<b>Arrest</b>	2.0%	0.7%	5.62	0.0177	
<b>Positive Recognition</b>	51.6%	44.3%	5.98	0.0144	
<b>Specified at least one outcome</b>	68.6%	59.3%	10.27	0.0014	*

p < .01; <sup>(1)</sup> Nine contacts were missing location so percentages do not total to 100

## Appendix N: Research Question 13-Predictors of Contact Length

### Technical description

Before performing the analysis, we checked the data for collinearity. If two or more predictors are highly correlated, it can be difficult to tease apart the influence of one predictor from the other. There was a high correlation between parolee gender and the control agent group, ( $r[2934] = -0.74458, p < .0001$ ), and between parolee gender and the gender responsive agent group, ( $r[2934] = 0.74369, p < .0001$ ). Additionally, the control agent group was highly correlated with the gender responsive agent group, ( $r[2934] = -0.77901, p < .0001$ ). Therefore, agent group was not included in the analysis. As mentioned in a previous section of this report, the contact length data was heavily skewed, so we logarithmically transformed the data in order to make it more normally distributed. Finally, in addition to allowing for main effects of each predictor, we also allowed parolee gender to interact with each of the other predictor variables.

### Variable selection approach to building a model

We implemented two different variable selection techniques to determine the best fit for modeling the data. First, we used a stepwise selection technique. This method starts with a model with no predictors and then adds predictors to the model, one by one. Results from the stepwise model contained 17 predictor variables and accounted for 48.30% of the variance in contact length. Second, we used a method called the LASSO method (Tibshirani, 1996), which starts with a model containing all predictors and subsequently removes some from the model. This model contained 53 predictors and accounted for 51.14% of the variance in contact length. Consequently, the maximum amount of variance in contact length that we can expect to explain from the variables collected in this study is approximately 50%, reflecting the complex nature of agent-parolee contacts in the field.

### Regression analysis – main effects

Since we found that the maximum amount of variance in length of contact we could potentially explain was about 50%, we chose to do a standard regression analysis that included all predictors. Our model containing only main effects accounts for 43.10% of the variance in the data. The regression tables below contain information on how each of the predictors relates to contact length.

To assist in the interpretation of tables, we provide a brief description of statistical terms used. The parameter estimate  $B$  is the unstandardized regression weight, which is interpreted as the average effect of that predictor on contact length, holding all other predictors fixed.  $SE B$  is the standard error of the unstandardized regression weight, and it reflects the variance of the predictor. The  $p$ -value indicates whether an individual predictor variable significantly predicted the outcome variable. The standardized regression weight,  $\beta$ , allows for the direct comparison of predictors; a predictor with a larger  $\beta$  has a stronger relationship with contact length than a predictor with a smaller  $\beta$ . For example, in the main effects regression table (Table 55), the  $\beta$  column shows that the predictors with the largest influence on contact length were whether an interview was performed, whether the parolee was driven, and agent education.

Because contact length was logarithmically transformed, it is difficult to interpret the coefficients directly from the regression tables. The “% change in contact length” column indicates by how much the length of contact is expected to change for the predictor variable listed in the leftmost column. For example, for the variable Parolee Gender, the table indicates that males are the reference group, so the estimates shown are for female agents. The last entry in the female parolee row is the percent change in length of contact, which in this case, has a value of 13.40. This means that contacts with female parolees are 13.40% *longer* on average than contacts with male parolees. Similarly, for Mental Health Status, for parolees with a status of EOP, the percent change in length of contact is 34.62%. Therefore, agents who have a mental health status of EOP have 34.62% *longer* contacts than agents who have no mental health diagnosis. For variables that are continuous, the percent change represents the increase or decrease in contact length *per unit*. For example, the percent change for Agent Age is -1.07%. This means that as agent age increases by one year, the model predicts that contact length will decrease by 1.07%, on average.

### **Regression analysis – interaction effects**

The interaction table (Table 56) presents the interaction effects with parolee gender. This model accounts for 46.47% of the variance in the data. The interpretation of the parameter estimates is slightly different for the interaction effects table than for the main effects table. The first two pages of the table contain the parameter estimates for male parolees only. For example, the entry Agent Gender on the first page of the table indicates a % change in contact length of -14.73% for female agents. This means that female agents hold contacts with male parolees that are 14.73% *shorter* than male agents. The last two pages contain the interaction effects with parolee gender. The estimates shown are for the *difference* between male and female parolees; the % change in contact length is interpreted to mean change *relative* to male parolees. For example, the entry Parolee Gender x Agent Gender in the interaction shows that the percent change in contact length associated with female agents is 32.02%. This means that female agents have contacts that are, on average, 32.02% *longer* with female parolees than male parolees. To calculate the regression weight *B* for female parolees for a particular predictor variable (rather than the comparison to male parolees that is listed in the table), add the *B* for male parolees (found in the first two pages of the table) to the *B* for the interaction effects (found in the last two pages of the table). For the variable Agent Gender, the regression weight *B* for male parolees is -0.1594, while the regression weight *B* for female parolees is  $-0.1594 + 0.2778 = 0.1184$ .

Table 55: Main effects

Variables	B	SE B	$\beta$	95% CI	p-value	% change in contact length
<b>Agent characteristics</b>						
<b>Agent gender</b>						
Male (reference)						
Female	-0.0235	0.0231	-0.0167	(-0.0687, 0.0217)	0.3082	-2.32
<b>Agent age</b>	-0.0108	0.0024	-0.0747	(-0.0154, -0.0061)	<.0001	-1.07
<b>Agent GR training</b>						
None (reference)						
Trained	0.0502	0.0276	0.0347	(-0.0040, 0.1044)	0.0697	5.15
<b>Agent education</b>						
Some college (reference)						
2-year degree	-0.2601	0.0451	-0.1280	(-0.3486, -0.1716)	<.0001	-22.90
4-year degree	-0.2452	0.0366	-0.1722	(-0.3170, -0.1733)	<.0001	-21.74
Professional degree	-0.1855	0.0430	-0.1007	(-0.2698, -0.1012)	<.0001	-16.93
<b>Length of service</b>	0.0002	0.0001	0.0250	(-0.0001, 0.0005)	0.1190	0.02
<b>Parolee characteristics</b>						
<b>Parolee gender</b>						
Male (reference)						
Female	0.1258	0.0271	0.0866	(0.0727, 0.1788)	<.0001	13.40
<b>Mental health status</b>						
None (reference)						
CCCMS	-0.0180	0.0326	-0.0096	(-0.0820, 0.0459)	0.5801	-1.79
EOP	0.2973	0.0576	0.0808	(0.1843, 0.4102)	<.0001	34.62
<b>Environmental characteristics</b>						
<b>Location</b>						
Residence (reference)						
Field	0.0390	0.0568	0.0106	(-0.0723, 0.1502)	0.4925	3.97
Office	-0.1996	0.0228	-0.1420	(-0.2444, -0.1548)	<.0001	-18.09
<b>Agent actions during contact</b>						
<b>Interview performed</b>						
None (reference)						
Case Conf Review	0.6028	0.0733	0.1244	(0.4590, 0.7466)	<.0001	82.73
Discharge review	0.5618	0.1822	0.0457	(0.2045, 0.9192)	0.0021	75.39
Initial/comp interview	0.9634	0.0468	0.3454	(0.8716, 1.0552)	<.0001	162.06

Table continues next page

Table 55: Main effects (continued)

Variables	<i>B</i>	<i>SE B</i>	<i>β</i>	95% CI	p-value	% change in contact length
<b>Agent actions during contact (continued)</b>						
<b>UA Test</b>						
No UA test (reference)						
Negative	0.1517	0.0221	0.1076	(0.1084, 0.1950)	<.0001	16.38
Positive	0.1606	0.0787	0.0358	(0.0063, 0.3149)	0.0413	17.43
Refused	-0.0525	0.3089	-0.0025	(-0.6581, 0.5532)	0.8652	-5.11
<b>Drove parolee</b>						
Did not drive(reference)						
Drove parolee	0.8198	0.0455	0.2757	(0.7306, 0.9090)	<.0001	127.00
<b>Items reviewed or issued</b>						
<b>Not reviewed (reference)</b>						
Goals/progress	0.0899	0.0310	0.0643	(0.0292, 0.1506)	0.0037	9.41
Rewards	0.0055	0.0416	0.0021	(-0.0761, 0.0870)	0.8957	0.55
Needs/COMPAS	0.0995	0.0296	0.0578	(0.0414, 0.1576)	0.0008	10.46
Financial aid	0.0017	0.0596	0.0004	(-0.1151, 0.1185)	0.9773	0.17
Forms	0.0765	0.0381	0.0344	(0.0018, 0.1513)	0.0449	7.95
<b>Services discussed</b>						
<b>Not discussed (reference)</b>						
Housing	0.0859	0.0263	0.0547	(0.0343, 0.1375)	0.0011	8.97
Family/parent	0.0527	0.0285	0.0293	(-0.0033, 0.1087)	0.0649	5.41
Work/education	-0.0350	0.0262	-0.0249	(-0.0864, 0.0165)	0.1826	-3.44
Health/dental	0.0177	0.0457	0.0059	(-0.0718, 0.1073)	0.6979	1.79
Mental health	0.0861	0.0372	0.0426	(0.0131, 0.1591)	0.0208	8.99
Substance abuse	-0.0126	0.0290	-0.0074	(-0.0696, 0.0443)	0.6632	-1.26
<b>Outcome</b>						
<b>Not indicated (reference)</b>						
Referral	0.2202	0.0455	0.1088	(0.1311, 0.3094)	<.0001	24.64
Violation/sanction	0.3545	0.0850	0.0767	(0.1878, 0.5211)	<.0001	42.54
Arrest	0.5182	0.1418	0.0561	(0.2402, 0.7962)	0.0003	67.90
Positive recognition	0.0800	0.0457	0.0571	(-0.0097, 0.1697)	0.0804	8.33

Table 56: Interaction Effects

Variables	B	SE B	$\beta$	95% CI	p-value	% change in contact length
<b>Agent characteristics</b>						
<b>Agent gender</b>						
Male (reference)						
Female	-0.1594	0.0293	-0.1134	(-0.2168, -0.1019)	<.0001	-14.73
<b>Agent age</b>	-0.0035	0.0031	-0.0241	(-0.0096, 0.0026)	0.2632	-0.35
<b>Agent GR training</b>						
None (reference)						
Trained	0.1536	0.0377	0.1063	(0.0796, 0.2276)	<.0001	16.60
<b>Agent education</b>						
Some college (reference)						
2-year degree	-0.3458	0.0536	-0.1702	(-0.4509, -0.2406)	<.0001	-29.23
4-year degree	-0.3475	0.0462	-0.2441	(-0.4381, -0.2569)	<.0001	-29.35
Professional degree	-0.2069	0.0547	-0.1124	(-0.3141, -0.0998)	0.0002	-18.69
<b>Length of service</b>	0.0003	0.0002	0.0380	(0.0000, 0.0006)	0.0395	0.03
<b>Parolee characteristics</b>						
<b>Parolee gender</b>						
Male (reference)						
Female	0.6518	0.2879	0.4488	(0.0873, 1.2162)	0.0236	-
<b>Mental health status</b>						
None (reference)						
CCCMS	-0.0378	0.0483	-0.0202	(-0.1326, 0.0569)	0.4339	-3.71
EOP	0.4362	0.0714	0.1185	(0.2962, 0.5761)	<.0001	54.68
<b>Environmental characteristics</b>						
<b>Location</b>						
Residence (reference)						
Field	0.0576	0.0744	0.0156	(-0.0882, 0.2034)	0.4388	5.93
Office	-0.2221	0.0282	-0.1581	(-0.2774, -0.1669)	<.0001	-19.92
<b>Agent actions during contact</b>						
<b>Interview performed</b>						
None (reference)						
Case Conf Review	0.7123	0.0867	0.1470	(0.5424, 0.8823)	<.0001	103.87
Discharge review	0.1690	0.3012	0.0137	(-0.4216, 0.7595)	0.5749	18.41
Initial/comp interview	1.1308	0.0578	0.4055	(1.0175, 1.2441)	<.0001	209.82

Table continues next page

Table 56: Interaction effects (continued)

Variables	<i>B</i>	<i>SE B</i>	<i>β</i>	95% CI	p-value	% change in contact length
<b>Agent actions during contact (continued)</b>						
<b>UA Test</b>						
No UA Test (reference)						
Negative	0.1377	0.0279	0.0977	(0.0831, 0.1924)	<.0001	14.77
Positive	0.0829	0.1076	0.0185	(-0.1282, 0.2939)	0.4415	8.64
Refused	0.0626	0.3714	0.0029	(-0.6657, 0.7909)	0.8661	6.46
<b>Drove parolee</b>						
Did not drive(reference)						
Drove parolee	0.8157	0.0644	0.2743	(0.6895, 0.9420)	<.0001	126.08
<b>Items reviewed or issued</b>						
<b>Not reviewed (reference)</b>						
Goals/progress	0.0970	0.0417	0.0693	(0.1052, 0.1787)	0.0202	10.18
Rewards	0.0560	0.0628	0.0211	(-0.0672, 0.1792)	0.3730	5.76
Needs/COMPAS	0.1407	0.0385	0.0817	(0.0652, 0.2162)	0.0003	15.11
Financial Aid	-0.1348	0.0938	-0.0347	(-0.3186, 0.0491)	0.1507	-12.61
Forms	0.0524	0.0486	0.0236	(-0.0428, 0.1476)	0.2808	5.38
<b>Services discussed</b>						
<b>Not discussed (reference)</b>						
Housing	0.0391	0.0339	0.0249	(-0.0273, 0.1056)	0.2482	3.99
Family/parent	0.0175	0.0387	0.0097	(-0.0585, 0.0934)	0.6522	1.76
Work/education	-0.0268	0.0333	-0.0191	(-0.0922, 0.0386)	0.4213	-2.65
Health/dental	0.0511	0.0659	0.0171	(-0.0782, 0.1804)	0.4380	5.25
Mental health	0.0150	0.0531	0.0074	(-0.8892, 0.1191)	0.7782	1.51
Substance abuse	-0.0090	0.0355	-0.0053	(-0.0787, 0.0607)	0.7996	-0.90
<b>Outcome</b>						
<b>Not indicated (reference)</b>						
Referral	0.1926	0.0590	0.0951	(0.0770, 0.3083)	0.0011	21.24
Violation/sanction	0.2121	0.1108	0.0459	(-0.0050, 0.4293)	0.0556	23.63
Arrest	0.5999	0.1578	0.0650	(0.2904, 0.9093)	0.0001	82.18
Positive recognition	0.1150	0.0581	0.0821	(0.0011, 0.2289)	0.0477	12.19

Table 56: Interaction Effects (continued)

Variables	<i>B</i>	<i>SE B</i>	<i>β</i>	95% CI	p-value	% change in contact length
<b>Gender x agent characteristics</b>						
<b>Gender x agent gender</b>						
Male agent (ref)						
Female agent	0.2778	0.0547	0.1788	(0.1705, 0.3851)	<.0001	32.02
<b>Gender x agent age</b>	-0.0157	0.0053	-0.5271	(-0.0260, 0.0054)	0.0028	-1.56
<b>Gender x GR training</b>						
No GR training (ref)						
Had GR training	-0.1740	0.0582	-0.1092	(-0.2881, -0.0600)	0.0028	-15.97
<b>Gender x agent education</b>						
Some college (ref)						
2-year degree	0.2762	0.1062	0.0665	(0.0679, 0.4844)	0.0094	31.81
4-year degree	0.3211	0.0804	0.1927	(0.1635, 0.4786)	<.0001	37.86
Professional degree	0.0980	0.0906	0.0356	(-0.0796, 0.2757)	0.2794	10.30
<b>Gender x length of service</b>	-0.0010	0.0004	-0.1143	(-0.0017, -0.0002)	0.0111	-0.10
<b>Gender x parolee chars</b>						
<b>Gender x mental health status</b>						
No MH status (ref)						
CCCMS	0.0888	0.0654	0.0373	(-0.0396, 0.2171)	0.1751	9.28
EOP	-0.2519	0.1213	-0.0390	(-0.4896, -0.0141)	0.0379	-22.26
<b>Gender x environment</b>						
<b>Gender x location</b>						
Residence (ref)						
Field	-0.0721	0.1144	-0.0132	(-0.2963, 0.1522)	0.5286	-6.95
Office	0.0868	0.0475	0.0434	(-0.0063, 0.1800)	0.0677	9.07
<b>Gender x agent actions</b>						
<b>Gender x interview done</b>						
None (ref)						
Case Conf Review	-0.3551	0.1583	-0.0396	(-0.6655, -0.0447)	0.0250	-29.89
Discharge review	0.4453	0.3756	0.0296	(-0.2913, 1.1818)	0.2360	56.09
Initial/comp interview	-0.5164	0.0981	-0.1142	(-0.7088, -0.3241)	<.0001	-40.34

Table 56: Interaction effects (continued)

Variables	<i>B</i>	<i>SE B</i>	<i>β</i>	95% CI	p-value	% change in contact length
<b>Agent actions (continued)</b>						
<b>Gender x UA test</b>						
No UA test (ref)						
Negative	0.0108	0.0449	0.0058	(-0.0773, 0.0989)	0.8102	1.08
Positive	0.1200	0.1569	0.0177	(-0.1877, 0.4276)	0.4446	12.75
Refused	-0.3638	0.6415	-0.0099	(-1.6218, 0.8941)	0.5707	-30.50
<b>Gender x drove parolee</b>						
Did not drive (ref)						
Drove parolee	-0.0374	0.0903	-0.0092	(-0.2145, 0.1397)	0.6789	-3.67
<b>Gender x review of items</b>						
<b>Not reviewed (ref)</b>						
Goals/progress	-0.0143	0.0621	-0.0076	(-0.1361, 0.1075)	0.8182	-1.42
Rewards	-0.0417	0.0839	-0.0124	(-0.2062, 0.1228)	0.6191	-4.08
Needs/COMPAS	-0.0787	0.0603	-0.0312	(-0.1970, 0.0396)	0.1923	-7.57
Financial aid	0.2017	0.1213	0.0402	(-0.0361, 0.4396)	0.0964	22.35
Forms	0.0830	0.0783	0.0240	(-0.0705, 0.2366)	0.2891	8.66
<b>Gender x services discussed</b>						
<b>Not discussed (ref)</b>						
Housing	0.1347	0.0530	0.0615	(0.0307, 0.2386)	0.0111	14.42
Family/parent	0.1030	0.0572	0.0439	(-0.0092, 0.2151)	0.0719	10.85
Work/education	0.0192	0.0531	0.0106	(-0.0849, 0.1233)	0.7174	1.94
Health/dental	0.0110	0.0905	0.0028	(-0.1664, 0.1884)	0.9034	1.10
Mental health	0.1531	0.0739	0.0565	(0.0082, 0.2980)	0.0384	16.54
Substance abuse	0.0206	0.0611	0.0076	(-0.0992, 0.1404)	0.7363	2.08
<b>Gender x outcome</b>						
<b>Not indicated (ref)</b>						
Referral	-0.0167	0.0925	-0.0055	(-0.1982, 0.1647)	0.8565	-1.66
Violation/sanction	0.3695	0.1715	0.0499	(0.0331, 0.7059)	0.0313	44.70
Arrest	-0.3033	0.3554	-0.0143	(-1.0001, 0.3936)	0.3936	-26.16
Positive recognition	-0.0996	0.0927	-0.0556	(-0.2814, 0.0822)	0.2827	-9.48