

**Have perceptions changed among staff regarding parole officers' carrying firearms?: A
description of changes in safety perceptions and supervisory styles at the Texas
Department of Criminal Justice Parole Division**

By

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Abstract

The purpose of this research is threefold. The first purpose is to describe the changes in safety perceptions of Parole Division staff since the implementation of the firearms policy within the division. The second purpose is to explore possible changes in supervisory style since the implementation of the firearms policy (Welebob 1998, 4). The third purpose is to determine possible changes in staff safety perceptions since Welebob's findings. The survey method was used to analyze the possible changes in safety perceptions and supervisory styles. The sampling frame consisted of 347 Texas Department of Criminal Justice Parole Division staff members. Overall, there were no major changes in safety perceptions and supervisory styles among carriers, non-carriers, and support staff since Welebob's 1998 study.

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Chapter 1. Introduction and Research Purpose

Introduction

I mainly feel unsafe in the office when there are other officers talking to offenders rough and degrading them in front of other officers and offenders. I've witnessed this a lot and from my understanding most of the officers in the office do not carry a firearm. We all, as officers, have to keep in mind the population we are dealing with and their capabilities. (Texas Department of Criminal Justice parole officer)¹

Most individuals believe that probation and parole officers, just like the police, carry weapons on the job for safety purposes (Welebob 1998, 5). Parole officers, otherwise known as POs, must go to offenders' residences to verify living conditions and monitor compliance with parole rules and conditions, which often finds them in areas of high crime. This information leads people to believe that all parole officers are carrying weapons for personal protection.

In the earlier stages of parole supervision, carrying a weapon was not an option for officers. Officers were asked to perform their duties, which were considered dangerous even then, without the protection provided by a firearm. In the late 1990's, parole agencies began to change their philosophy towards parole supervision, due to increasing concerns about officer safety.

In 1997, the Texas Legislature passed House Bill 2909 into law. This law gave community supervision and parole officers the legal authority to carry a weapon while on duty. In 1998, Carey Welebob (1998) completed research examining safety perceptions of parole staff and also examined possible supervisory style changes.² At the time of Welebob's research, 70% of community supervision agencies allowed their officers to carry a weapon while on the job (Welebob 1998, 6). It has been over eight years since the Texas Department of Criminal Justice (TDCJ) started allowing their parole officers to carry firearms.

¹ Each of the statements given came from the comments section of the survey instrument located at <http://www.surveymonkey.com>, and were recorded during a two-week period in March 2007.

² Carey Welebob received the Centex ASPA 1999 McGrew Policy Research Award and the Southeast Conference on Public Administration Policy research award.

Welebob (1998) found that officers who carry firearms had an increased perception of safety. Another key finding was that non-carriers and support staff did not experience any changes in safety perception. Welebob's study also found that there were no changes between groups concerning their safety level after the firearms policy took effect, and that there were no changes in officer supervision style when authorized to carry a weapon on duty.

Research Purpose

The purpose of this research is threefold. The first purpose is to use Carey Welebob's applied research project (ARP) model to describe the changes in safety perceptions of Parole Division staff since the implementation of the firearms policy within the division.³ The second purpose is to explore possible changes in supervisory style since the implementation of the firearms policy (Welebob 1998, 4). The third purpose is to determine possible changes in staff safety perception since Welebob's findings.

It is hoped that information and recommendations from this research will be used to further assist the agency in understanding changes in officer safety perceptions and supervisory styles.

Preview of the Chapter

Chapter 1 outlines the purpose of the research and a general overview of the firearms issue. Chapter 2 explores existing literature. Chapter 3 looks into the research in the State of Texas and examines the Texas Department of Criminal Justice. Chapter 4, the methodology chapter, describes the research used for this project; the advantages and disadvantages of survey research are presented within this chapter. Survey results are discussed in chapter 5. Chapter 6 discusses conclusions about the survey as they relate to changes to safety perception and changes

³ The same conceptual framework and survey questions from Welebob's study were used during this project.

in officer supervisory styles. Limitations and weaknesses of the research are also discussed in this chapter, as well as recommendations for possible further research.

Disclaimer

The research contained in this document was coordinated in part by the Texas Department of Criminal Justice (Project #530-AR07). This research reflects the views of the author, and does not necessarily reflect the view or policies of the Texas Department of Criminal Justice.⁴

⁴ This researcher entered into a research agreement with the Texas Department of Criminal Justice Research, Evaluation, and Development (RED) Group in March 2007 after an extensive review process by the TDCJ.

Chapter 2. Literature Review

Chapter Purpose

This chapter reviews the scholarly literature on parole officers and community supervision officers within the criminal justice system in order to give an overview and historical perspective of parole supervision. Previous literature on attitudes toward carrying firearms and supervisory styles is also reviewed (Welebob 1998).

This chapter examines the following issues related to parole: differences between probation and parole; a brief history of parole; parole administration; parole officer supervision styles and types; role conflict; specialized supervision; the challenge of large caseloads; firearms and officer safety; officer liability issues; officer victimization; and differences between optional, mandatory, and non-carrier jurisdictions. Attention to the connections between officer safety issues, victimization, and the ever-changing offender population lays the groundwork for understanding the arguments both for and against the parole officers' carrying weapons.

Probation and Parole: Understanding the Differences

Parole and probation officers' roles are often confused. Gibbons defines parole as "the conditional supervised release of inmates from prison after they have served a portion of their imposed sentences" (Gibbons 2005, 47). Cromwell (2002, 160-161) provides a distinction: "Whereas parole is a form of release granted to a prisoner who has served a portion of a sentence in a correctional institution, probation is granted to an offender without required incarceration. . . . Parole is an administrative act of the executive or an executive agency, whereas probation is a judicial act of the court." Probation is imposed, whereas parole is granted. There are many differences between the two systems.

The founder of probation, John Augustus, styled the program as a rehabilitative effort in its initial stages (Ross 2000, 487). The probation officer usually handles an offender during the early stages of sentencing. Champion (1999, 37-38) addresses this issue:

Probation is a front-end strategy, where judges impose conditional sentences in lieu of incarceration. Front-end sentences are those imposed when the offender is convicted of a crime.

In addition, when an offender violates probation, it is often decided by the presiding judge if the probationer will continue on probation or if his sentence will be revoked. Diana (1960, 190) summarizes the probation system thus:

One point of view sees probation simply as a suspension of sentence by the court. Since sentence is not imposed, the offender remains in the community until the length of the sentence has expired, unless, of course, in the meantime he has engaged in any conduct that would warrant carrying out the sentence. This system leaves everything to the probationer and makes of probation a simple policing procedure. Therefore, it implies two things to the probationer: another chance, and the threat of punishment should he fail to improve his behavior.

Parole, on the other hand, is usually granted after a significant portion of the criminal sentence is completed. The reason for parole, according to Champion, is to reintegrate offenders into the community. Parole is considered an extension of the offender's punishment, which ends when the sentence originally imposed is completed by the offender (Champion 1999). The parolee is released to community supervision, rather than remaining incarcerated, and attempts to reintegrate while reporting to a parole officer (Morgan 1997). Parolees are also assigned more intense conditions and rules than probationers, such as "curfew, participation in drug or alcohol rehabilitation programs, counseling, halfway house participation, [and] more face-to-face contacts with their [parole officer]" (Champion 1999, 193).

While there are major differences between the fields of probation and parole, there are also similarities: parolees and probationers both have committed criminal offenses, both probationer and parolee report to an officer, and both must follow specific rules to remain free.

One important similarity between probation and parole is that both are viewed as viable economic alternatives to incarceration (Jones 2003). Parole is also considered by some to be a representation of leniency, because it allows for the release of prisoners prior to the conclusion of their sentences (Petersilia 1999).

History of Parole

Parole, which means “word of honor” in French, was created in the mid-1800s as a method to allow the release of prisoners of war with a promise to never again take up arms against the enemy (Abadinsky 2003). Parole was established in New York, at the “Elmira Reformatory in 1876” (Cromwell 2002, 167). Parole was also viewed as a “ticket of leave” during which offenders were supervised by the police. Abadinsky (2003) notes that parole release had been used as a way to ease prison overcrowding and maintain prison discipline. From its beginnings, parole has been used by criminal justice professionals to manage criminal offenders more effectively. The state of New York was the first to officially adopt the parole system in 1907 (Petersilia 1999).

The parole system has changed throughout the years. During World War I, parole was criticized because it was viewed as a way to control prison inmates’ immediate behavior, rather than producing lasting reform in their attitudes. Others were critical of the system and the process by which release decisions were made because inmate release was determined after only a brief review of the inmate’s institutional record. Critics pointed out that, during this era, there was no definitive criteria to measure rehabilitation prior to making a release decision (Cromwell 2002). These criticisms led to revision of the parole system over the years.

Recently, there have been four distinct ideologies in probation and parole:

Offender Rehabilitation (late 1960s to mid-1970's); offender punishment and justice for victims (mid-1970's to early 1980's); intermediate sanctions, punishments, and treatment interventions (mid-1980's to late 1990's); and community involvement, interagency collaboration and offender re-entry (late 1990's to 2002) (Paparozzi 2003, 46).

In the 1980s, probation and parole went through a transition period called "Public Safety Parole and Parole Initiatives" (Paparozzi 2003). Punishment and intermediate sanctions were emphasized over rehabilitation and treatment programs. Key elements during this period were offender visits to increase surveillance efforts, zero-tolerance policies, and a focus on negative consequences for the violation of parole conditions. In recent years, there has been a trend for probation and parole organizations to form important alliances with faith oriented-organizations, law enforcement, community groups, and social service agencies (Paparozzi 2003). The growing number of offenders in the United States has changed the way parole officials do business. As of 2003, there were approximately six million offenders on some type of parole or community supervision (Paparozzi 2003).

According to Paparozzi (2003, 49), the future of parole will include a "more expansive conceptualization of its duties and responsibilities." In addition, there will be improved victim services for residents of high-crime areas. To address the needs of the community, additional services will be offered "to individuals at risk of negative criminal justice system involvement, even if they are not under correctional control," and a "commitment" will be made to "rigorous outcome-driven evaluations of all programs, policies and practices to assure the establishment and maintenance of publicly valued services" (Paparozzi 2003, 49).

Administration of Parole

In order to understand the administration of parole, one must first define it. Cromwell defines parole as, "the conditional release, by an administrative act, of a convicted offender from

a correctional institution, under the continued custody of the state, to serve the remainder of his or her sentence in the community under supervision” (Cromwell 2002, 159).

The fiscal impact of parole administration is an important factor. There is a considerable saving when an offender is placed on parole; it is estimated that each state government saves approximately \$5,000 annually for each parolee who is released from incarceration (Champion 1999). Parole is a mechanism that alleviates the financial burden on correctional budgets through reintegration of offenders into society.

There are two different parole administration models, the independent model and the consolidated model. According to the independent model, “a parole board is responsible for making release and revocation determinations and the supervision of persons released on parole . . . It is independent of any other state agency” (Abadinsky 2003, 232, 235). Conversely, in the consolidated model:

The parole board is an autonomous panel within a department that also administers correctional institutions. The board makes release and revocation decisions, but supervision of persons released on parole (and good time) is under the direction of the commissioner of corrections. This model is used in Colorado, Rhode Island, and most other states that have parole boards (Abadinsky 2003, 232, 235).

Despite their differences, both the consolidated model and the independent model require administration by a parole board.

A major criticism of parole boards is that “members may lack relevant background or education” (Abadinsky 2003, 235). To alleviate the controversy and the criticism, some states require parole board members to meet certain educational criteria. The state of Maryland, for example, requires three years’ experience in the criminal justice field and at a minimum, a bachelor’s degree (Abadinsky 2003).

Generally, parole board members are charged with reviewing parole files and making discretionary release decisions based on exclusive criteria. The institutional parole officer (IPO)

assigned to the prison facilitates this process. Prior to parole boards' reviewing potential files, the IPO gathers the appropriate documentation for the parole board.

The duty of the IPO is best described by Abadinsky (2003): generate appropriate files on inmates for the parole board. In addition, the IPO may assist the inmate in obtaining a furlough, halfway-house placement, and work release permission, and the IPO may also assist offenders with personal issues or legal matters. In addition, the IPO may have additional duties, such as guiding new inmates through the parole release process (Abadinsky 2003). The work of the IPO provides information necessary for the next step in the parole process, which involves the parole board actually interviewing prisoners.

The parole board usually conducts interviews inside the prison where the potential parolee is being housed. Parole board members have access to a case file prepared by the institutional IPO, that file contains the pre-sentence (PSI) report, offender education, treatment, psychological and physical exams, and any reports of misconduct by the inmate (Abadinsky 2003). After a favorable parole review, offenders are released according to multiple sets of criteria.

Types of Release

There are different methods by which parole offenders are released from correctional institutions. One discharge method is *conditional release*. If the offender's behavior was not disruptive while incarcerated, the offender can be considered for release. In most states, inmates are allowed to receive "good time," which accumulates as time taken away from an offender's original sentence. Avoiding disciplinary infractions and participating in correctional programs assist the offender in obtaining good time (Abadinsky 2003).

Another name for conditional release is *discretionary parole*.

“Individuals on discretionary parole enter the community because members of the parole board have decided that the prisoner has earned the privilege to be released from prison while still remaining under supervision of an indeterminate sentence” (Cromwell 2002, 159).

The opposite of conditional release and discretionary parole is *mandatory release*. Mandatory release, also called *post release supervision* or *supervised release* occurs when offenders “enter the community automatically at the expiration of their maximum term minus credited time off for good behavior” (Cromwell, 2002, 159). The legislature or enacted statutes decide when an offender is released on mandatory release, not the parole board (Cromwell 2002).

All offenders on parole or mandatory release must agree to and sign the *parole order*. The parole order is “a set of general conditions, as well as any special individual conditions” (Gibbons 2005, 217). There are two types of conditions that may be included in this agreement: *standard conditions* apply to all parolees, and *special conditions* are tailored to the individual offender (Abadinsky 2003, 257). Examples of standard conditions are obedience to all laws, maintenance of employment, and reporting to a parole officer as ordered. Examples of special conditions include electronic monitoring, required participation in substance abuse counseling, and restriction from access to a checking account. Special conditions are assigned to offenders based on their criminal history and rehabilitative needs. Parole requirements are different across jurisdictions, and each jurisdiction determines how long an offender will be on supervision (Abadinsky 2003).

Once an offender is released to supervision, the parole officer must enforce the rules and conditions of parole. There are two circumstances when an offender commits a violation of parole: the *technical violation* and the *new offense violation*. Parole can be revoked if the parolee commits a new criminal offense or violates a condition of parole, called a technical violation (Petersilia 1999).

A technical violation of rules of parole happens when any rule or condition of supervision is violated by the offender (Abadinsky 2003). Examples of technical violations are not being home for a scheduled visit, failure to attend treatment, or violating a specific parole rule. Officers have the discretion to file a violation report for a technical violation even after the first transgression, but generally there are policy and procedures that give the officers guidance and direction (Welebob 1998, 55).

In addition, an offender can be arrested on parole for a new criminal offense, which is called a *new offense violation*. Generally, most new offense violations are, violations of technical conditions of parole. A new offense violation, (e.g., like armed robbery), can be construed as both a technical and a criminal violation because the offender possessed a weapon during the commission of the criminal violation (Abadinsky 2003).

An interesting question arises once an offender is arrested on technical or new offense violations. According to Abadinsky, “If parole/conditional release is revoked, the question arises as to just how much time the parolee must serve in prison. The sentence can vary from jurisdiction to jurisdiction” (2003, 274).

Parole Officer Roles

Parole officers spend a majority of their time visiting offenders, generating reports, making appropriate referrals, and talking to other personnel within the criminal justice arena (Abadinsky 2003). There are ten different roles, or supervision styles, that a parole officer may follow. Some officers incorporate many of these roles, while others may assume just one single role.

The first role is the *information manager*, an officer with the main functions of data collection, analysis, and classification. Another role available to the parole officer is that of the

evaluator. The evaluator reviews the offender's community and personal problems and makes decisions after weighing priorities and alternatives.

Another type of parole officer is the *enabler*. The enabler focuses attention on facilitating change in the habits, patterns, and perception of individual offenders. The enabler attempts to change the behavior of the offender through adding, modifying, or increasing the insights of the offender's perception.

The role of the *educator* type of parole officer is to instruct the offender. The educator attempts to help the offender develop various life skills. A fifth type of parole officer is the *broker*. The main objective of the broker is to direct offenders to appropriate services that will benefit them. The broker serves as a link between offenders and the resources that they require.

A sixth type of parole officer is the *advocate*. This officer fights for the rights of those who require assistance. The *mediator* type of officer attempts to mediate disputes between different parties. The mediator is seen as a peacemaker and a facilitator of communication. The eighth type of parole officer is the *community planner*. The community planner attempts to engage neighborhood groups, community agents, and government agencies to ensure that offenders' needs are being met. A ninth type of officer is the *detective*. This officer's main focus is to identify any client who is a risk to the community.

The final type of officer is the *enforcer*. The enforcer's role is to utilize authority to control the offender's behavior through enforcement of parole rules (Abadinsky 2003).

All of these roles can combine to formulate an offender supervision plan based on risk level. The supervision plan gives the offender an itinerary to help overcome common problems such as alcoholism, unemployment, marital issues, and drug abuse (Gibbons 2005). The supervision plan is created initially by the parole officer within the early stages of release, in order to give an offender a plan of action for his or her new life on the outside.

Types of Parole Supervision

There are different types of parole programs that an offender can be placed under: “(1) pre-release, (2) standard parole with conditions, (3) intensive supervision parole, and (4) shock parole/shock probation” (Champion 1999, 248-249). *Intensive supervision parole* (ISP) involves additional restrictions and more contacts are made between the offender and the PO. According to Champion,

Parolees are often subject to the same kind of behavioral requirements as probationers who are involved in intensive supervision programs. The intensity of supervision will vary according to the risk posed by the offender. But it is very difficult to predict accurately an offender’s risk to the public or general dangerousness (1999, 248-249).

According to McCormick, ISP’s are geared toward the specific offender population (1999). Furthermore, a smaller caseload, intensive treatment, and frequent contact between the PO and the offender are characteristics of a typical ISP program (Beatty 2002).

Recent developments in probation and parole have changed the philosophy of supervision. The justice model

“advocates an escalated system of sanctions corresponding to the social harm resulting from the offense and the offender’s culpability . . . Advocates of the justice model hold that practices of counseling, surveillance, and reporting accomplish very little and have minimal impact on recidivism” (Cromwell 2002, 115).

The function of surveillance is considered an integral part of supervision. Surveillance is defined as “a watch kept over one or more persons . . . expected to provide a means of ascertaining whether those released live up to the conditions imposed by the court or the parole board” (Cromwell 2002, 118-119). On the opposite end of the spectrum, treatment is considered a “rehabilitative function of supervision includes both nurturing and training” (Cromwell 2002).

Parole and probation officers were traditionally viewed as social workers. According to Lowry, “their education, training, and background were in line with treatment models” (2000). Due to the changing offender population, there has been a shift in supervisory styles away from

treatment and toward surveillance. Lowry cites the changing offender population as a reason why officers have “addressed supervision of more difficult caseloads by requiring more intrusive activities to verify compliance with court-ordered conditions and to ensure protection of the public” (2000). This shift toward the justice model has added various law enforcement duties such as searches, surveillance, home inspections, and activities considered intrusive by some criminal justice professionals (Lowry 2000). Furthermore, agencies have had to address different types of offenders who require special types of supervision.

Larger parole agencies have established specialized caseloads. According to Petersilia, the purpose of specialized caseloads is to supervise offenders who pose a threat to “public safety” or “present unique problems” to the community (Petersilia 1999, 505). Specialized caseloads consist of “gang members, narcotics offenders, domestic violence, rapist[s], and sex offenders” (Small 2001). In essence, these specialized caseloads help address the more dangerous and unpredictable offender who poses a threat to the community.

Due to the increasing number of specialized caseloads, parole officers have taken more of a law enforcement approach to their profession. According to Small (2001), a new law enforcement approach to supervision of offenders has emerged in the last two decades. The law enforcement type of parole officer believes that offenders can control their behavior because they possess free will. Based on this philosophy, offenders who fail to follow the rules are held accountable through graduated sanctions and perhaps even incarceration (Small 2001). Parole officers have also recently taken on more duties of law enforcement personnel, such as administering frequent drug tests, performing additional surveillance, and searching and inspecting offender habitats (Small 2001).

Small differentiates between a violation by an offender under the rehabilitative model and law enforcement model. If an offender violates a term of the probation in the rehabilitation

model, the offender receives a second chance. In the law enforcement model, if an offender violates a condition of the supervision, the offender receives a punitive sanction (Small 2001). It can be an intermediate sanction, a write-up, a case conference, or a request for a pre-revocation warrant.

Officer supervision styles

There are three basic supervision styles for the parole officer. In the *law enforcement* role, the parole officers' main focus is the protection of citizens through the enforcement of rules and policies. The next role is the *rehabilitation* role, in which the main focus is improvement of the welfare of the parolee. The third role is called *blend*; this is when the parole officer combines characteristics of law enforcement with an emphasis on treatment (Abadinsky 2003). Ross (2000, 487) states, "the original mission of probation, as founded by John Augustus, was predominantly rehabilitative in nature." The first supervision style that will be examined is that of the therapeutic agent, the rehabilitative or treatment-oriented parole officer.

Rehabilitation

The therapeutic agent's role is to motivate the offender to engage in constructive behavior, direct the offender to appropriate treatment, and show the offender that there is an alternative way of life than criminal activity (Cromwell 2002). Another name for this type of officer is the *welfare officer*. Gibbons describes the goal of the welfare officer as:

improving the welfare of the client, achieved by helping the client with individual adjustment. This type of PO believes that the only way to protect the community lies in this individual adjustment because conformity through punishment will only be temporary and in the long run may make a successful adjustment more difficult (Gibbons 2005, 285).

This type of approach, according to Lowry, gives parole officers the belief that they are the "offender's friend and that the primary goal is rehabilitation" (Lowry 2000).

Seiter distinguishes between surveillance and casework style of supervision:

It has been suggested that supervision styles of parole and probation officers fall into either a 'casework' or a 'surveillance' approach. In this regard, a casework style of supervision places emphasis on assisting the offender with problems, counseling, and working to make sure the offender successfully completes supervision (2003, 58).

The casework methodology of parole supervision established the functions of the supervision officer. Sluder describes the function of the caseworker by saying, "the probation officer assumes the role of a therapeutic agent whose primary reason is to help the offender solve social and psychological problems" (Sluder 1991). Small (2001) compares the traditional role to that of "a social worker or helper." Small links rehabilitation to such programs such as drug counseling, education, vocational training, and providing life skills. Small concludes that parole officers who are against carrying a weapon feel that

arming will increase the attitudes and beliefs that are consistent with that of law enforcement, while decreasing the equally important goals of social worker for the purpose of reintegrating the offender back into the community (Small 2001).

On the other hand, some believe that officers who carry weapons will be well respected by the offenders they supervise. The offender may view the officer more as an authority figure (Welebob 1998). This leads to the next discussion of whether the parole officer is considered to be more of a police officer.

Law Enforcement

The most controversial role of the P/P [parole/probation] officer is that of enforcer. The P/P officer as law enforcement agent is related to the control model of supervision in much the same way as the rehabilitation or broker-advocate role is related to the social service model (Abadinsky 2003, 327).

The law enforcement type of officer views probation as a "legal authority" and enforces all of the rules and regulations of the supervision. Officers that follow this role stress authority and following the rules, and use a firm supervisory style (Cromwell 2002).

The law enforcer can also be referred to as the punitive officer.

The punitive officer is the guardian of middle-class morality and attempts to coerce the offender into conforming by means of threats and punishment. The emphasis here is on control, protecting the community, and an underlying suspicion of those under supervision (Gibbons 2005, 285).

A probable reason for the shift from rehabilitation to law-enforcement style supervision was discussed in the literature. Criminal justice officials have had major concerns that offenders will commit new offenses while under supervision (Greek 2002).

As the number of dangerous offenders has increased, parole officials have focused on implementing surveillance programs to address this issue. In addition, parole officials have adopted zero-tolerance policies, increased contacts, and a focus on the negative consequences of disregarding parole rules. This methodology has been classified as “Public Safety Parole and Parole Initiatives” (Paparozzi 2003, 48).

Brown also acknowledges the shift from rehabilitation to law enforcement supervision; he says that there is an “emphasis on enforcement and accountability.” He adds that the parole officer’s role has evolved (Brown 1994). This recent shift in ideology has placed parole officers in a unique position. Officers must attempt to build rapport and trust with an offender while having to balance their law enforcement duties (Butler 2006).

Recent developments in probation and parole have changed the philosophy of supervision. The justice model stresses an escalation of sanction to the offender, based on the harm that the offender has caused to society. Additionally, the justice model supports surveillance and counseling, and holds that offender reporting have minimal impact on repeat offenders. The function of surveillance is considered an essential part of supervision. Parole supervision is seen as a way to determine whether an offender is meeting his conditions (Cromwell 2002).

Law enforcement supervision styles have created a total team approach to promoting community safety. Georgia was one of the pioneers in implementing an ISP program. The

Georgia program developed a team model of supervision in which a surveillance officer is paired with a probation officer on a twenty-five offender caseload (Clear 1993).

Another viewpoint is that the parole officer's principal responsibility is to ensure the parolee lives up to his part of the parole contract. According to Petersilia (1999),

Parole agents are equipped with legal authority to carry and use firearms; to search places, persons, and property without the constraints imposed by the Fourth amendment (e.g., the right to privacy); and to order arrests without probable cause and to confine without bail. The power to search applies to the household where a parolee is living and business where a parolee is working." Parole officers are seen as a "walking court system" because they can arrest and confine an offender (Petersilia 1999, 504).

Since the implementation of parole officers carrying firearms, some criminal justice professionals argue that parole officers carrying weapons will revise the traditional purpose of supervision, making it difficult to distinguish between law enforcement and treatment. Furthermore, it has been argued that the role of the traditional officer is being minimized by the emphasis on law enforcement and surveillance (Ross 2000).

There has been a recent trend toward surveillance types of supervision; Seiter acknowledges this by stating:

However, over the past twenty years, there has been an increasing reliance of closely monitoring offenders to catch them when they fail to meet all required conditions. This surveillance style of supervision is said to place an emphasis on monitoring and enforcing compliance with the rules or supervision and the detection of violations leading to revocation and return to custody . . . Surveillance supervision means an emphasis on monitoring and enforcing compliance with the rules of supervision and the detection of violations leading to revocation and return to custody (Seiter 2003, 51, 58-59).

A similar type of supervision model is the bureaucratic function. According to Sigler (1984), this model stresses regulations and philosophies of a given bureaucratic organization. Examples of these bureaucracies are law enforcement, attorneys, courts, the parole agency, and the community served (Sigler 1984, 29).

The decision to allow parole officers to carry a firearm is based on the "agency philosophy." The question that must be asked, is whether the agency is social work or law

enforcement oriented. Examples of law enforcement types of supervision are “arrests, urinalysis testing, unscheduled home visits, [and] electronic monitoring” (Welebob 29-30, 55).

Blend

Some parole officers attempt to balance the therapeutic needs of the offender and need to maintain public safety. This supervision style is called the *blend*; an officer following this style combines treatment and law enforcement when delivering parole services (Abadinsky 2003).

Another name for this supervision style is the *synthetic officer*. The synthetic officer attempts to balance the interest of law enforcement and treatment (Cromwell 2002).

The blend officer is also known as the *protective officer*. This type of officer attempts to protect the community and simultaneously attempts to protect the offender. The protective officer attempts to lecture, praise, blame, and direct the offender to appropriate support groups.

According to Gibbons, the protective officer

fluctuates between protecting the offender and protecting the community. Furthermore, the protective officer often takes sides with the community and the offender, depending on the particular set of circumstances (Gibbons 2005, 285).

Role Conflict of Parole Officers

Parole officers and community supervision officers have a difficult profession. Officers are asked to supervise dangerous criminals, conduct home visits in high-crime areas, work with law enforcement, and consult with treatment providers. The parole officer wears many different hats; this sometimes can lead to role conflict for the supervision officer. According to Strandberg, there is a “recognizable trend” for probation and parole officers to carry firearms. Strandberg views today’s parole officers as “targets” and states that parole officers “need to be able to defend themselves” (Strandberg 2003, 68). At the same time that officers feel the need to protect themselves, they also are conflicted about their role in the parole system.

Parole officers are conflicted about their role because they must assist the offender in reintegration, enforce the rules and laws, and also, take on the role of social worker at times (Clear 1993). Officers face external conflict, but also must assess the internal requirement of their particular organization.

Internal Agency Expectations

The issue of whether parole offices should carry weapons was discussed in a study performed in Oklahoma.

In 1986, the Oklahoma Department of Corrections surveyed all 50 states with respect to the carrying of firearms by probation and parole officers. The study indicated that about 48 percent of the P/P [parole/probation] agencies allowed their officer to carry a gun on the job. Only 24 percent of the jurisdictions polled said their officer routinely carried a weapon (Abadinsky 2003, 328).

Recent developments, such as more dangerous offenders and officer victimization, have changed the philosophies of some agencies toward the *control model* of supervising offenders. There are “several compelling reasons” for this policy shift. Parole officers must sometimes enter areas of high crime during late hours. Officers also face the additional risk of visiting a special caseload offender at their residence (Abadinsky 2003).

Parole officers are faced with multiple stakeholders, such as law enforcement, the community, the court, the community, and the parole agency. Parole officers are challenged because they must attempt to meet the social, rehabilitative, psychological, and developmental needs of the parole offender under these pressures (Sigler 1984).

Agencies have adjusted to recognize the emphasis on accountability and enforcement. According to Brown (1997), the parole officer’s role has dramatically changed. Officers have had to set priorities on their respective caseloads because the number of offenders has dramatically increased (Small 2001). Some agencies have created specialized units to handle difficult offenders. One organization in New Jersey Gang Reduction Aggressive Supervision

Parole (GRASP), was established in 2002 to fight the growing gang problem. Gang members are placed on special caseloads handled by parole officers who have taken training on the handling of street/prison gangs (Butler 2002). While additional units have been established to counter the gang issue, safety training for officers with ordinary caseloads has also been recently implemented. Parole officers are receiving additional training in defensive tactics, use of pepper spray, and use of police radios. According to DelGrosso, the current school of thought against parole officers carrying weapons is due to the fear of civil liability. On the other end of the spectrum, DelGrosso points out that some personnel feel that it is against the philosophy of parole officers to carry because the main purpose of supervision is to rehabilitate the offender (1997).

The rise in officer victimization by violent offenders has significantly increased concerns about parole officers about using firearms (Ross 2000). According to Petersilia (1999), certain jurisdictions have been arming their parole officers as a reaction to the higher risk the officer must endure. "Parole agents began to carry concealed firearms in the 1980's. Firearms are now provided in most jurisdictions and represent a major investment of training resources, agent time, and administrative oversight" (Petersilia 1999, 508). While officers are expected to protect themselves from harm, now there is an expectation to protect the community they serve.

External Expectations

Parole officers are often faced with situations that require immediate action not only to maintain their own safety, but to protect the community. Abadinsky (2003) describes a common occurrence while parole officers conduct home visits:

During the course of an office or home visit, a P/P [parole/probation] officer may discover that a client is using heroin or cocaine. If the offender is unemployed, the drug habit is probably financed by criminal activities-the client is a clear and present danger to him-or herself and to the community (2003, 332).

Abadinsky further states that “a P/P agency whose officers cannot immediately (and safely) arrest such a person is not providing an adequate level of client service or community protection” (Abadinsky 2003, 332). Lowry also addresses the issue of the higher demands on officers, noting the changing offender population in the federal system: “the population now being supervised has changed drastically from the white collar probationers of the past to more dangerous recidivist of today” (Lowry 2000).

Sigler identifies external role conflict as instances of contradiction among one or more of the various agents of the criminal justice system; he calls this a “double bind” (1984, 28). With the added external expectations, parole officers are challenged by outside forces while the offender population continues to become more violent and dangerous.

The need to carry a firearm: Challenging Clients and More Offenders on the Streets

Parole officers today find themselves in a challenging position. In addition to external pressures, such as the expectation to make all necessary offender contacts regardless of caseload size or difficulty, officers must contend with violent offenders, sex offenders, and mentally impaired offenders. As prisons overcrowd, parole is used as a tool to alleviate the situation. According to Jones, 2001 saw “almost 600,000 offenders released on parole” (Jones 2003, 35). In the late 1990’s, there was reportedly a total of six million p/p offenders being supervised in the United States (Paparozzi 2003, 48). Officers are also increasingly more concerned with legal and liability issues, and they face victimization in the form of assault, serious injury, or death at the hands of the clients they supervise. Parole officers are now at a greater risk of becoming victims of violent acts. This could be contributed to the perception that parole officers are now considered to be closely associated with law enforcement organizations (Welebob 1998, 18-19).

Abadinsky provided a real-life example of a parole officer involved in a routine home visit. The story goes as follows:

In 1996, parole officers on a routine evening home inspection in Denver found that their client was not at home, but his sister permitted the officers to check the premises. Inside his closet, the officers found a pistol. As they were removing the weapon, the parolee arrived and was met by the officers in front of the house. Informed that he was being taken into custody, the parolee bolted and ran behind the house with officers in pursuit. Suddenly, he halted, drew a weapon, and aimed at the officers, who fatally shot the parolee (Abadinsky 2003, 333).

This illustrates the point that some offenders are armed and under the influence of controlled substances. According to DelGrosso, offenders “will do anything to avoid incarceration” (1997). While offenders are doing anything to avoid incarceration, their behavior has become a serious issue. The rising population of violent offenders has created a new risk to the community and the parolee (Sluder 1991).

Another example of a violent offender was discussed by Brown,

A U.S. probation officer was returning to a sheriff’s office parking lot to leave his government car and pick up his own car at the end of the day. He was approached by three males, who robbed and assaulted him at gunpoint and stole his credentials and government vehicle (1997).

In another case, a U.S. probation officer was making a home visit for a pre-trial releasee, and “the defendant took the officer hostage and threatened to shoot both the officer and himself with a shotgun” (Brown 1997).

Now, more than ever, parole officers are concerned with on-the-job safety. Parole officers are supervising a violent offender population and are being asked to participate in more aggressive activities. Furthermore, new legislation has changed the types of offenders on supervision. Back in the 1980s and 1990s, the war on drugs significantly changed the type of offender placed under federal supervision. According to Lowry, there has been a “shift” in supervising “more dangerous” offenders (Lowry 2000). Parole has embraced more of a law enforcement role to counter this new type of offender.

Welebob states, “A new view towards a law enforcement type of role has emerged[;] this view is changing toward a more active law-enforcement role in which officers are allowed to

carry firearms.” She cites “more violent offenders, changing law enforcement relations and officer safety concerns” as justifications for this change in supervision style (Welebob 1998, 4).

Reasons Officers Carry Firearms

Abadinsky indicates that “carrying a firearm does not guarantee safety” but he does say that:

A person with a firearm may discourage attacks by carrying him/herself more confidently than others who might be selected for victimization. Knowing that P/P officers are routinely carrying firearms has a deterrent value. Indeed, many unarmed P/P officers (perhaps unknowingly) gain a degree of safety because they are perceived as police officers or otherwise believed to be armed (Abadinsky 2003, 334).

Advocates have supported the carrying of firearms by community supervision officers because there is an increased perception of safety, which leads to a confident parole officer in the field (Welebob 1998). Prior to the parole officers’ carrying weapons, there was little concern for personal officer safety. Brown attributes this complacency to the focus of community corrections at the time. “Since the primary focus was on rehabilitation, it was hardly likely that an offender would assault someone who seldom represented a threat to his or her freedom” (Brown 1994).

Officers are asked to perform high-risk tasks in order to monitor their caseloads. Parole officers are expected to conduct home visits at the offender’s residence, “unexpectedly and at odd hours” (Delgrosso 1997). Parole officers also must go to “crime-infested” neighborhoods to conduct necessary home visits (DelGrosso 1997). The issue of personal safety while performing parole supervision has been brought to the forefront. According to Lowry, “officers should not have to go to work each day uncertain of how to protect themselves from serious bodily harm, personal liability, or death” (Lowry 2000). The question of whether parole and probation officers should carry firearms has fueled controversy. Some who favor treatment-based model of supervision have objected to officers carrying a firearm, while others have embraced this new

policy. Some agencies throughout the United States have made carrying a weapon an option, some others have gone the mandatory route, while others still do not allow their officers to carry at all.

Officer liability issues

The issue of liability when carrying weapons is an important one. DelGrosso notes that if administrators fear lawsuits because of parole officers carrying weapons, they should also fear liability in situations of injury or death in the line of duty that may have been prevented if the officer had been carrying weapon (1997). In addition to liability for their own actions, parole officers can be held “criminally and civilly liable for actions that arise out of their relationships with their clients” (Morgan 1997, 212).

Officer victimization

According to a 1998 study in the state of Minnesota, “20 percent of P/P [parole/probation] officers had been physically assaulted, 4 percent one or more times in the past year, and 43 percent reported being physically or verbally threatened one or more times during the past year” (Abadinsky 2003, 328-329).

In addition, a 1989 Pennsylvania study concluded that, “Victimization of Pennsylvania probation and parole workers is extensive and pervasive” (Abadinsky 2003, 328-329). In a study conducted by Lowry, 9% percent of the respondents had been victims of physical assaults during their career as parole officers, and one-third of the 9% percent had been assaulted more than one time (Lowry 2000).

According to Small, parole officers continue to fear being victimized while doing their job while on the streets. This issue has continued the debate over whether parole officers should carry weapons. One of the most hotly contested issues concerns the discrepancy between actual and perceived levels of officer safety. Small indicates that there is little empirical data about this issue so far (Small 2001).

Optional, mandatory, and non-carrier jurisdictions

In Winnebago County, Illinois, where firearms are not allowed to be carried, “the concern of officer safety . . . resulted in the development of specific home visit procedural guidelines and availability of pepper spray and radio.” In Maryland, parole officers have the option to carry pepper spray, but cannot carry firearms. Abadinsky responds to this practice by stating that “P/P officers in jurisdictions that require field work but do not permit the carrying of firearms are apparently being exposed to increasing levels of danger” (Abadinsky 2003, 328).

Abadinsky reviewed the national picture in regards to parole officers’ carrying weapons and identified three different categories for P/P policy towards carrying firearms. In the first category, “officers are not permitted to carry firearms based either on state law or agency policy” (Abadinsky 2003, 329). The following states fall under this category: Arizona, Hawaii, Illinois, Kansas, Michigan, Minnesota, Maryland, Nebraska, New Jersey, South Dakota, Tennessee, and Virginia.

Abadinsky identifies the second category as a system under which “officers are by statute peace/law enforcement officers, but the agency either restricts or discourages the carrying of weapons” (2003, 330). California, Illinois, Indiana, New York City, Ohio, Pennsylvania, and Washington state all fall under this category.

Abadinsky then identified the third category: “officers are by statute peace/law enforcement officers and the agency permits or requires all qualified personnel to carry firearms” (Abadinsky 2003, 331). The following jurisdictions receive this distinction: Alabama, Nevada, New York Parole Officers, Arkansas, California, Colorado, North Carolina, North Dakota, Oklahoma, and Connecticut. In Illinois, Kentucky, Massachusetts, Michigan, New Jersey, and Pennsylvania, parole agents/officers are “authorized to carry department-issued weapons” (Abadinsky 2003, 331).

Abadinsky's personal view of officers carrying weapons was presented. The question was posed whether probation/parole officers should make arrests and carry firearms, and Abadinsky responded, "In 1975, while still a parole officer, I answered this with a resounding yes" (2003, 331).

Abadinsky attempts to justify the authorization to carry firearms by addressing the issue of dangerous clientele; he says, "P/P agencies also supervise offenders who have been involved in (1) sex offenses against children, (2) vehicular homicide as a result of intoxication, (3) burglary, and (4) armed robbery" (Abadinsky 2003, 328-334).

A 1995 survey of judges, officers, and probation department directors by the Texas Department of Criminal Justice Community Justice Assistance Division, or TDCJ CJAD, found that "79 percent of CSO's [community supervision officers] agreed that carrying firearms should be optional. . . . When asked whether carrying firearms should be mandatory, only 25 percent agreed with the statement" (Ross 2000, 489). The optional approach to arming parole officers is discussed by Sigler:

though trained in the use of guns, Alabama officers are not required to wear their guns while on duty. This flexibility is a major reminder to the officers that their job entails law enforcement duties as well as treatment duties (Sigler 1984, 31).

Prior to 1998, Texas parole officers were prohibited from carrying weapons on the job, but the authority to carry firearms was provided when House Bill 2909 was enacted by the 75th legislature (Welebob 1998, 6). According to DelGrosso, some fear that the rehabilitative model will turn to the control/law enforcement model if POs are allowed to carry weapons. He argues that it is not a matter of philosophy but a matter of safety. This issue has a "great deal of emotion", both for and against carrying weapons (DelGrosso 1997). Champion adds that "the idea of POs carrying firearms is a fairly new; it is too early to evaluate the long-range implications of PO firearms used in the field" (Champion 1999, 375).

Conceptual Framework

This research is descriptive and exploratory; the conceptual frameworks used will employ both working hypotheses and descriptive categories. The initial conceptual framework was developed in 1998 by Carey Welebob. According to Shields & Tajalli, “conceptual frameworks are connected to outcomes or problem resolution because they aid in making judgment” (2005, 5). The working hypotheses aid the researcher to reach a solid conclusion because it provides structure and logic. The conceptual framework parallels Welebob’s model, except that changes in safety perceptions and supervisory styles were surveyed at a time approximately eight years later.⁵ Since the conceptual framework was previously established, updated literature on safety perceptions and supervisory styles were applied to the existing conceptual framework tables.

Research purposes Connected to the Literature

The purpose of this research is threefold. The first purpose is to use Carey Welebob’s ARP model to describe the changes in safety perceptions of Parole Division staff since the implementation of the firearms policy within the division.⁶ The second purpose is to explore possible changes in supervisory style since the implementation of the firearms policy (Welebob 1998). The third purpose is to determine possible changes in staff safety perception since Welebob’s findings (1998). It is hoped that information and recommendations from this research will be used to further assist the TDCJ in understanding changes in officer safety perceptions and supervisory styles.

⁵ The initial survey by Welebob was delivered via U.S. Mail to parole staff in 1998 to district parole offices in paper format. This researcher used survey tools found at <http://www.surveymonkey.com> to gather the survey data.

⁶ The same conceptual framework and survey questions from Welebob’s study were used during this project.

Working hypotheses

Working Hypothesis 1: Carriers

WH#1a: “POs will experience an increase in their perception of safety while in the office” (1998 Welebob, 64)

WH#1b: “POs will experience an increase in their perception of safety while conducting home visits” (1998, 64)

WH#1c: “POs will experience an increase in their perception of safety while conducting field visits” (1998, 64)

Working Hypothesis 2: Non-carriers

WH#2a: “POs will experience a decrease in their perception of safety while in the office” (1998, 64).

WH#2b: “POs will experience no change in their perception of safety while conducting home visits” (1998, 64).

WH#2c: “POs will experience no change in their perception of safety while conducting field visits” (1998, 64).

Working Hypothesis 3: Support Staff

WH#3: “Support staff will experience a decrease in their perception of safety while in the office” (1998, 64).

Working Hypothesis 4: Perceptions Across Groups

WH#4: “There will be a difference in perceptions about safety across groups, including carriers, non-carriers and support staff” (Welebob 1998, 64)

Table 2.1 Conceptual Framework Linked to the Literature

<i>Research Purpose 1:</i> Describe the changes in safety perception of Parole Division staff implementation of the firearms policy within the Division (Welebob 1998)	
<i>Working Hypotheses</i>	<i>Scholarly Support</i>
Carriers	
WH#1a: POs will experience an increase in their perception of safety while in the office.	Abadinsky (2003), Brown (1994), Brown and Maggio (1994), Champion (1999), Cromwell, Del Carmen & Alarid (2002), DelGrosso (1997), Gibbons, Rosecrance (2005), Papparozi (2003), Lowry (2000), Ross, Wells & Johnson (2000), Sigler & McGraw (1984), Small & Torres (2001), Welebob (1998)
WH#1b: POs will experience an increase in their perception of safety while conducting home visits.	Abadinsky (2003), Brown (1994), Brown and Maggio (1994), Champion (1999), Cromwell, Del Carmen & Alarid (2002), DelGrosso (1997) Gibbons & Rosecrance (2005), Lowry (2000), Papparozi (2003), Ross, Wells & Johnson (2000), Sigler & McGraw (1984), Small & Torres (2001), Welebob (1998)
WH#1c: POs will experience an increase in their perception of safety while conducting field visits.	Abadinsky (2003), Brown (1994), Brown and Maggio (1994), Champion (1999), Cromwell, Del Carmen & Alarid (2002), DelGrosso (1997), Gibbons & Rosecrance (2005), Lowry (2000), Papparozi (2003), Ross, Wells & Johnson (2000), Sigler & McGraw (1984), Small & Torres (2001), Welebob (1998)
Non-carriers	
WH#2a: POs will experience a decrease in their perception of safety while in the office.	Abadinsky (2003), Brown (1994), Brown and Maggio (1994), Champion (1999), Cromwell, Del Carmen & Alarid (2002), Gibbons & Rosecrance (2005), Lowry (2000), Papparozi (2003), Ross, Wells & Johnson (2000), Sigler & McGraw (1984), Small & Torres (2001), Welebob (1998)
WH#2b: POs will experience no change in their perception of safety while conducting home visits.	Abadinsky (2003), Brown (1994), Brown and Maggio (1994), Champion (1999), Cromwell, Del Carmen & Alarid (2002), Gibbons & Rosecrance (2005), Lowry (2000), Papparozi (2003), Ross, Wells & Johnson (2000), Sigler & McGraw (1984), Small & Torres (2001), Welebob (1998)
WH#2c: POs will experience no change in their perception of safety while conducting field visits.	Abadinsky (2003), Brown (1994), Brown and Maggio (1994), Champion (1999), Cromwell, Del Carmen & Alarid (2002), Gibbons & Rosecrance (2005), Lowry (2000), Papparozi (2003), Ross, Wells & Johnson (2000), Sigler & McGraw (1984), Small & Torres (2001), Welebob (1998)
Support Staff	
WH#3: Support staff will experience a decrease in their perception of safety while in the office.	Abadinsky (2003), Champion (1999), Gibbons & Rosecrance (2005), Welebob (1998)
Perceptions Across Groups	
WH#4: There will be a difference in perceptions about safety across groups, including carriers, non-carriers and support staff.	Abadinsky (2003), Champion (1999), Gibbons & Rosecrance (2005), Welebob (1998)

Table 2.2 Conceptual Framework Linked to the Literature

<i>Research Purpose 2:</i> Explore possible supervisory style changes since implementation of the firearms policy within the Division (Welebob 1998)	
<i>Descriptive Categories</i>	<i>Scholarly Support</i>
Home Visits	Abadinsky (2003), Butler (2006), Champion (1999), Clear & Latessa (1993), Cromwell, Del Carmen & Alarid (2002), DelGrosso (1997)Gibbons & Rosecrance (2005), Paparozzi (2003), Seiter (2003), Small & Torres (2001), Welebob (1998)
Field Visits	Abadinsky (2003), Butler (2006), Champion (1999), Clear & Latessa (1993), Cromwell, Del Carmen & Alarid (2002), DelGrosso (1997), Gibbons & Rosecrance (2005), Paparozzi (2003), Seiter (2003), Small & Torres (2001), Welebob (1998)
Referrals	Abadinsky (2003), Butler (2006), Champion (1999), Clear & Latessa (1993), Cromwell, Del Carmen & Alarid (2002), Gibbons & Rosecrance (2005), Paparozzi (2003), Seiter (2003), Small & Torres (2001), Welebob (1998)
Urinalysis	Abadinsky (2003), Butler (2006), Champion (1999), Clear & Latessa (1993), Cromwell, Del Carmen & Alarid (2002), Gibbons & Rosecrance (2005), Paparozzi (2003), Seiter (2003), Small & Torres (2001), Welebob (1998)
Reports of Violation	Abadinsky (2003), Butler (2006), Champion (1999), Clear & Latessa (1993), Cromwell, Del Carmen & Alarid (2002), Gibbons & Rosecrance (2005), Paparozzi (2003), Seiter (2003), Small & Torres (2001), Welebob (1998)
Relationships	Abadinsky (2003), Champion (1999), Seiter (2003), Welebob (1998)

Summary

Parole officers and probation officers⁷ are two types of supervision officers with major differences and similarities. There are various styles of parole supervision, and there is conflict between the therapeutic and law-enforcement supervision styles. Parole officers are facing heavier caseloads of offenders and offenders, are becoming more violent and dangerous. A great dispute in PO circles is the question of whether firearms should be carried and how carrying firearms may affect supervisory style. Next, in chapter 3, the research setting in Texas is examined.

⁷ Probation officers are also referred as community supervision officers. These types of officers supervise offenders prior to incarceration in the prison system.

Chapter 3. Research Setting

Purpose

This chapter describes the TDCJ Parole Division as an organization and examines the current policies and procedures regarding firearms usage. This chapter also will provide background information regarding the research setting in the state of Texas.

Texas Department of Criminal Justice Parole Division

According to the TDCJ Web site (2007), offenders released from incarceration in Texas are supervised by parole staff while serving the balance of their sentences. The Parole Division does not, at this time, make release decisions or decisions regarding special conditions or matters of parole revocation. The Board of Pardons and Parole, whose members are appointed by the governor, handles these functions (TDCJ 2007).

As of February 28, 2007, the Parole Division employed 1,208 parole officers (Geffken 2007). The division is broken up into five separate regions across the state of Texas. Each region is assigned a regional director, who oversees day-to-day operations within the region. There are a total of sixty-three district parole offices spread across all five regions.⁸ Each regional director reports to the executive director of the Parole Division, who supervises the entire parole operation from the central office headquarters in Austin.⁹ The central office handles administrative functions such as warrants, specialized programs, interstate compact, central file coordination unit, contract monitoring, and review and release. The structure of the TDCJ Parole Division is like a pyramid; it is a hierarchical organization. The multiple levels of

⁸ Most parole offices consist of a parole supervisor who is in charge of the office, followed by a unit supervisor who directly oversees the activities of parole officers. Support staff usually consists of clerks and administrative technicians with the field office environment.

⁹ Bryan Collier became Executive Director of the TDCJ Parole Division in January 2002.

responsibility and accountability allow the agency to meet and adhere to multiple legal requirements.

Texas Law

In 1997, the Texas legislature gave parole officers the authority to carry firearms while on duty (Welebob 1998). Texas Penal Code chapter 46.15 (2), “Nonapplicability,” states, “neither section prohibits an officer from carrying a weapon in this state if the officer is: (A) engaged in the actual discharge of the officer's duties while carrying the weapon; and (B) in compliance with policies and procedures adopted by the Texas Department of Criminal Justice regarding the possession of a weapon by an officer while on duty” (Texas Penal Code 1997).

Firearms Policy

Currently, if an officer wants to carry a firearm, he or she must meet federal conditions for weapons use, must have no criminal record, and must pay for not only the weapon but also firearms equipment, ammunition, and psychological testing. The officer must complete the firearms orientation class, which also teaches the use of pepper spray and defensive tactics.

In order to be cleared for firearm use, an officer must obtain the regional director’s approval to commence psychological testing. After receiving approval, the applicant must submit a release from a licensed psychologist certifying that the officer is fit to carry a weapon. The officer then has six months to obtain a firearms proficiency certificate from the Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE). The regional director is the final authority and decision maker who determines whether the officer is allowed to carry. Each officer who is authorized to carry is required to requalify his or her weapon on agency time.

Current policy states that a firearm must be concealed by the parole officer at all times by wearing appropriate clothing. An officer can only carry a firearm while on duty, whether in

the field or in the office. If an officer draws the weapon from the holster or discharges it intentionally or accidentally, the supervisor must be notified immediately. The supervisor is then responsible for reporting the incident to the TDCJ Office of the Inspector General. For more information on this policy, refer to Appendix A.

Summary

Currently, officers are required to pay for the firearms qualification process and their weapon of choice. Officers are given time off to attend the initial training and annual requalification sessions. If officers draw or discharge their weapon, the Office of the Inspector General investigates the incident after being notified by the officers' immediate supervisor. Next, in Chapter 4, the methodology of this applied research project will be examined.

Chapter 4. Methodology

Introduction

This chapter describes the methodology used for this applied research project, and has three purposes. The first purpose is to describe the changes in safety perceptions of parole staff since the firearms policy was implemented. The second purpose is to explore possible changes in parole officers' supervisory styles since the implementation of the firearms program. The third purpose is to determine possible changes in perception of parole staff since Welebob's findings. The conceptual frameworks used by Carey Welebob (1998) in her ARP were used in this follow-up study.

The present survey of parole officers and support staff was a replication of the instrument developed by Welebob. Survey research is widely used as an instrument of observation in the social sciences (Babbie 2004). Welebob's 1998 survey was transposed from a paper format to the Internet-based survey tool found at <http://www.surveymonkey.com>.¹⁰

The survey was pre-tested in January 2007 by sending the survey to ten Master of Public Administration (MPA) students and to Dr. Hassan Tajalli via e-mail. The feedback helped fine tune the survey prior to forwarding it to the agency. After the survey instrument was pre-tested in January 2007, it was submitted to the TDCJ Research, Evaluation, and Development Group (RED) for final approval.¹¹ A copy of this survey can be found in Appendix B.

¹⁰ www.surveymonkey.com was selected for this research after reviewing multiple Web-based survey services. www.surveymonkey.com was the least expensive and provided the ability to export data into Excel and SPSS.

¹¹ Approval to conduct this research was received in March 2007 from the TDCJ RED Group after an extensive review process that began in early January 2007.

Operationalization of the Conceptual Framework

This research project was a replication of Welebob's study in 1998, and the same conceptual framework was used for the present applied research project. According to Welebob, "the conceptual framework acts as an organizing device for data collection" (Welebob 1998).

The results of the research are organized using the framework

Safety Perceptions

Three categories of working hypothesis developed by Welebob (1998) are used to describe perceptions of safety by parole staff since the firearms policy was implemented.

Descriptive Categories

- Carriers— "parole officers who carry a firearm on the job" (Welebob 1998, 63);
- Non-carriers— "parole officers who do not carry firearm on the job" (1998, 63);
- Support Staff— "staff members who are not eligible to carry a firearm" (1998, 63).

Multiple hypotheses were developed by Welebob (1998) using three descriptive categories. The same hypotheses were used in the present survey.

Working Hypothesis 1: Carriers

WH#1a: "POs will experience an increase in their perception of safety while in the office" (1998, 64).

WH#1b: "POs will experience an increase in their perception of safety while conducting home visits" (1998, 64).

WH#1c: "POs will experience an increase in their perception of safety while conducting field visits" (1998, 64).

Working Hypothesis 2: Non-carriers

WH#2a: "POs will experience a decrease in their perception of safety while in the office" (1998, 64).

WH#2b: “POs will experience no change in their perception of safety while conducting home visits” (1998, 64).

WH#2c: “POs will experience no change in their perception of safety while conducting field visits” (1998, 64).

Working Hypothesis 3: Support Staff

WH#3: “Support staff will experience a decrease in their perception of safety while in the office” (1998, 64).

Working Hypothesis 4: Perceptions Across Groups

WH#4: “There will be a difference in perceptions about safety across groups, including carriers, non-carriers, and support staff” (1998, 64).

Supervisory Styles

To examine the changes in supervisory styles since the implementation of the firearms policy, descriptive categories and descriptors were established by Welebob (1998). The following are functions and duties a parole officer completes on a daily basis. The categories and descriptors are as follows:

- Home Visits—“# of scheduled/unscheduled home visits, time when home visits are conducted” (1998, 66);
- Field Visits—“# of scheduled/unscheduled field visits; time field visits are conducted” (1998, 66);
- Referrals—“# of referrals to EM/SISP (electronic monitoring/super-intensive supervision program) caseloads; # of referrals to DRC (day resource center)” (1998, 66);
- Urinalysis—“# of offender urinalysis (UA’s)” (1998, 66);

- Reports of Violation—“# of reports written for technical violations” (1998, 66); and
- Relationships—“interaction with offenders; interaction with co-workers” (1998, 66).

Operationalization of the Conceptual Framework

Table 4.1
Operationalizing the Conceptual Framework
Research Purpose #1

<i>Research Purpose 1:</i> Describe the changes in safety perception of Parole Division staff implementation of the firearms policy within the Division (Welebob 1998, 67)	
<i>Working Hypotheses</i>	<i>Questionnaire Items</i>
Carriers	
WH#1a: POs will experience an increase in their perception of safety while in the office.	Items #1, 10, 11, 13
WH#1b: POs will experience an increase in their perception of safety while conducting home visits.	Items #3, 7, 9
WH#1c: POs will experience an increase in their perception of safety while conducting field visits.	Items #4, 5, 6, 8
Non-carriers	
WH#2a: POs will experience a decrease in their perception of safety while in the office.	Items #1, 10, 11, 13
WH#2b: POs will experience no change in their perception of safety while conducting home visits.	Items #3, 7, 9
WH#2c: POs will experience no change in their perception of safety while conducting field visits.	Items #4, 5, 6, 8
Support Staff	
WH#3: Support staff will experience a decrease in their perception of safety while in the office.	Items #1, 10, 11, 13
Perceptions Across Groups	
WH#4: There will be a difference in perceptions about safety across groups, including carriers, non-carriers and support staff.	Analysis – Items #1, 3, 4

Since this project is a follow-up to a previous research study, the same operationalization tables (See Tables 4.1 and 4.2) were used, except the number of the questions was different due to the requirements of the Internet survey medium.¹² (see appendix B, Firearms Survey). Carey Welebob previously assigned the question numbers to the relevant working hypotheses and descriptive categories.

Table 4.2
Operationalizing the Conceptual Framework
Research Purpose #2

<i>Research Purpose 2:</i> Explore possible supervisory style changes since implementation of the firearms policy within the Division (Welebob 1998, 66)	
<i>Descriptive Categories</i>	<i>Questionnaire Items</i>
Home Visits	Items #14, 15, 16, 25, 26, 27
Field Visits	Items #17, 18, 19, 28, 29, 30
Referrals	Items #20, 21, 31, 32
Urinalysis	Items #22, 33
Reports of Violation	Items #23, 34
Relationships	Items #24, 35, 36

Research Method

The survey method was used for this project. Parole officers, support staff, unit supervisors, parole supervisors, and regional directors from the TDCJ Parole Division completed an anonymous survey. The Web site chosen for the survey was www.surveymonkey.com. The survey contained thirty-six items and a demographic section. Each question on the survey used a five-point Likert scale. A coding sheet previously developed by Welebob (1998, 77) was used to categorize the data and assign numerical values to answers for coding purposes (see table 4.3).

¹² During the construction of the survey on www.surveymonkey.com, it was necessary to add skip logic questions to questions 2 and 12. This changed the corresponding question numbers compared to Welebob's paper-based survey.

Table 4.3: Codes

Significantly Increased (2)	Always (2)	More Cooperative (1)	Strongly Agree (2)
Increased (1)	Frequently (1)	The Same (0)	Agree (1)
Not Changed (0)	Sometimes (0)	More Resistant (-1)	Neutral
Decreased (-1)	Rarely (-1)		Disagree (-1)
Significantly Decreased (-2)	Never (-2)		Strongly Disagree (-2)
Question #: 1, 3-4, 14-23, 25-34	Question #: 5-11, 13	Question #: 24	Question #: 35-36

Strengths of Survey Research

According to Babbie, the survey method “is probably the best method available to the social researcher who is interested in collecting data for describing a population too large to observe directly” (Babbie 2004, 243). In addition, survey research is a popular method of collecting data among students, professionals, and scholars (Sinclair 2005). Another positive attribute of the survey method is that the participants in this study were allowed to respond anonymously, which allows for unbiased opinions and higher response rates.¹³

Weaknesses of Survey Research

One problem with survey research is that it is standardized and inflexible (Babbie 2004). A survey may overlook specific details or circumstances within a sample population. A survey also provides only general questions and does not allow the researcher to go into detail. Not all questions in this survey apply to every parole officer and unit supervisor, so some participants

¹³ The website, www.surveymonkey.com, stated the following: “Create Link for an Email Message—The fast way to collect responses. Simply send a link to your survey in your own email message. The identities of respondents will not be tracked.” The respondents’ identities remained anonymous; no e-mail addresses or names were available to the researcher.

were made to answer questions out of their fields of expertise. In addition, an issue with the demographic portion of the survey is that some parole officers handle more than one type of caseload,¹⁴ but the survey allowed for only a single response to the question of caseload type.

Population

The population for this survey consisted of TDCJ Parole Division staff from regions II, III, and IV, as shown in Table 4.5.¹⁵ The respondents included support staff case managers, district parole officers, unit supervisors, parole supervisors, assistant regional directors, regional directors, and others. The survey was forwarded to the regional director, by the research coordinator of the TDCJ Research Unit on March 9, 2007. The survey was then forwarded internally by each Regional Director to their parole staff via e-mail. The survey was opened at 8:00 a.m. on March 9, 2007, and closed on March 23, 2007, at 5:00 p.m. After one week, the regional directors sent a reminder e-mail to parole staff concerning the March 23 deadline. The survey was received by 347 staff members and completed by 291, for a completion rate of 83%. A 50% response rate is considered the minimum for accurate analysis of data (Babbie 2004).

Table 4.4: Regional Distribution

Region II District Offices (Dallas and Surrounding Areas)	Region III District Offices (Houston Area)	Region IV District Offices (Central and South Texas)
Dallas I Ft. Worth I Waxahachie	Houston I Houston IV Liberty	Austin I Georgetown San Antonio Metro

Survey respondents were given the choice, in the demographic section of the survey, to disclose their current firearms status. Of the 273 respondents who completed the demographic section of the survey, 18 respondents (6.1%) failed to record their firearms status. Refer to table

¹⁴ Some areas of Texas require parole officers to handle different types of offenders on their caseload. An example is a sex offender officer in a rural area handling EM and SISP clients in addition to sex offenders.

¹⁵ This researcher requested to sample all five parole regions, but this request was denied by the research committee.

4.5: respondents included 58 officers currently carrying firearms, 62 officers in the process of obtaining authorization to carry firearms, 129 officers who plan not to carry firearms, and 26 support staff members.

Table 4.5: Survey Respondents

Category	Frequency	Valid Percent*
Carriers	58	21.2%
Non-carrying but getting authorization to do so	62	22.7%
Non-carrying by choice	129	47.3%
Support Staff	26	9.5%
Total	273**	100.0%

*Valid percent is used to show the percentage of respondents who answered this questionnaire item.

**Total respondents equal 291; however, 18 (6.1%) failed to respond to this demographic item.

Institutional Review

The survey was sent via e-mail to all respondents. The most elementary rule of social research is that no harm comes to any research subjects (Babbie 2004, 29). No foreseeable risk or discomfort to the subjects were forecast. The subjects of this study may have seen the survey as a benefit, because it allowed them to give their opinion on safety perceptions and supervisory styles. Some subjects may have never been asked for their opinion, so the survey may have been perceived as a positive communication by parole staff.

The records and data obtained remained confidential. No names of subjects were collected during the survey. Participation in the survey was voluntary; there was no penalty or benefit for those who declined to participate in the survey.

On January 9, 2007, this study was declared exempt from the Institutional Review Board of Texas State University. A copy of the e-mail is located in appendix C.

Statistics

Statistical Package for the Social Sciences (SPSS) software was used to analyze the data obtained. The same statistical tests used in the 1998 study were performed in this study. To

compare across groups, one-way analysis of variance (ANOVA) and *t*-tests were completed. In addition, post hoc test of Scheffe was used to compare the differences between groups.

Chapter Summary

This research project used the survey research method to acquire data. The Internet survey program located at <http://www.surveymonkey.com> assisted with collection of data on parole staff perceptions of safety and officer supervisory styles. After the data were transferred from www.surveymonkey.com to SPSS, the items were coded, as shown in table 4.3. Next, in Chapter 5, the findings from the survey will be presented.

Chapter 5. Findings

Introduction

Results of the survey are given in this chapter. Parole officers and support staff completed the Web-based survey during March 2007. The primary statistical methods used for analyzing the data of this survey were descriptive statistics and t-test (Welebob 1998, 79).

Results from Carey Welebob’s 1998 study are compared to the 2007 findings.

Safety Perceptions

The first research purpose of this project was to describe the changes in safety perception of Parole Division staff since implementation of the firearms policy in 1998. To accomplish this task, staff members were divided into three distinct categories: carriers, non-carriers, and support staff (Welebob 1998, 79). The working hypotheses developed by Welebob (1998) are represented by each one of these categories and served as a framework to collect the data and present results for the study.

Office Safety for Carriers

Working Hypothesis 1a: POs will experience an increase in their perception of safety while in the office.

Table 5.1						
Safety Level Changes of Carriers in the Office						
		1998		2007		t-value 1998 versus 2007
Legend: SI-Significantly Increased I-Increased NC-Not Changed D-Decreased SD-Significantly Decreased	SI	24	55.8%	20	35.7%	-3.386**
	I	13	30.2%	18	32.1%	
	NC	5	11.6%	16	28.6%	
	D	1	2.4%	1	1.8%	
	SD	0	0.0%	1	1.8%	
	Total	43	100.0%	56	100.0%	
	Mean	1.4		.98		

**Significant at $\alpha < .01$

The term *carriers* is used to describe all the officers who are authorized to carry firearms on duty. Table 5.1 shows that, in 1998 (1998 Welebob, 80), 86% of the respondents who carried firearms perceived that their safety levels in the office had increased or significantly increased since they had been authorized to carry firearms. In 2007, a majority (67%) of carriers perceived that their safety levels in the office had increased or significantly increased. The data from 1998 and 2007 strongly support the working hypothesis that officers carrying firearms have an increased safety perception in the office. In 1998, a minority (12%) stated that their safety level had not changed (1998, 80); in 2007, over 28% of carriers reported that there was no change in their perceived safety level while in the office. There was a significant decrease ($t=-3.386^{**}$) in office safety perception between carriers in 1998 and 2007 survey respondents.

Table 5.2 addresses additional questions concerning safety perception in the office, but the responses were categorized by the officers' concern for their safety when encountering either the offender or the offender's family and friends. The items in Table 5.2 (items 10, 11, and 13) asked respondents about their perceptions of safety level change but did not directly test the hypothesis. This information was obtained to provide supplemental information for the hypothesis and to ascertain safety levels in the office environment. In 1998 and 2007, a majority (71% and 63%, respectively) of carriers stated they were not concerned about their safety while in the office since the implementation of the firearms policy. This information shows a high safety perception among carriers in the office environment. There was a significant increase ($t=3.32^{**}$) in safety perception when carriers made contact with family or friends versus the offender while in the office between 1998 and 2007. Between 1998 and 2007, there was a significant increase ($t=2.491^*$) in safety perception among carriers when in direct contact with

the offender in the office. In addition, there was no significant difference ($t=.814$) in office safety perception among carriers between the 1998 and 2007 surveys.

Table 5.2				
Safety Level Concerns of Carriers in the Office: Percent Distribution				
		1998 N=43	2007 N=56	t-values 1998 versus 2007
10. Safety when in contact with family/friends vs. the offender	Always	4.7%	8.9%	3.320**
	Frequently	9.3%	10.7%	
	Sometimes	25.6%	46.4%	
	Rarely	48.8%	30.4%	
	Never	11.6%	3.6%	
	Mean	-0.5	-0.09	
11. Safety when in contact with the offender	Always	7.0%	14.3%	2.491*
	Frequently	2.3%	5.4%	
	Sometimes	48.8%	53.6%	
	Rarely	37.2%	23.2%	
	Never	4.7%	3.6%	
	Mean	-.30	0.04	
13. Safety because officers are carrying firearm	Always	0.0%	0.0%	.814
	Frequently	2.4%	0.0%	
	Sometimes	7.1%	9.3%	
	Rarely	19.0%	27.8%	
	Never	71.4%	63.0%	
	Mean	-1.6	-1.54	

**Significant at $\alpha < .01$

Home Visit Safety for Carriers

Working Hypothesis 1b: POs will experience an increase in their perception of safety while conducting home visits.

Table 5.3						
Safety Level Changes of Carriers During Home Visits						
		1998		2007		t-value 1998 v 2007
Legend: SI-Significantly Increased I-Increased NC-Not Changed D-Decreased SD-Significantly Decreased	SI	32	78.0%	30	53.6%	-3.059**
	I	8	19.5%	19	33.9%	
	NC	0	0.0%	7	12.5%	
	D	1	2.4%	0	0.0%	
	SD	0	0.0%	0	0.0%	
	Total	41	100.0%	56	100.0%	
	Mean		1.7		1.41	

**Significant at $\alpha < .01$

Working hypothesis #1b was strongly supported by the data shown in Table 5.3. In 1998 (Welebob 1998, 82), almost every parole officer (98%) who responded stated that their safety level while on home visits had either increased or significantly increased since they had been authorized to carry firearms on duty. In 2007, the trend continued; 88% of respondents also stated that their safety level while on home visits had increased or significantly increased. Two additional items addressed this question by asking the officers about overall safety levels during home visits requiring contact with either the offender or the offender's friends and family. In 1998, about half of the respondents stated that sometimes they are concerned about their safety during home visits (Welebob). There was a significant decrease in safety perception ($t=-3.059^{**}$) among carriers while conducting home visits between 1998 and 2007 survey respondents.

In 2007, less than half of the respondents stated that sometimes they are concerned about their safety during home visits (see Table 5.4). In both 1998 and 2007, more officers stated that they were "frequently" or "always" concerned about safety than officers who responded "rarely" or "never." There was no significant difference among carriers who made contact with the offender's family or friends versus the offender ($t=1.895$) and no significant difference ($t=-.288$) among carriers when contact was made directly with the offender between 1998 and 2007 survey participants.

Table 5.4				
Safety Level Concerns of Carriers During Home Visits: Percent Distribution				
		1998	2007	t-values 1998 v 2007
	<i>N</i> =	40	56	
7. Safety when in contact with family/friends vs. the offender	Always	7.5%	14.3%	1.895
	Frequently	32.5%	33.9%	
	Sometimes	47.5%	42.9%	
	Rarely	10.0%	8.9%	
	Never	2.5%	0.0%	
	Mean	0.32	0.54	
9. Safety when in contact with the offender	<i>N</i> =	40	56	-.288
	Always	20.0%	15.7%	
	Frequently	15.0%	23.5%	
	Sometimes	52.5%	45.1%	
	Rarely	12.5%	15.7%	
	Never	0.0%	0.0%	
	Mean	0.43	0.39	

Field Visit Safety for Carriers

Working Hypothesis 1c: POs will experience an increase in their perception of safety while conducting field visits.

Table 5.5						
Safety Level Changes of Carriers During Field Visits						
		1998		2007		t-value 1998 v 2007
Legend:	SI	26	63.4%	32	57.1%	-1.043
SI-Significantly Increased	I	13	31.7%	18	32.1%	
I-Increased	NC	1	2.4%	6	10.7%	
NC-Not Changed	D	1	2.4%	0	0.0%	
D-Decreased	SD	0	0.0%	0	0.0%	
SD-Significantly Decreased	Total	<i>N</i> =41	100.0%	<i>N</i> =56	100.0%	
	Mean	1.56		1.46		

In both 1998 and 2007, working hypothesis #1c was strongly supported by the information obtained through the survey (Table 5.5). In 1998, a vast majority (95%) of the respondents stated that their level of safety while conducting field visits had increased since they had been allowed to carry firearms (Welebob 1998, 84). In the 2007 survey, 89% of respondents

stated that their level of safety while conducting field visits had increased. Between 1998 and 2007, there was no significant difference in safety perception ($t=-1.043$) among carriers who conducted field visits. Table 5.6 did not test the hypothesis, but provided descriptive information. In 1998, under half of the respondents answered that they were sometimes concerned about their safety in the field when in contact with the offender or the offender's neighbors, family and friends (Welebob 1998, 84). In 2007, over half (54%) were "sometimes" concerned with safety when in contact with the offender's neighbors, 45% when in contact with the offender's family and friends, and 41% when in direct contact with the offender in the field. In 1998, over 47% of respondents stated that they were "always" or "frequently" more concerned about their safety in the field when they came in contact with an offender's neighbors than with the offender himself (Welebob, 85). In 2007, a downward trend was seen; only 39% were "always" or "frequently" concerned about their safety in the field when in contact with an offender's neighbors than with the offender. There were no significant differences in safety perceptions among carriers who made contact with the neighbor versus the offender ($t=-.592$), contact with family/friends versus the offender ($t=1.277$), and those who had contact directly with the offender ($t=1.850$) between the 1998 and 2007 survey respondents.

Table 5.6				
Safety Level Concerns of Carriers During Field Visits: Percent Distribution				
		1998 N=40	2007 N=56	t-values 1998 v 2007
5. Safety when in contact with neighbors vs. the offender	Always	22.5%	14.3%	-.592
	Frequently	25.0%	25.0%	
	Sometimes	40.0%	53.6%	
	Rarely	7.5%	7.1%	
	Never	5.0%	0.0%	
	Mean	0.53	0.46	
6. Safety when in contact with family/friends vs. the offender	Always	5.0%	12.5%	1.277
	Frequently	37.5%	30.4%	
	Sometimes	40.0%	44.6%	
	Rarely	15.0%	12.5%	
	Never	2.5%	0.0%	
	Mean	0.28	0.43	
8. Safety when in contact with the offender	Always	10.0%	17.9%	1.850
	Frequently	12.5%	17.9%	
	Sometimes	52.5%	41.1%	
	Rarely	22.5%	23.2%	
	Never	2.5%	0.0%	
	Mean	0.05	0.30	

Office Safety for Non-Carriers

Non-carriers describes parole officers who do not carry firearms on duty. In both 1998 and 2007, non-carriers represented the majority of officers who responded to each survey (in 1998, $n=171$, 70.4%; in 2007, $n=191$, 70%). In 1998, of the 171 respondents in this category, 110 (65%) were taking the necessary steps to carry a firearm on duty (Welebob 1998, 86). In 2007, 53 parole officers, or 24% of respondents, were in the process of obtaining authorization to carry a firearm. The 2007 figure may be lower because the firearms policy had been in effect for approximately eight years.

The category of non-carriers was divided into two subcategories by Welebob (1998, 86): not carrying by choice and not carrying but in the process of obtaining authorization to carry. Differences in the two sub-categories will be examined.

Working Hypothesis 2a: POs will experience a decrease in their perception of safety while in the office.

Table 5.7 shows the safety level perception changes of non-carriers while working in the office. In the 1998 survey, a majority of non-carriers perceived that there was no change in their safety level at the office (Welebob 1998, 86). In the 2007 survey, a majority (64%) of officers who chose not to carry perceived no change in their safety level at the office. Also in the 1998 study, 41% of parole officers in the process of obtaining authorization to carry firearms experienced an increase or significant increase in their perceived safety level in the office (Welebob, 86). Interestingly, officers who chose not carry in the 1998 survey (30%) perceived a decrease or significant decrease in office safety (1998, 86). In 2007, those officers obtaining authorization to carry (62%) perceived an increase or significant increase in their safety level in the office. In the 1998 study, the mean values of the two subcategories are significant at the .001 level, showing that there was a difference in safety level between POs who chose not to carry and those in the process of obtaining authorization. These 1998 results do not support working hypothesis #2a (1998, 87). In the 2007 study, the mean values of the two sub-categories also were significant at the .001 level, indicating that the evidence still does not support the working hypothesis that non-carriers would experience a decrease in their safety perception. There was no significant difference in perceived safety in the office among those officers who chose not to carry (.630) between the 1998 and 2007 survey respondents. There was a significant increase ($t=2.551^*$) in office safety perception among those officers who were not carrying, but were in the process of obtaining authorization to carry between 1998 and 2007 survey participants.

Table 5.7
Safety Level Changes of Non-Carriers in the Office
(Q#1)

Legend: SI-Significantly Increased I-Increased NC-Not Changed D-Deceased SD-Significantly Decreased			1998		2007		t-values 1998 v 2007
	Not Carrying by choice	SI	1	1.7%	14	11.3%	
	I	7	11.9%	22	17.7%		
	NC	33	55.9%	80	64.5%		
	D	12	20.3%	3	2.4%		
	SD	6	10.2%	5	4.0%		
	Total	N=59	100.0%	N=124	100.0%		
	Mean	0.25		0.30			
Not Carrying but in the process of obtaining authorization to carry	SI	20	18.2%	17	29.3%	2.551*	
	I	26	23.6%	19	32.8%		
	NC	55	50.0%	20	34.5%		
	D	9	8.2%	0	0.0%		
	SD	0	0.0%	2	3.4%		
	Total	N=110	100.0%	N=48	100.0%		
	Mean	0.52		0.84			

*Significant at $\alpha < .05$

Table 5.8 shows the safety perception of non-carriers in the office. In the 1998 survey, a majority of parole officers were either rarely or never concerned for their safety when in contact with either the offender or the offender’s friends and family (Welebob 1998, 88). In 2007, the majority of respondents also were rarely or never concerned for their safety when in contact with an offender’s friends or family or the offender. In the 1998 survey, officers pursuing firearms certification (62%) were not concerned for their safety because other officers were carrying firearms in the office (1998, 88). In 2007, a majority of officers pursuing certification (88%) were not concerned for their safety because officers were carrying firearms in the office. In the 1998 survey, only 30% of officers who chose not carry had the same opinion, while 81% of non-carriers in 2007 were rarely or never concerned because other officers were carrying in the office environment. In 1998, 39% of non-carriers were always or frequently concerned because

officers were carrying in the office (1998, 88), whereas, in 2007, only 7% of those who chose not to carry firearms were always or frequently concerned about other officers' carrying in the office. There was no significant difference in office safety perception when in contact with family or friends versus the offender among non-carriers by choice ($t=.304$) between 1998 and 2007, while non-carriers getting authority experienced a significant increase in safety perception ($t=3.055^{**}$) in the same category. There was no significant difference in perceived safety when in contact with the offender among non-carriers by choice ($t=.943$), but there was a significant increase in safety perception among those non-carriers getting authority ($t=4.174^{**}$) when in contact with offender between the 1998 and 2007 survey respondents. There was a significant decrease in safety perception among non-carriers by choice ($t=-14.802^{**}$) and non-carriers ($t=-5.416^{**}$) getting authority.

Table 5.8

Safety Level Concerns of Non-Carriers in the Office: Percent Distribution

		1998	2007	t-value 1998 v 2007	1998	2007	t-value 1998 v 2007
		Non- carry by choice N=60	Non- carry by choice N=124	Non- carry by choice	Non- carry but getting authority N=109	Non- carry but getting authority N=58	Non- carry but getting authority
10. Safety when in contact with family/friends vs. the offender	Always	1.7%	12.1%	.304	3.7%	1.7%	3.055**
	Frequently	3.3%	4.0%		2.8%	13.8%	
	Sometimes	38.3%	15.3%		29.4%	34.5%	
	Rarely	35.0%	40.3%		38.5%	39.7%	
	Never	21.7%	28.2%		25.7%	10.3%	
	Mean	-0.72	-0.69		-0.80	-0.43	
11. Safety when I contact with the offender	Always	3.3%	12.9%	.943	3.6%	10.5%	4.174**
	Frequently	8.2%	2.4%		6.4%	7.0%	
	Sometimes	26.2%	25.8%		25.5%	38.6%	
	Rarely	47.5%	37.9%		34.5%	36.8%	
	Never	14.8%	21.0%		30.0%	7.0%	
	Mean	-0.62	-0.52		-0.81	-0.23	
13. Safety because officers are carrying firearms	Always	16.4%	4.1%	-14.802**	5.5%	3.4%	-5.416**
	Frequently	23.0%	3.3%		12.7%	0.0%	
	Sometimes	31.1%	11.4%		20.0%	8.6%	
	Rarely	16.4%	22.8%		19.1%	22.4%	
	Never	13.1%	58.5%		42.7%	65.5%	
	Mean	0.13	-1.28		-0.81	-1.47	

**Significant at $\alpha < .01$

Home Visit Safety for Non-carriers

Working Hypothesis 2b: POs will experience no change in their perception of safety while conducting home visits.

The second working hypothesis for the non-carrier category is concerned with changes in officer safety while conducting home visits. The hypothesis is that officers who do not carry a firearm will not have perceived a change in safety while conducting home visits. In Table 5.9, 71% of the officers who chose not to carry stated there was no change in their safety perceptions while conducting home visits, which strongly supported the hypothesis in 1998 (Welebob 1998, 89). In 2007, 74% of the officers who chose not to carry also stated there was no change in their

safety perception while conducting home visits. In the 1998 survey, officers in the process of obtaining firearms certification contradicted this finding (1998, 89). A minority (39%) stated there was no change in safety perceptions, while over 53% stated that their safety perception while conducting home visits had actually increased or significantly increased since the firearm policy had gone into effect (1998, 89). Conversely, in the 2007 study, 31% of those pursuing certification reported no change in safety perception, while over 67% stated that their safety perception while conducting home visits had actually increased or significantly increased. There was a significant increase in home visit safety perception ($t=5.930^{**}$) among non-carriers by choice; in addition, those non-carriers getting authority ($t=14.025^{**}$) also experienced an increase in home visit safety between 1998 and 2007.

Table 5.9
Safety Level Changes of Non-Carriers During Home Visits
 (Q#3)

		1998		2007		<i>t</i> -values 1998 v 2007
Not Carrying by choice	SI	0	0.0%	6	4.9%	5.930**
	I	4	8.3%	20	16.3%	
	NC	34	70.8%	91	74.0%	
	D	7	14.6%	2	1.6%	
	SD	3	6.3%	4	3.3%	
	Total	N=48	100.0%	N=123	100.0%	
	Mean	-0.19		0.18		
Not Carrying but in the process of obtaining authorization to carry	SI	23	22.5%	21	36.2%	14.025**
	I	32	31.4%	18	31.0%	
	NC	39	38.2%	18	31.0%	
	D	8	7.8%	0	0.0%	
	SD	0	0.0%	1	1.7%	
	Total	N=102	100.0%	N=58	100.0%	
	Mean	-0.69		1.00		

**Significant at $\alpha < .01$

Table 5.10 gives the percentage distribution of non-carriers' safety concerns when in contact with the offender or the offender's family/friends. This information was not designed to test the hypothesis and is descriptive in nature. The purpose of this table is to show officers' relative sense of safety. In both the 1998 and 2007 surveys, the findings between subcategories were similar, but the level of distribution is different than that of the officers who carry firearms. Table 5.10 shows that non-carriers are either sometimes or rarely concerned for their safety while conducting home visits. There was no significant difference in perceived home visit safety when in contact with family/friends versus offender between both the non-carrier by choice ($t=-1.244$) and non-carry but getting authority ($t=.844$) groups. Furthermore, there was a significant increase in safety perception among both types of non-carriers ($t=3.384^{**}$, $t= 4.476^{**}$) when in direct contact with the offender on home visits between 1998 and 2007. Table 5.4 demonstrates that carriers are always, frequently, or sometimes concerned under the same conditions finding supports the position that carriers have to carry a firearm on duty for self-protection.

Table 5.10							
Safety Level Concerns of Non-Carriers During Home Visits: <i>Percent Distribution</i>							
		1998	2007	t-value 1998 v 2007	1998	2007	t-value 1998 v 2007
		Non- carry by choice N=47	Non- carry by choice N=124	Non- carry by choice	Non- carry but getting authority N=103	Non- carry but getting authority N=58	Non- carry but getting authority
7. Safety when in contact with family/friends vs. the offender	Always	6.4%	12.9%	-1.244	5.8%	10.3%	.844
	Frequently	19.1%	11.3%		21.4%	25.9%	
	Sometimes	42.6%	30.6%		42.7%	37.9%	
	Rarely	23.4%	30.6%		23.3%	20.7%	
	Never	8.5%	14.5%		6.8%	5.2%	
	Mean	-0.09	-0.23		0.04	0.16	
9. Safety when contact with the offender	Always	6.8%	17.4%	3.384**	4.2%	22.8%	4.476**
	Frequently	7.8%	5.8%		8.3%	19.3%	
	Sometimes	33.0%	33.9%		25.0%	24.6%	
	Rarely	42.7%	31.4%		56.3%	31.6%	
	Never	9.7%	11.6%		6.3%	1.8%	
	Mean	-0.52	-0.14		-0.41	0.30	

**Significant at $\alpha < .01$

Field Visit Safety for Non-Carriers

Working Hypothesis 2c: POs will experience no change in their perception of safety while conducting field visits

Table 5.11 shows that 81% of non-carriers surveyed in 1998 perceived no change in safety while conducting field visits since the implementation of the firearms policy (Welebob 1998, 91). In 2007, 74% of respondents who chose not to carry perceive no change in safety while conducting field visits. These data strongly support working hypothesis #2c. On the other hand, roughly half of the officers who were working toward the authority to carry firearms in 1998 perceived that their safety level in the field had increased or significantly increased since implementation of the policy (1998, 91), while in 2007, 62% of the officers who were working toward the authority to carry firearms perceived that their safety level in the field had increased or significantly increased while conducting field visits. In 1998, 44% stated that there had been

no change in their perception of safety while in the field (1998, 91), while 36% stated in 2007 that there was no change in perception of safety while in the field. There was a significant increase in perceived field visit safety for both groups of non-carriers ($t=3.5655^{**}$, $t=13,253^{**}$) between 1998 and 2007 survey respondents.

Table 5.11						
Safety Level Changes of Non-Carriers During Field Visits						
(Q#4)						
		1998		2007		t-values 1998 v 2007
Not Carrying by choice	SI	0.0%	0.0%	6%	4.8%	3.565**
	I	4%	8.5%	19%	15.3%	
	NC	38%	80.9%	92%	74.2%	
	D	3%	6.4%	3%	2.4%	
	SD	2%	4.2%	4%	3.2%	
	Total	N=47	100.0%	N=124	100.0%	
	Mean	-0.06		0.16		
Not Carrying but in the process of obtaining authorization to carry	SI	23%	22.5%	18%	31.0%	13.253**
	I	29%	28.4%	18%	31.0%	
	NC	45%	44.2%	21%	36.2%	
	D	5%	4.9%	0.0%	0.0%	
	SD	0.0%	0.0%	1%	1.7%	
	Total	N=102	100.0%	N=58	100.0%	
	Mean	-0.69		0.90		

**Significant at $\alpha < .01$

Table 5.12 shows that non-carriers in 1998 and 2007 were more concerned for their safety when in contact with an offender's neighbors, family, or friends than with the offender. In 1998, when in contact with the offender, a majority of non-carriers (67% for non-carriers by choice and 57% for non-carriers but getting authorization) stated that they were either rarely or never concerned for their safety when in direct contact with the offender (Welebob 1998, 92-93). In 2007, when in contact with the offender, 59% of non-carriers by choice stated that they were either rarely or never concerned for their safety when in direct contact with the offender, while

62% of officers undergoing the authorization process were always, frequently, or sometimes concerned about their safety when in contact with the offender. There were no significant differences in field visit safety for both groups of non-carriers ($t=-1.866$, $t=.240$) when in contact with neighbors versus the offender between the 1998 and 2007 survey respondents. Non-carriers by choice ($t=-1.264$) perceived no significant differences in field visit safety when contacting the offender's family/friends versus the offender, while non-carriers getting authority ($t=-49.993^{**}$) perceived a significant increase in field visit safety in this category between 1998 and 2007. Both groups of non-carriers ($t=4.176^{**}$, $t=3.768^{**}$) perceived a significant increase in safety when in direct contact with the offender during field visits between 1998 and 2007. Table 5.12 does not directly test the hypothesis that non-carriers will experience no change in safety perception while conducting field visits. This information was gathered to supplement the hypothesis and provide feedback about non-carriers' safety concerns in the field.

Table 5.12

Safety Level Concerns of Non-Carriers During Field Visits: *Percent Distribution*

		1998	2007	t-value 1998 v 2007	1998	2007	t-value 1998 v 2007
		Non- carry by choice N=60	Non- carry by choice N=124	Non- carry by choice	Non- carry but getting authority N=109	Non- carry but getting authority N=58	Non- carry but getting authority
5. Safety when in contact with neighbors vs. the offender	Always	14.6%	18.5%	-1.866	11.7%	12.1%	.240
	Frequently	20.8%	12.1%		27.2%	24.1%	
	Sometimes	41.7%	29.8%		39.8%	43.1%	
	Rarely	14.6%	27.4%		13.6%	17.2%	
	Never	8.3%	12.1%		7.8%	3.4%	
	Mean	0.19	-0.02		0.21	0.24	
6. Safety when in contact with family/friends vs. the offender	Always	6.4%	17%	-1.264	6.9%	12.1%	-49.993**
	Frequently	17.0%	12%		20.8%	15.5%	
	Sometimes	44.7%	37%		43.6%	44.8%	
	Rarely	23.4%	39%		21.8%	22.4%	
	Never	8.5%	19%		6.9%	5.2%	
	Mean	-0.11	-0.25		0.01	0.07	
8. Safety when in contact with the offender	Always	4.2%	21%	4.176**	6.9%	19.0%	3.768**
	Frequently	6.3%	8%		3.9%	20.7%	
	Sometimes	22.9%	36%		32.4%	22.4%	
	Rarely	54.2%	45%		48.0%	31.0%	
	Never	12.5%	14%		8.8%	6.9%	
	Mean	-0.65	-0.19		-0.48	0.14	

**Significant at $\alpha < .01$

Support Staff

Working Hypothesis 3: Support staff will experience a decrease in their perception of safety while in the office.

Table 5.13						
Safety Level Changes of Support Staff in the Office						
(Q#1)						
		1998		2007		t-values 1998 v 2007
Legend: SI-Significantly Increased I-Increased NC-Not Changed D-Decreased SD-Significantly Decreased	SI	1	3.6%	4	17.4%	1.624
	I	6	21.4%	4	17.4%	
	NC	14	50.0%	12	52.2%	
	D	6	21.4%	2	8.7%	
	SD	1	3.6%	1	4.3%	
	Total	N=24	100.0%	N=23	100.0%	
	Mean	0.0		0.35		

**Significant at $\alpha < .01$

Table 5.13 displays a bell curve for the 1998 survey: 50% of support staff respondents stated that there was no change in their safety perception, 25% stated an increase or significant increase in safety perception, and 25% stated a decrease in their perception (Welebob 1998, 94). In 2007, 52% of respondents stated that there was no change in their safety perception, and 35% stated that their safety level had increased or significantly increased. Overall, there was no significant difference in office safety perceptions among support staff ($t=1.624$) between 1998 and 2007. One respondent wrote in a comment on the survey, stating that

Because of no security on the premises, the offenders can sometime become irate due to related issues that involve their officer while coming in for an office visit. Sometimes they want assistance with different issues from the receptionist and when they don't get immediate action the sometimes take their frustrations out on us.

In the 1998 and 2007 surveys, the data shown in Table 5.13 did not support the hypothesis that support staff's safety perceptions would decrease.

Table 5.14 does not test the hypothesis, but provides a summary of support staff safety perceptions. In 1998, respondents were either sometimes or rarely concerned about their safety when they encountered an offender or an offender's family or friends in the office (Welebob

1998, 95). Thirty-two percent of support staff respondents were always or frequently concerned about their safety in the office since officers have been authorized to carry. In 2007, 50% of support staff respondents were sometimes concerned and 50% were rarely concerned. There were no significant differences in office safety perceptions among support staff regarding contact with the offender's family or friends versus the offender ($t=.396$), direct contact with the offender ($t=1.387$), and because officers are carrying firearms in the office ($t=-1.000$) between the 1998 and 2007 survey respondents. The findings in 1998 and 2007 in this category did not support the hypothesis that support staff would perceive decreased levels of safety while working in the office with officers carrying firearms.

Table 5.14
Safety Level Concerns of Support Staff in the Office: Percent Distribution

		1998	2007	t-values 1998 v 2007
10. Safety when in contact with family/friends vs. the offender 1998 N=25 2007 N=23	Always	0.0%	21.7%	.396
	Frequently	4.0%	8.7%	
	Sometimes	52.0%	8.7%	
	Rarely	32.0%	30.4%	
	Never	12.0%	30.4%	
	Mean	-0.52	-0.39	
11. Safety when in contact with the offender 1998 N=27 2007 N=23	Always	0.0%	26.1%	1.387
	Frequently	14.8%	4.3%	
	Sometimes	48.1%	34.8%	
	Rarely	22.2%	17.4%	
	Never	14.8%	17.4%	
	Mean	-0.37	0.04	
13. Safety because officers are carrying firearm 1998 N=28 2007 N=2	Always	10.7%	0.0%	-1.000
	Frequently	21.4%	0.0%	
	Sometimes	39.3%	50.0%	
	Rarely	14.3%	50.0%	
	Never	14.3%	0.0%	
	Mean	0.0	-0.50	

**Significant at $\alpha < .01$

Perceptions Across Groups

Working Hypothesis 4: There will be a difference in perceptions about safety across groups, including carriers, non-carriers and support staff.

Table 5.15 Safety Level Changes in the Office One-Way Analysis of Variance Between Groups														
Office Safety	1998					2007					t-values 1998 v 2007			
	Carriers	Not Carrying but in process of obtaining authorization to carry	Not Carrying by choice	Support Staff	F-Value	Carriers	Not Carrying but in process of obtaining authorization to carry	Not Carrying by choice	Support Staff	F-Value	Carriers	Non-carry in process	NC Choice	Support Staff
N	4	110	59	28	33.15**	56	58	124	23	7.27**	-3.313**	2.551**	7.140**	1.624
Mean	1.40	0.52	-0.25	0		0.98	0.84	0.30	.35					

**Significant at $\alpha < .01$

Table 5.15 shows an ANOVA among carriers, non-carriers, and support staff. The comparison for office safety perceptions showed a significant difference between 1998 and 2007 groups at the .0001 level. This information strongly supports the hypothesis that there is a difference between groups. There was a significant decrease in perceived office safety among carriers ($t=-3.313^{**}$) from 1998 and 2007. There also was a significant increase in perceived office safety among those not carrying ($t=2.551^{**}$) but in process of obtaining authorization to carry from 1998 and 2007. In addition, there was a significant increase in perceived office safety among those not carrying by choice ($t=7.140^{**}$) from 1998 and 2007. Finally, there was no significant difference among support staff ($t=1.624$) in 1998 and 2007. An additional comparison was made using the post hoc Scheffe test (Table 5.16). Between 1998 and 2007, the carrier group was significantly different ($p<.05$) in perceived office safety mean responses than all other groups. In 1998, the non-carriers who were in the process of obtaining authority to carry firearms showed a statistical difference ($p<.05$), whereas in 2007, the same non-carrier

group was found to be non-significant. In 1998, officers who chose not to carry and support staff were not statistically different from one another (Welebob 1998, 97). In 2007, officers who chose not carry were statistically different ($p < .05$), whereas support staff showed no significant difference.

Table 5.16 Safety Level Changes in the Office One-Way ANOVA: Post Hoc Scheffe Test								
Groups (Mean)	Carriers		Not Carrying but in process of obtaining		Not Carrying by Choice		Support Staff	
	1998 (1.4)	2007 (.98)	1998 (0.52)	2007 (0.84)	1998 (0.25)	2007 (0.30)	1998 (0.0)	2007 (0.35)
Carriers	n/a	n/a	$p < .05$	ns	$p < .05$	$p < .05$	$p < .05$	ns
Not Carrying but in the process	$p < .05$	ns	n/a	n/a	$p < .05$	$p < .05$	$p < .05$	ns
Not Carrying by choice	$p < .05$	$p < .05$	$p < .05$	$p < .05$	n/a	n/a	ns	ns
Support Staff	$p < .05$	ns	$p < .05$	ns	ns	ns	n/a	n/a

ns=Not Significant

n/a=not applicable since it is the same comparison group

Table 5.17 shows a difference between groups. The one-way ANOVA provides data about perceived safety level changes during field and home visits. Support staff responses were omitted from this analysis because they do not conduct home and field visits. In 1998, the f -test for home visit safety was 64.17, and the f -test for field visit safety was 48.76 (Welebob 1998, 98). In 2007, the f -test for home visit safety is 39.358, and the f -test for field safety is 42.267. Working hypothesis #4, that there would be a difference in perception between groups, was supported in both 1998 and 2007 across all categories: office safety, home visit safety, and field visit safety. In Table 5.17 B with regard to perceived safety levels during a home visit, carriers

($t=16.924^{**}$) showed a significant decrease from 1998 to 2007. However, from 1998 to 2007 there was a significant increase in perceived home visit safety among those not carrying but in the process of obtaining authorization ($t=2.573^{**}$) and those not carrying by choice ($t=5.930^{**}$). Perceived safety levels during field visits showed no significant difference between carriers ($t=1.043$) and those not carrying but in the process of obtaining ($t=1.725$) in 1998 and 2007. There was a significant increase in field visit safety perception among those officers not carrying by choice ($t=3.565^{**}$) in 1998 and 2007.

Table 5.17 A								
Safety Level Changes During Home and Field Visits								
One-Way Analysis of Variance Between Carriers and Non-carriers								
Groups	Home Visit Safety				Field Visit Safety			
	1998		2007		1998		2007	
	<i>N</i>	Mean	<i>N</i>	Mean	<i>N</i>	Mean	<i>N</i>	Mean
Carriers	41	1.73	56	1.41	41	1.56	56	1.46
Not Carrying but in the process of obtaining	102	0.69	58	1.00	102	0.69	58	0.90
Not Carrying by choice	48	-0.19	123	0.18	47	-0.06	124	0.16
One-Way ANOVA	$f=64.17^{**}$		$f=39.358^{**}$		$f=48.76^{**}$		$f=42.267^{**}$	

**Significant at $\alpha < .01$

Table 5.17 B		
Safety Level Changes During Home and Field Visits		
t-values (1998 v 2007)		
Groups	Home Visit Safety	Field Visit Safety
Carriers	16.924**	-1.043
Not Carrying but in the process of obtaining	2.573**	1.725
Not Carrying by choice	5.930**	3.565**

**Significant at $\alpha < .01$

Supervisory Styles

Another goal of this applied research project was to explore possible changes in supervisory style following implementation of the firearms policy. The descriptive categories

include home visits, field visits, referrals, urinalysis, reports of violation, and relationships (Welebob 1998, 99). Again, percentage distributions are provided for non-carriers and carriers in each category.

Home visits

Tables 5.18 and 5.19 provide data in the category of home visits. In 1998 and 2007, a majority (84% and 83%) of carriers stated that they had not changed the number of scheduled home visits to offenders. In regard to unscheduled home visits, in both 1998 and 2007, the majority (75% and 70%) responded they had not changed the number of unscheduled or late home visits. In 1998, a minority (25% and 23%) of parole officers carrying firearms responded that they had increased the number of unscheduled and late-evening home visits (Welebob 1998, 99). In 2007, those numbers decreased to 24% and 18%, respectively. Table 5.18 B showed there was no significant differences in scheduled home visits for reported ($t=.055$) nor observed changes ($t=.053$) for carriers since the implementation of the firearms policy. There was a significant increase in reported changes ($t=2.648^*$) in unscheduled home visits from 1998 to 2007. There was no significant difference in observed changes for unscheduled home visits from 1998 and 2007. With regard to home visits after 6:00 pm, there was no significant difference in reported ($t=.159$) changes in 1998 to 2007. However, there was a significant increase in observed changes ($t=2.087^*$) in home visits after 6:00 p.m. from 1998 to 2007.

Table 5.18 A
Home Visits: Officer Changes for Carriers
Since Implementation of the Firearms Policy
Percent Distribution

Category			Scheduled home visits			Unscheduled Home Visits			Home Visits after 6pm	
			1998	2007		1998	2007		1998	2007
Reported Changes 1998 N=40 2007 N=54	SI/I	Q#14; 1998 mean=0.2 2007 mean=0.2	15%	13.0%	Q#15; 1998 mean=0.14 2007 mean=0.35	25.0%	24.1%	Q#16; 1998 mean=0.32 2007 mean=0.33	22.5%	18.5%
	N		82.5%	83.3%		75.0%	70.4%		77.5%	74.1%
	D/SD		2.5%	3.7%		0.0%	5.6%		0.0%	7.4%
Observed Changes 1998 N=230 2007 N=56	SI/I	Q#25; 1998 mean=.14 2007 mean=0.14	12.6%	10.7%	Q#26; 1998 mean=0.14 2007 mean=0.18	13.0%	14.3%	Q#27; 1998 mean=0.17 2007 mean=0.32	15.1%	25.0%
	N		86.9%	87.5%		86.1%	83.9%		83.7%	71.4%
	D/SD		0.4%	1.8%		0.8%	1.8%		1.2%	3.6%

*Significant at $\alpha < .05$ **Significant at $\alpha < .01$

Table 5.18 B
Home Visits: Officer Changes for Carriers
Since Implementation of the Firearms Policy
t-values 1998 v 2007

Category	Scheduled Home visits	Unscheduled Home Visits	Home visits after 6 pm
Reported Changes	Q#14; .055 1998 mean=0.2 2007 mean=0.2	Q#15; 2.648* 1998 mean=0.14 2007 mean=0.35	Q#16 .159 1998 mean=0.32 2007 mean=0.33
Observed Changes	Q#25; .053 1998 mean=.14 2007 mean=0.14	Q#26; .670 1998 mean=0.14 2007 mean=0.18	Q#27; 2.087* 1998 mean=0.17 2007 mean=0.32

*Significant at $\alpha < .05$ **Significant at $\alpha < .01$

Table 5.19 shows that a majority of non-carriers in 1998 reported no change in the number of their scheduled home visits (95%), unscheduled home visits (90%), or home visits after 6:00 p.m. (81%) (Welebob 1998, 100). In 2007, the same trend continued; non-carriers reported that they did not change their number of scheduled home visits (90%), unscheduled home visits (85%), and home visits after 6:00 p.m. (75%). From 1998 to 2007, there was no significant difference with home visits in officer changes for non-carriers ($t=1.649$) since implementation of the firearms policy. There was a significant increase ($t=4.132^{**}$) in unscheduled home visits from 1998 to 2007. Furthermore, there was a significant increase ($t=7.560^{**}$) in home visits after 6:00 p.m. for non-carriers since the implementation of the firearms policy.

<p align="center">Table 5.19 Home Visits: Officer Changes for Non-Carriers Since Implementation of the Firearms Policy <i>Percent Distribution</i> 1998 N=149 2007 N=123</p>									
	14.Scheduled home visits		15.Unscheduled home visits		16.Home visits after 6:00 pm		<i>t-values</i> 1998 v 2007		
	1998	2007	1998	2007	1998	2007	Home Visits	Unscheduled Home Visits	Home Visits after 6pm
	1998 Mean=0.07 2007 Mean=0.13		1998 Mean=0.01 2007 Mean=0.23		1998 Mean =-0.1 2007 Mean=0.44				
SI/I	5.3%	8.1%	5.3%	6.5%	14.1%	6.5%	1.649	4.132**	7.560**
N	94.6%	89.4%	89.9%	85.4%	80.5%	74.8%			
D/SD	0.0%	2.4%	80.5%	8.1%	5.4%	18.7%			

*Significant at $\alpha < .05$ **Significant at $\alpha < .01$

Field visits

Percent distributions for number of scheduled, unscheduled, and field visits after 6:00 p.m. conducted by both non-carriers and carriers are provided in Table 5.20. A majority (85%) of carriers in 1998 (Welebob 1998, 101) stated they did not change their number of scheduled field visits. In 2007, 80% of carriers did not change the number of scheduled field visits. As shown in Table 5.20 B, there was no significant difference in reported changes from 1998 and 2007 for scheduled field visits ($t=.873$), unscheduled field visits ($t=-.789$), and field visits after 6:00 p.m. ($t=.896$). There also was no significant difference in observed changes for scheduled field visits ($t=.873$) and field visits after 6pm ($t=1.898$). However, there was a significant increase in observed changes for unscheduled field visits ($t=2.013^*$) in 1998 and 2007.

Table 5.20 A Field Visits: Officer Changes for Carriers Since Implementation of the Firearms Policy <i>Percent Distribution</i>										
Category			Scheduled field visits			Unscheduled Field Visits			Field Visits	
			1998	2007		1998	2007		1998	2007
Reported Changes 1998 N=40 2007 N=54	SI/I	Q#17:1998 mean=0.182007 Mean=0.24	15.0%	16.7%	Q#18:1998 mean=-.28 2007 Mean=-.22	22.5%	11.1%	Q#19:1998 Mean=0.282007 Mean=0.36	20.0%	22.0%
	N		85.0%	79.6%		77.5%	83.3%		80.0%	72.0%
	D/SD		0.0%	3.7%		0.0%	5.6%		0.0%	8.0%
Observed Changes 1998 N=224 2007 N=56	SI/I	Q#28: 1998 mean=0.15 2007 Mean=0.23	12.1%	19.6%	Q #29: 1998 Mean=0.142007 Mean=0.27	13.3%	23.6%	Q#30:1998 Mean=0.182007 Mean=0.31	15.5%	27.3%
	N		87.4%	78.6%		85.4%	74.5%		82.8%	70.9%
	D/SD		0.4%	1.8%		1.2%	1.8%		1.7%	1.8%

Table 5.20 B Field Visits: Officer Changes for Carriers Since Implementation of the Firearms Policy t-values 1998 v 2007			
Category	Scheduled field visits	Unscheduled field Visits	Field visits after 6 pm
Reported Changes	Q#17; .873 1998 mean=0.18 2007 Mean=0.24	Q#18; -.789 1998mean=.28 2007 Mean=.22	Q#19; .896 1998 Mean=0.28 2007 Mean=0.36
Observed Changes	Q#28; .873 1998 mean=0.15 2007 Mean=0.23	Q#29; 2.013* 1998 Mean=0.14 2007 Mean=0.27	Q#30; 1.898 1998 Mean=0.18 2007 Mean=0.31

*Significant at $\alpha < .05$ **Significant at $\alpha < .01$

Table 5.21 Field Visits: Officer Changes for Non-Carriers Since Implementation of the Firearms Policy Percent Distribution 1998 N=149 2007 N=123						
Legend: SI-Significantly Increased I-Increased NC-Not Changed D-Decreased SD-Significantly Decreased	17. Scheduled field visits		18. Unscheduled field visits		19. Field visits after 6:00 pm	
	1998	2007	1998	2007	1998	2007
	1998 Mean=.07	2007 Mean = .17	1998 Mean=.05	2007 Mean =.23	1998 Mean=.08	2007 Mean=.48
	t-value 1998 v 2007 2.275*		t-value 1998 v 2007 3.222**		t-value 1998 v 2007 4.936**	
SI/I	6.0%	7.3%	7.4%	3.3%	11.4%	0.9%
N	93.3%	87.8%	88.6%	87.0%	83.9%	75.5%
D/SD	0.7%	4.9%	83.9%	9.8%	4.7%	23.6%

*Significant at $\alpha < .05$ **Significant at $\alpha < .01$

Table 5.21 provides non-carriers' perceptions of changes in field visit strategy since the implementation of the firearms policy. In both 1998 and 2007, a majority of non-carriers stated there was no change in the number of scheduled, unscheduled, and late field visits. In 1998 (Welebob 1998, 103), 11% of parole officers reported that they had increased or significantly increased their number of field visits after 6:00 pm. In 2007, the number of field visits after 6:00 p.m. shrank to 1% in the significantly increased and increased categories. There were significant increases in the number of scheduled field visits ($t=2.275^*$), unscheduled field visits ($t=3.222^{**}$), and field visits after 6:00 p.m. ($t=4.936^*$) between 1998 and 2007 survey respondents.

Referrals

The category of referrals is another piece of the analysis of supervisory style. Items included in referrals are electronic monitoring/super intensive supervision program (EM/SISP), and day resource center (DRC), a treatment-oriented program (Welebob, 1998, 103). In 1998 (Welebob, 103), a large majority of carriers (97%) reported no changes in referrals. In 2007, the same trend continued; 90% of carriers reported no change in referral numbers. Table 5.22 B showed that there were no significant differences in reported referrals to EM/SISP ($t=1.310$) nor DRC ($t=1.341$). Furthermore, there was no significant difference in observed changed to referrals to EM/SISP ($t=1.188$) nor DRC ($t=-1.904$) between 1998 and 2007.

Table 5.22 A Referrals: Officer Changes for Carriers Since Implementation of the Firearms Policy <i>Percent Distribution</i>							
Category			Referrals to EM/SISP			Referrals to DRC caseloads	
			1998	2007		1998	2007
Reported Changes 1998 N=39 2007 N=54	SI/I	Q#20; 1998 mean=0.03 2007 Mean=0.09	2.6%	5.6%	Q#21; 1998 mean=-0.05 2007 mean=0.13	0.0%	5.6%
	N		97.4%	92.6%		97.3%	90.7%
	D/SD		0.0%	1.9%		2.7%	3.7%
Observed Changes 1998 N=223 2007 N=55	SI/I	Q#31; 1998 mean=0.05 2007 mean=0.11	5.1%	7.3%	Q#32 1998 mean=0.14 2007 mean=0.07	6.1%	7.3%
	N		93.3%	90.9%		92.6%	92.7%
	D/SD		1.7%	3.7%		1.3%	0.0%

Table 5.22 B Referrals: Officer Changes for Carriers Since Implementation of the Firearms Policy <i>t-values 1998 v 2007</i>		
Category	Referrals to EM/SISP	Referrals to DRC
Reported Changes	Q#20; 1.310 1998 mean=0.03 2007 Mean=0.09	Q#21; 1.341 1998 mean=-0.05 2007 mean=0.13
Observed Changes	Q#31; 1.188 1998 mean=0.05 2007 mean=0.11	Q#32; -1.904 1998 mean=0.14 2007 mean=0.07

*Significant at $\alpha < .05$ **Significant at $\alpha < .01$

Table 5.23 shows that non-carriers have not changed their referral strategy either. In both 1998 and 2007, an overwhelming majority of non-carriers reported that there was no change in

the number of referrals to treatment or surveillance oriented programs. There was a significant increase in referrals by non-carriers to EM/SISP ($t=2.948^{**}$) and DRC ($t=2.317^{*}$) between 1998 and 2007 survey respondents.

Table 5.23 Referrals: Officer Changes for Non-Carriers Since Implementation of the Firearms Policy <i>Percent Distribution</i> 1998 N=149 2007 N=123				
Legend: SI-Significantly Increased I-Increased NC-Not Changed D-Decreased SD-Significantly Decreased	20. Referrals to EM/SISP caseloads 1998 Mean=0.03 2007 Mean=0.15		21. Referrals to DRC caseloads 1998 Mean=0.05 2007 Mean=0.13	
	t-values 1998 v 2007 2.948**		t-values 1998 v 2007 2.317*	
	1998	2007	1998	2007
SI/I	5.4%	8.1%	6.8%	9.8%
N	93.2%	88.6%	93.2%	88.6%
D/SD	1.4%	3.3%	0.0%	1.6%

*Significant at $\alpha < .05$ **Significant at $\alpha < .01$

Urinalysis

Urinalysis (UA) is considered a form of surveillance or law enforcement action (Welebob 1998, 105). The purpose is to test the offender for possible illegal use of controlled substances, which could lead to intermediate sanctions or even revocation of parole. Tables 5.24 and 5.25 provide statistics for both carriers and non-carriers regarding the number of UAs conducted on offenders. In 1998 (Welebob, 105), 90% of carriers reported no change in the number of UAs conducted; the same number decreased slightly, to 72%, in 2007. In 2007, 20% of carriers reported that they increased or significantly increased their number of UAs, compared to 10% of carriers in 1998. Table 5.24 shows there was a significant increase in urinalysis testing in the

reported changes category ($t=2.989^{**}$) among carriers. On the other hand there was no significant difference in urinalysis testing in the observed changes category ($t=1.930$) between 1998 and 2007. In regard to non-carriers (Table 5.25), 16% reported they increased or significantly increased UAs, while in 2007, 27% of non-carriers reported they increased or significantly increased UAs. Also, there was a significant increase in urinalysis testing among non-carriers ($t=5.379^{**}$) between 1998 and 2007 survey participants.

Table 5.24 Urinalysis: Officer Changes for Carriers Since Implementation of the Firearms Policy <i>Percent Distribution</i>				Legend: SI-Significantly Increased I-Increased N-Not Changed D-Decreased SD-Significantly Decreased
Category		UAs conducted on Offenders		<i>t</i>-values
		1998	2007	1998 v 2007
Reported Changes 1998 <i>N</i> =40 1998 Mean 0.1 2007 <i>N</i> =54 2007 Mean=0.35 (Q #22)	SI/I	10.0%	20.4%	2.989**
	N	90.0%	72.2%	
	D/SD	0.0%	7.4%	
Observed Changes 1998 <i>N</i> =224 1998 Mean =.12 2007 <i>N</i> =55 2007 Mean=0.25 (Q #33)	SI/I	10.8%	18.2%	1.930
	N	88.3%	78.8%	
	D/SD	0.8%	3.6%	

*Significant at $\alpha < .05$ **Significant at $\alpha < .01$

Table 5.25 Urinalysis: Officer Changes for Non-Carriers Since Implementation of the Firearms Policy <i>Percent Distribution</i> 1998 N=150 2007 N=123			Legend: SI-Significantly Increased I-Increased N-Not Changed D-Decreased SD-Significantly Decreased
Category	22. UAs conducted on Offenders 1998 Mean=0.17 2007 Mean=0.51		<i>t</i> -value
	1998	2007	1998 v 2007
SI/I	16.0%	26.8%	5.379**
N	84.0%	61.0%	
D/SD	0.0%	12.2%	

*Significant at $\alpha < .05$ **Significant at $\alpha < .01$

Reports of Violation

The purpose of this category is to measure the number of technical violation reports that a parole officer submits on his caseload of offenders (Welebob 1998, 106). The report of violation can be construed as subjective and discretionary. Depending on the supervision style of the officer, a violation report (VR) can be written for any number of technical infractions. Tables 5.26 and 5.27 show participants' responses in regard to reports of violation.

In 1998 (Welebob, 107), an overwhelming majority of carriers (92%) held that the number of technical violation reports they had written had not changed. In 2007, this number decreased to 67% reporting no change. In 2007, 26% of carriers reported that they had increased or significantly increased the number of violation reports, compared to 8% in 1998. A large margin (89%) of non-carriers in 1998 (Welebob, 107) reported no change in the number of violation reports; only 10% indicated an increase or significant increase in reports of violation. In 2007, non-carriers reported no change (67%) in the number of violation reports. A minority of non-carriers (25%) reported an increase or significant increase the number of violation reports.

As shown in Table 5.26 there was a significant increase in the reported changes category ($t=3.586^{**}$) for reports of violation between the 1998 and 2007 surveys. On the other hand, there was no significant difference in the observed changes category ($t=1.794$) for reports of violation between 1998 and 2007. Table 5.27 indicates that there was a significant increase ($t=5.459^{**}$) in the number of technical violation reports written by non-carriers between 1998 and 2007.

Table 5.26 Reports of Violation: Officer Changes for Carriers Since Implementation of the Firearms Policy <i>Percent Distribution</i>				Legend: SI-Significantly Increased I-Increased N-Not Changed D-Decreased SD-Significantly Decreased
Category		23. Technical reports of violations written for offenders		t-value
		1998	2007	1998 v 2007
Reported Changes 1998 N=40 1998 Mean=0.1 2007 N=54 2007Mean=0.41 (Q #23)	SI/I	7.5%	25.9%	3.586**
	N	92.5%	66.7%	
	D/SD	0.0%	7.4%	
Observed Changes 1998 N=224 1998 Mean =0.13 2007 N=56 2007 Mean=.23 (Q #34)	SI/I	10.4%	23.2%	1.794
	N	88.7%	76.8%	
	D/SD	0.8%	0.0%	

*Significant at $\alpha < .05$ **Significant at $\alpha < .01$

Table 5.27 Reports of Violation: Officer Changes for Non-Carriers Since Implementation of the Firearms Policy <i>Percent Distribution</i> 1998 N=149 2007 N=123			Legend: SI-Significantly Increased I-Increased N-Not Changed D-Decreased SD-Significantly Decreased
Category	23. Technical reports of violation written for offenders 1998 Mean=0.1 2007 Mean=0.41		t-value
	1998	2007	1998 v 2007
SI/I	10.0%	25.2%	5.459**
N	88.6%	66.7%	
D/SD	1.3%	8.1%	

*Significant at $\alpha < .05$ **Significant at $\alpha < .01$

Relationships

The last category under supervisory styles is relationships. Relationships include staff members, coworkers, and offenders (Welebob 1998, 108). As shown in Table 5.28, 88% of carriers in 1998 (Welebob, 109) responded they strongly agreed or agreed that their relationships with offenders had not changed since the implementation of the firearms policy. In 2007, this number went down dramatically; 50% of carriers responded that they strongly agreed or agreed that there was no change in relationships with offenders. There was split in 2007 among carriers, 22% of whom were neutral on the subject and 28 % of whom disagreed or strongly disagreed that there had been no changes in relationships with offenders.

Of officers who were not carrying but in the authorization process, 84% reported in 1998 (Welebob, 109) that they either strongly agreed or agreed that there was no change in the parole officer/offender relationship. In 2007, in that same category, only 41% reported no change in relationships with offenders. Almost a quarter of officers not carrying but getting authority

remained neutral, while 36% disagreed or strongly disagreed that the relationship between offenders and officers had not changed.

Among officers who choose not to carry, 61% reported that they either agreed or strongly agreed that there was no change in relationship with the offender, while 31% remained neutral on this issue. In 2007, 50% of officers choosing not to carry a weapon reported that they agreed or strongly agreed that there was no change in relationship, while 22% remained neutral and 28% disagreed or strongly disagreed.

In regard to support staff, 56% of respondents in 1998 (Welebob, 110) strongly agreed there was no change in relationship between the officer and the offender since the firearms policy, while 40% remain neutral. Conversely, in 2007, only 36% of support staff strongly agreed or agreed that the relationship between officer and offender had not changed since the firearms policy was initiated. There was a significant decrease in carriers relationships with offenders ($t=-2.215^*$) between 1998 and 2007. However, there is a significant increase in those not carrying by choice and their relationship with offenders ($t=5.078^{**}$) between 1998 and 2007 survey participants. There was no significant difference in those not carrying but getting authority ($t=.049$) and support staff ($t=.533$) in regards to their relationship with offenders between 1998 and 2007. There were no significant differences for carriers ($t=-1.002$), those not carrying but getting authority ($t=-.011$), and support staff ($t=1.723$) in regards to their relationships with co-workers between 1998 and 2007. Surprisingly, there was significant increase with those carrying by choice ($t=12.356^{**}$) and their relationships with coworkers between 1998 and 2007.

Table 5.28
Relationships with Co-Workers and Offenders
Since Implementation of the Firearms Policy
Percent Distribution

Legend: SA-Strongly Agree A-Agree N-Neutral D-Disagree SD-Strongly Disagree	Question	Carriers 1998 N=41 2007 N=54		Not Carrying but Getting Authority 1998 N=107 2007 N=56		Not Carrying by Choice 1998 N=61 2007 N=123		Support Staff 1998 N=25 2007 N=22	
		1998	2007	1998	2007	1998	2007	1998	2007
		<i>t=-2.215*</i>		<i>t=.049</i>		<i>t= 5.078**</i>		<i>t= .533</i>	
SA/A	35. The firearms policy has not changed my relationship with offenders.	Mean 1.27	Mean 1.06	Mean 1.12	Mean 1.13	Mean 0.74	Mean 1.07	Mean 0.64	Mean 0.73
		87.8%	50.0%	84.1%	41.1%	60.6%	49.6%	56.0%	36.4%
		9.8%	22.2%	12.1%	23.2%	31.1%	22.0%	40.0%	45.5%
N									
D/SD		2.4%	27.8%	3.7%	35.7%	8.2%	28.5%	4.0%	18.2%
SA/A	36. The firearms policy has not changed my relationship with my co-workers.	<i>t=-1.002</i>		<i>t=-.011</i>		<i>T=12.356**</i>		<i>t=1.723</i>	
		Mean 1.29	Mean 1.20	Mean 1.07	Mean 1.07	Mean 0.28	Mean 1.06	Mean 0.7	Mean 1.0
		87.8%	48.2%	84.1%	44.8%	48.3%	50.0%	55.5%	36.4%
N		4.9%	16.1%	9.3%	24.1%	25.5%	21.8%	37.0%	31.8%
D/SD		7.3%	35.7%	6.5%	31.0%	26.7%	28.2%	7.4%	31.8%

*Significant at $\alpha < .05$ **Significant at $\alpha < .01$

Safety Perceptions Summary

Table 5.29 Comparison between surveys 1998 v 2007 Office Safety Perceptions				
Category	Office Safety	Office contact with family friends v. offender	Office safety when in contact with offender	Office safety because officers carrying firearms
Carriers	Significant Decrease	Significant Increase	Significant Increase	No Significant Difference
Non-carrier by choice	No Significant Difference	No Significant Difference	No Significant Difference	Significant Decrease
Non-carrier but obtaining authority	Significant Increase	Significant Increase	Significant Increase	Significant Decrease
Support Staff	No Significant Difference	No Significant Difference	No Significant Difference	No Significant Difference

Table 5.29 shows the differences between the 1998 and 2007 surveys. Carriers reported a significant decrease in perceived office safety in 2007, while there were significant increases in the office contact with family friends versus offender and office safety while in contact categories. Furthermore, carriers perceived no significant difference in safety because officers were carrying firearms in the office. Non-carriers by choice experienced no significant differences in the first three categories, but perceived a significant decrease in office safety because officers were carrying firearms. Those officers who were non-carriers but obtaining authority perceived a significant increase in safety in all four categories. Finally, support staff experienced no significant differences in all four office safety categories.

Table 5.30 Comparison between surveys 1998 v 2007 Home Visit Safety Perceptions			
Category	Home Visits	Safety when in contact w/family/friends v the offender	Safety when in contact with offender
Carriers	Significant Decrease	No Significant Difference	No Significant Difference
Non-carrier by choice	Significant Increase	No Significant Difference	Significant Increase
Non-carrier but obtaining authority	Significant Increase	No Significant Difference	Significant Increase

Table 5.30 depicts the home visit safety perceptions for carriers, non-carriers by choice, and non-carriers but obtaining authority. Carriers reported a significant decrease in safety perception while conducting home visits since 1998. When it came to having contact with family friends versus the offender and having direct contact with the offender, there was no significant difference in safety perception between both surveys. Both groups of non-carriers had a significant increase in home visit safety perception and safety when in contact with the offender. When it came to safety when in contact with family/friends versus the offender, there was no significant difference in safety perceptions between the two samples.

Table 5.31 Comparison between surveys 1998 v 2007 Field Visit Safety Perceptions				
Category	Field Visits	Safety when in contact w/neighbors v the offender	Safety when in contact w/family/friends v the offender	Safety when in contact with offender
Carriers	No Significant Difference	No Significant Difference	No Significant Difference	No Significant Difference
Non-carrier by choice	Significant Increase	No Significant Difference	No Significant Difference	Significant Increase
Non-carrier but obtaining authority	Significant Increase	No Significant Difference	Significant Increase	Significant Increase

Table 5.31 provides a summary of field visit safety perceptions among carriers and both groups of non-carriers. Carriers experienced no significant difference in field safety perception in all four categories, while non-carriers by choice experienced a significant increase during field visits and safety when in contact with the offender. In addition, non-carriers by choice experienced no significant differences in safety perception when in contact with neighbors versus offender and family/friends versus offender. Those officers who were non-carriers but obtaining authority experience significant increases in field visit safety perception in three of the four categories.

Supervisory Styles Summary

Table 5.32 Comparison between surveys 1998 v 2007 Supervisory Styles – Home Visits Carriers						
Category	Scheduled Home Visits		Unscheduled Home Visits		Home Visits after 6pm	
	Reported Changes	Observed Changes	Reported Changes	Observed Changes	Reported Changes	Observed Changes
Carriers	No Significant Difference	No Significant Difference	Significant Increase	No Significant Difference	No Significant Difference	Significant Increase

Table 5.32 examines home visit supervisory styles for the carrier category. Carriers experienced no significant differences in both reported and observed changes in scheduled home visit supervisory style. There was a significant increase in unscheduled home visits in the reported change category, while there was no significant difference in the observed changes sub-categories. Carriers experienced no significant difference in home visits strategy after 6pm in the reported changes category, while experiencing a significant increase in the observed changes category.

Table 5.33 Comparison between surveys 1998 v 2007 Supervisory Styles – Home Visits Non-Carriers			
Category	Scheduled Home Visits	Unscheduled Home Visits	Home Visits after 6pm
Non-Carriers	No Significant Difference	Significant Increase	Significant Increase

In Table 5.33, non-carrier supervisory styles of home visits were evaluated. Non-carriers experienced no significant difference in scheduled home visit supervisory style, while there were significant increases in both unscheduled home visits and home visits after 6:00 pm.

Table 5.34						
Comparison between surveys 1998 v 2007						
Supervisory Styles – Field Visits						
Carriers						
Category	Scheduled Field Visits		Unscheduled Field Visits		Field Visits after 6pm	
	Reported Changes	Observed Changes	Reported Changes	Observed Changes	Reported Changes	Observed Changes
Carriers	No Significant Difference	No Significant Difference	No Significant Difference	Significant Increase	No Significant Difference	No Significant Difference

Table 5.34 takes a look at field visit supervisory styles for the carrier group. Carriers experienced no significant differences in scheduled field visits for both reported and observed changes. Unscheduled visits under the reported changes showed no significant difference, while there was a significant increase in unscheduled visits under the observed changes category. There were no significant differences in field visits after 6:00 p.m. for carriers in either category.

Table 5.35			
Comparison between surveys 1998 v 2007			
Supervisory Styles – Field Visits			
Non-Carriers			
Category	Scheduled Home Visits	Unscheduled Home Visits	Home Visits after 6pm
Non-Carriers	Significant Increase	Significant Increase	Significant Increase

Table 5.35 concludes the comparison of field visit supervisory styles for non-carriers. Non-carriers had a significant increase in all three categories between the 1998 and 2007 surveys.

Referrals

Table 5.36 Comparison between surveys 1998 v 2007 Supervisory Styles – Referrals Carriers								
Category	EM/SISP		DRC		Urinalysis (UAs)		Violation Reports	
	Reported Changes	Observed Changes	Reported Changes	Observed Changes	Reported Changes	Observed Changes	Reported Changes	Observed Changes
Carriers	No Significant Difference	No Significant Difference	No Significant Difference	No Significant Difference	Significant Increase	No Significant Difference	Significant Increase	No Significant Difference

Table 5.36 shows the carrier category for referrals. There were no significant differences among carriers in the EM/SISP and DRC referral categories. Carriers did show a significant increase in UAs under the reported changes subcategory, but no significant difference in the observed changes subcategory. In addition, carriers showed a significant increase in writing violation reports under the reported changes. There was no significant difference in observed changes for writing violation reports among carriers between 1998 and 2007.

Table 5.37 Comparison between surveys 1998 v 2007 Supervisory Styles – Referrals Non-Carriers				
Category	EM/SISP	DRC	Urinalysis (UAs)	Violation Reports
Non-Carriers	Significant Increase	Significant Increase	Significant Increase	Significant Increase

In Table 5.37, non-carriers experienced a significant increase in EM/SISP, DRC, UA's, and violation reports between the 1998 and 2007 surveys.

Relationships Summary

Table 5.38 Comparison between surveys 1998 v 2007 Relationships				
Questions	Carriers	Not Carrying but Getting Authority	Not Carrying by Choice	Support Staff
35. The firearms policy has not changed my relationship with offenders	Significant Decrease	No Significant Difference	Significant Increase	No Significant Difference
36. The firearms policy has not changed my relationship with my co-workers	No Significant Difference	No Significant Difference	Significant Increase	No Significant Difference

Table 5.38 gives a summary of the changes in relationships between the 1998 and 2007 firearms survey. Carriers were the only category to show a significant decrease in relationship between 1998 and 2007. Non-carriers getting authority and support staff experienced no significant difference in relationships with offenders between 1998 and 2007. Non-carriers by choice experienced a significant increase in this question. When parole staff were asked if the firearms policy had not changed their relationship with coworkers, carriers, non-carriers but getting authority, and support staff showed no significant difference between the 1998 and 2007 surveys. Non-carriers by choice again showed a significant increase in this question as they did in the relationship with offenders' category.

Parole staff when given the option voiced their opinion about relationships with offenders and co-workers, here are few comments from parole staff:

“Sometimes the conflict between co-workers are such that the offenders are less likely to be shot than the co-workers are.”

“Offenders should be treated with the same professionalism whether an officer is armed or not.”

“When clients become aware that their officer is carrying, there is more apprehension involved in their relationship with the PO and the agency. Due to the amount of work

required on the job, time lines established by management and policy, high caseloads, demands for computerization and massive changes in stress levels, the offices borderline on being "postal" areas to work in. Hostility is high and frustration is over the top. Add that together and know that 1/3 of your co-workers are carrying, makes a bad mix."

Summary

This chapter has discussed the findings of the research project. The first research purpose was descriptive in nature and utilized working hypotheses in relation to officer and staff safety perceptions. The second research purpose was exploratory and examined possible supervisory style changes. The third purpose was to determine possible changes in staff safety perceptions, supervisory styles, and relationships since Welebob's findings in 1998. Chapter 6 discusses the study's limitations, and offers concluding remarks.

Chapter 6. Summary and Conclusion

Introduction

The final chapter of this paper summarizes the information and findings presented in the previous chapters. This study had three research purposes. The first purpose was to describe the changes in safety perceptions of Parole Division staff since implementation of the firearms policy within the division by utilizing Carey Welebob's 1998 ARP model. The second purpose used exploratory means to discover any possible supervisory style changes since the implementation of the firearms policy. The third purpose was to determine possible changes in perceptions of parole staff since Welebob's findings.

Study Conclusions

Final comments are organized by the conceptual framework categories. Some comments from district parole office staff are included, and provide valuable insight.

Safety Perceptions

Do POs feel safer when conducting home visits since the implementation of the firearms policy? Some officers provided comments at the end of the survey, as quoted below:

My interaction with offenders [when carrying a firearm] is that I must always be aware to keep the firearm concealed at all times and to be mindful that it is for personal protection only. It is also imperative that an officer needs to keep a safe distance between he/she and the offender to ensure the offender never gains control of the firearm. Concerning relationships with officers that carry: It has somewhat changed how a supervisor should supervise an employee who carries. A supervisor has to keep up with ensuring the officer maintains training and certification along with how the officer conducts his/herself on and off duty."

Another officer made this comment on the firearms policy as a safety issue:

The legal authorization to carry a firearm is strictly a safety issue. It has in no way affected the way I supervise offenders and it should not affect the way they respond to

their parole officer. I am very much in support of parole officers working in the safest environment possible and I believe this includes the ability to protect yourself.

Another officer remarked, about parole officers who carry a weapon, “officers have been carrying weapons since I began. I have noticed that officers who carry weapons are more willing to go places, or go at times, that an unarmed officer might not attempt.”

There were some members of the parole staff who felt that firearms have no a place in the parole supervision field. One staff member responded, “I feel I have a good enough rapport with my offenders that I don’t need to carry a firearm.” A summary of the safety perception hypotheses for 1998 and 2007 is located in Table 6.1.

Table 6.1 Research Evidence in Support of Working Hypotheses		
Category/Working Hypothesis	Survey (1998)	Survey (2007)
Carriers #1a: POs will experience an increase in their perception of safety while in the office.	Strong Support	Strong Support
Carriers #1b: POs will experience an increase in their perception of safety while conducting home visits.	Strong Support	Strong Support
Carriers #1c: POs will experience an increase in their perception of safety while conducting field visits.	Strong Support	Strong Support
Non-carriers #2a: POs will experience a decrease in their perception of safety while in the office.	No Support	No Support
Non-carriers #2b: POs will experience no change in their perception of safety while conducting home visits.	Partial Support	Partial Support
Non-carriers #2c: POs will experience no change in their perception of safety while conducting field visits.	Partial Support	Partial Support
Support Staff #3: Support staff will experience a decrease in their perception of safety while in the office.	No Support	No Support
Perceptions Across Groups #4: There will be a difference in perception about safety across groups, including carriers, non-carriers, and support staff.	Strong Support	Strong Support

Table 6.1 shows that carriers perceived an increase in their perceptions of safety while in the office, home, and field environments both in 1998 and 2007. Those officers who choose not to carry, or are in the process of obtaining authorization to carry, did not perceive an overall

decrease in office safety in either the 1998 and 2007 survey. Support staff also did not show a decrease in office safety perception during 1998 and 2007. Overall, there was no evidence of changes in safety perceptions among carriers, non-carriers, and support staff between the 1998 and 2007 studies.

Supervisory Styles

Overall, parole officers did not change the way they supervised their offenders, regardless of whether they were carriers, non-carriers by choice, or in the process of obtaining authority.

Some officers addressed this issue in the comments section. One officer wrote,

I feel that a majority of these questions do not give a clear picture as to how firearms policy has or has not changed the workplace. This is due to the agency has a policy as to when and how frequent an officer should be conducting home, field and office visits. Carrying a firearm has not changed this aspect on how the agency supervising dangerous offenders in the community.

Another officer addressed the issue of monthly contacts with the offender: “Contact standards do not change, they are set by policy. We do conduct numerous after-hours visits because of offender work hours. Some offenders have a propensity for violence and officers need firearms when making visits.”

Overall, among carriers and both types of non-carriers, officers did not change the way they supervised offenders. This finding is most attributable to solid policy on these issues and offender-specific minimum contact standards that the parole officer must meet each month. In addition the amount of training for POs has increased from 1998 to present day.

Comparison of 1998 and 2007 surveys

In Chapter 5, Tables 5.29 – 5.38 compare the 1998 and 2007 surveys through the use of *t*-tests. In a number of categories, non-carriers experienced significant increases in safety perception in office, home, and field contact situations. This could be attributed to the fact that

non-carriers having the option to carry pepper spray. In addition, most officers have cell phones, which could possibly heighten the parole officers' sense of safety and security during home and field contacts.

In regard to supervisory styles and comparison of the 1998 and 2007 survey findings, a majority of categories showed no significant difference in supervisory styles. A number of respondents commented on the firearms policy, TDCJ has set requirements for field contact, urinalysis, reports of violation, and referrals to specialized caseloads. In regard to changes in supervisory styles, a minority of categories reflected any significant changes in the way parole officers do their jobs.

Another explanation for some categories having increases in contacts and referrals, could be that contact standards may have increased for parole officers, and there may be more officers handling special populations, which require more individualized attention, than regular caseloads. In the area of relationships, carriers and non-carriers showed opposite trends and attitudes towards their offenders. Between the 1998 and 2007 surveys, carriers showed a significant increase in the question that the firearms policy not changed their relationship with offenders, while non-carriers reported a significant increase in the same question. This could be attributed to the stereotype that carriers are considered more law enforcement-oriented than those who are non-carriers by choice. When parole staff were asked if the firearms policy had not changed their relationship with coworkers, a majority of the four groups reported no significant difference in relationship. Non-carriers reported a significant increase in the relationship category between the 1998 and 2007 surveys. Perhaps non-carriers felt that the firearms policy had caused some issues in relationships with co-workers. Many of the comments (Appendix D and E) were quite animated when it came to relationships with both offenders and coworkers.

Study Limitations

The survey was forwarded by e-mail by each TDCJ regional director, and thence to 347 eligible parole division staff members. Of that group, 291 staff members responded, for an 83% response rate. It was reported by some parole staff that they could not open the survey page upon clicking the hyperlink, these respondents were instead sent to the Texas State Bobcatmail Webpage. Staff members were instructed to copy and paste the link to the survey on the URL bar of their Internet browser. This technical glitch may have prevented or discouraged other eligible staff from completing the survey since it required additional effort.¹⁶

Another limitation of the study was that the survey was only sent to staff from region II (Dallas), region III (Houston area), and region IV (Austin/San Antonio area). Regions I (east Texas) and V (west Texas) were not sampled.

Recommendations for Further Research

This research project was a follow-up to a study completed by Carey Welebob in 1998. The identical framework and methodology were used to analyze the results of both studies. It is recommended that any future survey be expanded to include all parole regions (I-V). Another recommendation is to survey a sample of offenders and ask them if there is a difference in supervisory style since the implementation of the firearms policy. Another issue that should be examined is the movement of parole officers toward roles and duties more common to law enforcement, since it may potentially give parole officers the power to arrest their own parole violators. There has been some debate about this issue in the 80th regular session of the Texas Legislature. Finally, the issue of parole officers carrying concealed weapons should be

¹⁶ The problem with the www.surveymonkey.com link re-directing to Texas State University Bobcat Mail Webpage was reported to Research Coordinator Jennifer Geffken during the initial days of the survey. Ms. Geffken reported that she received many phone calls and e-mails about this technical glitch.

researched to determine if officers should be allowed to carry their weapons openly, in the same manner as law enforcement agents. The current law does not tell how officers should carry their weapons; it is TDCJ policy that requires parole officers to have their weapons concealed.

If additional research on this subject matter is conducted, it is recommended that each question be changed or expanded. A number of respondents said that certain questions did not apply to their particular situation. Adding a not applicable option to specific questions could help prevent respondents from being forced to answer questions that do not apply to them.

Summary

Parole officers in Texas have been allowed by law and TDCJ policy to carry a concealed firearm since 1998. Officers who pursue this option must do so at their own expense in regard to equipment and training. There are some individuals who believe that a firearm does not belong in a parole office environment. Regardless of that position, current law and TDCJ policy allow parole officers to carry. In addition, parole staff made it clear in their comments that they wanted to work in a safe environment. Based on the results of this research project, parole officers as a whole have not changed the way they supervise offenders since the firearms policy took effect, and have not experienced significant changes in safety level perceptions and relationships.

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**Appendix A: Parole Division Administrative
Directive 1.1.10: Parole Officer Firearms Guidelines – Basic Firearm
Orientation**

Appendix B: Firearms Survey

Dear Parole Division Staff:

You are being invited to voluntarily participate in a research survey conducted by Mr. John Lopez, a student at Texas State University -- San Marcos. This survey is designed to explore the changes in perceptions and changes that may have occurred within your workplace since the implementation of the firearms policy for parole officers in 1998.

Please complete this brief survey by **Friday, March 23, 2007**. Your answers will remain anonymous to both the researcher and TDCJ staff, so don't include your name anywhere on the survey.

<http://www.surveymonkey.com/s.asp?u=375453134738>

Click the link above **or** copy and paste the link into the Internet Explorer address bar. Be sure to click "Done" on the very last page to submit your answers. If you experience problems, you may need to temporarily turn off your pop-up blocker.

If you have questions or problems with the survey, contact me at (512) 671-2483 or Jennifer.Geffken@tdcj.state.tx.us. Thank you for your assistance!

Jennifer Geffken, Research Coordinator
TDCJ - Research, Evaluation and Development (RED) Group

This survey is being conducted to obtain information regarding changes in Parole Division staff perceptions regarding firearms in the workplace and use while on duty. The first officers were authorized to carry firearms at the end of July, 1998.

Please answer the following questions based on your perception of changes since officers were authorized to carry firearms in your office.

INSTRUCTIONS: Below each of the statements presented, please complete the statement by checking the appropriate box.

*** 1. While I'm working in the office, I feel that my safety level has _____ since officers have been allowed to carry firearms.**

Significantly Increased

Increased

Not Changed

Decreased

Significantly Decreased

*** 2. Are you currently assigned to a support staff position? (If Yes, Skip to Question 10.)**

Yes

No

Next >>

Parole Division Staff Firearms Survey **Exit this survey >>**

INSTRUCTIONS: Below each of the statements presented, please complete the statement by checking the appropriate box. Remember to base your answer on any changes you've experienced or observed since officers have been carrying firearms on duty.

*** 3. When I'm conducting home visits, I feel that my safety level has _____ since officers have been allowed to carry firearms.**

Significantly Increased

Increased

Not Changed

Decreased

Significantly Decreased

*** 4. When I'm conducting field visits, I feel that my safety level has _____ since officers have been allowed to carry firearms.**

Significantly Increased

Increased

Not Changed

Decreased

Significantly Decreased

*** 5. I am more concerned about my safety during field visits when I've encountered an offender's neighbors than when I have direct contact with the offender.**

Always

Frequently

Sometimes

Rarely

Never

*** 6. I am more concerned about my safety during field visits when I've encountered an offender's family/friends than when I have direct contact with the offender.**

Always

Frequently

Sometimes

Rarely

Never

*** 7. I am more concerned about my safety during home visits when I've encountered an offender's family/friends than when I have direct contact with the offender.**

Always

Frequently

Sometimes

Rarely

Never

*** 8. I am concerned about my safety during field visits when I'm in contact with the offender.**

Always

Frequently

Sometimes

Rarely

Never

*** 9. I am concerned about my safety during home visits when I'm in contact with the offender.**

Always

Frequently

Sometimes

Rarely

Never

[<< Prev](#) [Next >>](#)

[Parole Division Staff Firearms Survey](#) [Exit this survey >>](#)

INSTRUCTIONS: Beside each of the statements presented below, please complete the statement by checking the appropriate box. Remember to base your answer on any changes you've experienced or observed since officers have been carrying firearms on duty.

*** 10. I am more concerned about my safety during office visits when I've encountered an offender's family/friends than when I have direct contact with the offender.**

Always

Frequently

Sometimes

Rarely

Never

*** 11. I am concerned about my safety in the office when I'm in contact with the offender.**

Always

Frequently

Sometimes

Rarely

Never

*** 12. Are you currently employed in a support staff position? (If Yes, Skip to Question 25)**

yes

no



[<< Prev](#) [Next >>](#)

Parole Division Staff Firearms Survey [Exit this survey >>](#)

INSTRUCTIONS: Beside each of the statements presented below, please complete the statement by checking the appropriate box. Remember to base your answer on any changes you've experienced or observed since officers have been carrying firearms on duty.

*** 13. I feel concerned about my safety because parole officers are carrying firearms in my office.**

Always

Frequently

Sometimes

Rarely

Never

*** 14. I have _____ the number of scheduled home visits for my offenders.**

Significantly Increased

Increased

Not Changed

Decreased

Significantly Decreased

*** 15. I have _____ the number of unscheduled home visits for my offenders.**

Significantly Increased

Increased

Not Changed

Decreased

Significantly Decreased

*** 16. I have _____ the number of home visits that I conduct after 6:00 PM.**

Significantly Increased

Increased

Not Changed

Decreased

Significantly Decreased

*** 17. I have _____ the number of scheduled field visits I normally conduct for my offenders.**

Significantly Increased

- Increased
- Not Changed
- Decreased
- Significantly Decreased

*** 18. I have _____ the number of unscheduled field visits I normally conduct for my offenders.**

- Significantly Increased
- Increased
- Not Changed
- Decreased
- Significantly Decreased

*** 19. I have _____ the number of field visits that I conduct after 6:00 PM.**

- Significantly Increased
- Increased

Not Changed

Decreased

Significantly Decreased

*** 20. I have _____ the number of referrals to EM/SISP caseloads.**

Significantly Increased

Increased

Not Changed

Decreased

Significantly Decreased

*** 21. I have _____ the number of referrals to DRC caseloads.**

Significantly Increased

Increased

Not Changed

Decreased

Significantly Decreased

*** 22. I have _____ the number of UAs that I conduct on the offenders on my caseload.**

Significantly Increased

Increased

Not Changed

Decreased

Significantly Decreased

*** 23. I write a(n) _____ number of reports of violations regarding technical violations.**

Significantly Increased

Increased

Not Changed

Decreased

Significantly Decreased

*** 24. I feel that because officers are now carrying firearms the offenders on my caseload have overall been:**

more resistant

the same

more cooperative

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[Parole Division Staff Firearms Survey](#) [Exit this survey >>](#)

INSTRUCTIONS: Beside each of the statements presented below, please complete the statement by checking the appropriate box. Remember to base your answer on any changes you've experienced or observed since officers have been carrying firearms on duty.

My observation of other officers carrying firearms is that.....

* 25. They have _____ the number of scheduled home visits for their offenders.

Significantly Increased

Increased

Not Changed

Decreased

Significantly Decreased

* 26. They have _____ the number of unscheduled home visits for their offenders.

Significantly Increased

Increased

Not Changed

Decreased

Significantly Decreased

My observation of other officers carrying firearms is that.....

*** 27. They have _____ the number of home visits that they conduct after 6:00 PM.**

Significantly Increased

Increased

Not Changed

Decreased

Significantly Decreased

*** 28. They have _____ the number of scheduled field visits for their offenders.**

Significantly Increased

Increased

Not Changed

Decreased

Significantly Decreased

*** 29. They have _____ the number of unscheduled field visits for their offenders.**

Significantly Increased

Increased

Not Changed

Decreased

Significantly Decreased

My observation of other officers carrying firearms is that.....

*** 30. They have _____ the number of field visits that they conduct after 6:00 PM.**

Significantly Increased

Increased

Not Changed

Decreased

Significantly Decreased

*** 31. They have _____ the number of referrals to EM/SISP caseloads.**

Significantly Increased

Increased

Not Changed

Decreased

Significantly Decreased

*** 32. They have _____ the number of referrals to DRC caseloads.**

Significantly Increased

Increased

Not Changed

Decreased

Significantly Decreased

*** 33. They have _____ the number of UAs that they conduct on their offenders.**

Significantly Increased

Increased

Not Changed

Decreased

Significantly Decreased

*** 34. They write a(n) _____ number of reports of violations regarding technical violations.**

Significantly Increased

Increased

Not Changed

Decreased

Significantly Decreased

[<< Prev](#) [Next >>](#)

Parole Division Staff Firearms Survey [Exit this survey >>](#)

INSTRUCTIONS: Beside each of the statements presented below, please complete the statement by checking the appropriate box. Remember to base your answer on any changes you've experienced or observed since officers have been carrying firearms on duty.

*** 35. The firearms policy has not changed my relationship with offenders.**

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

*** 36. The firearms policy has not changed my relationship with my co-workers.**

Strongly Agree

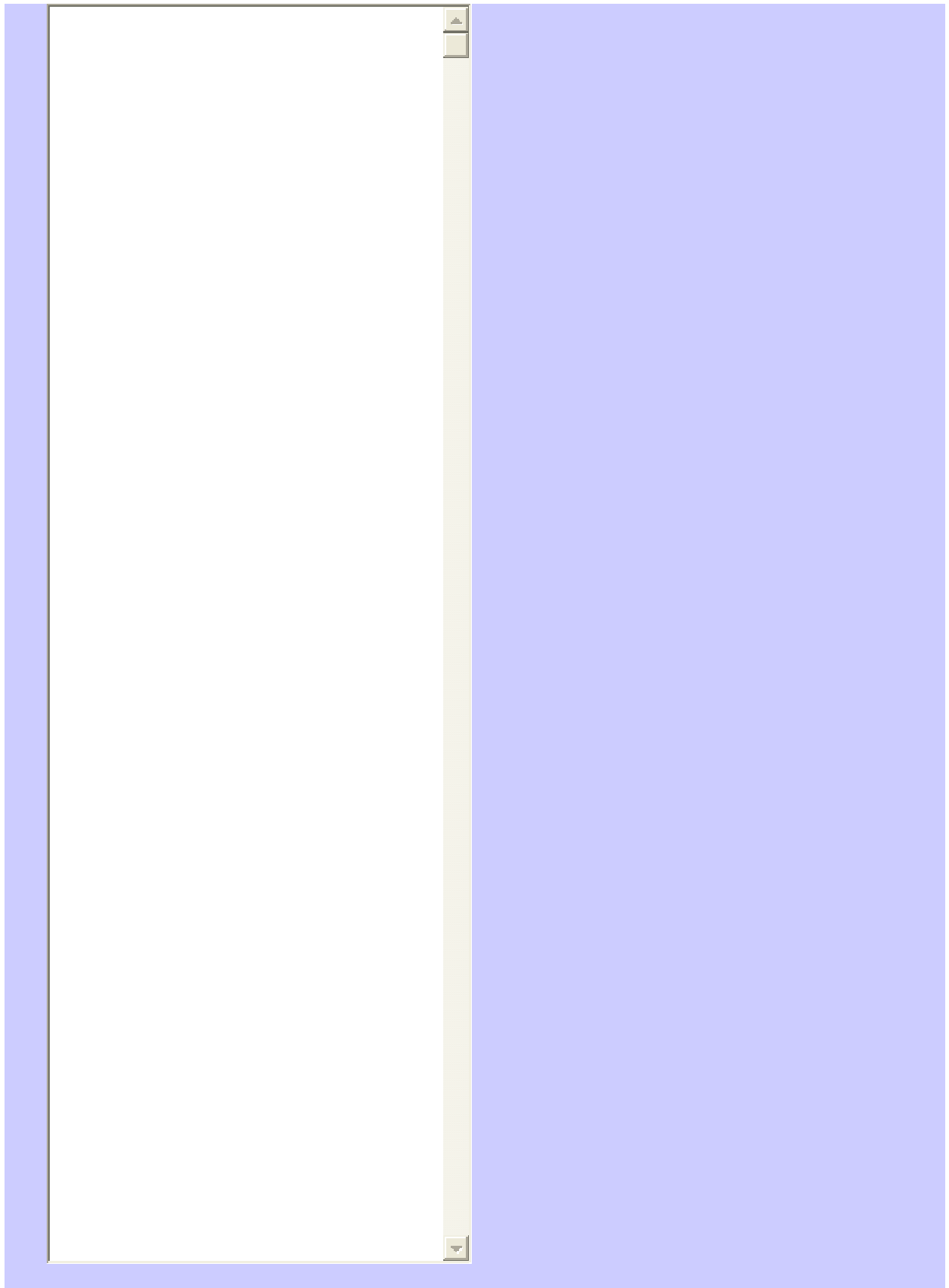
Agree

Neutral

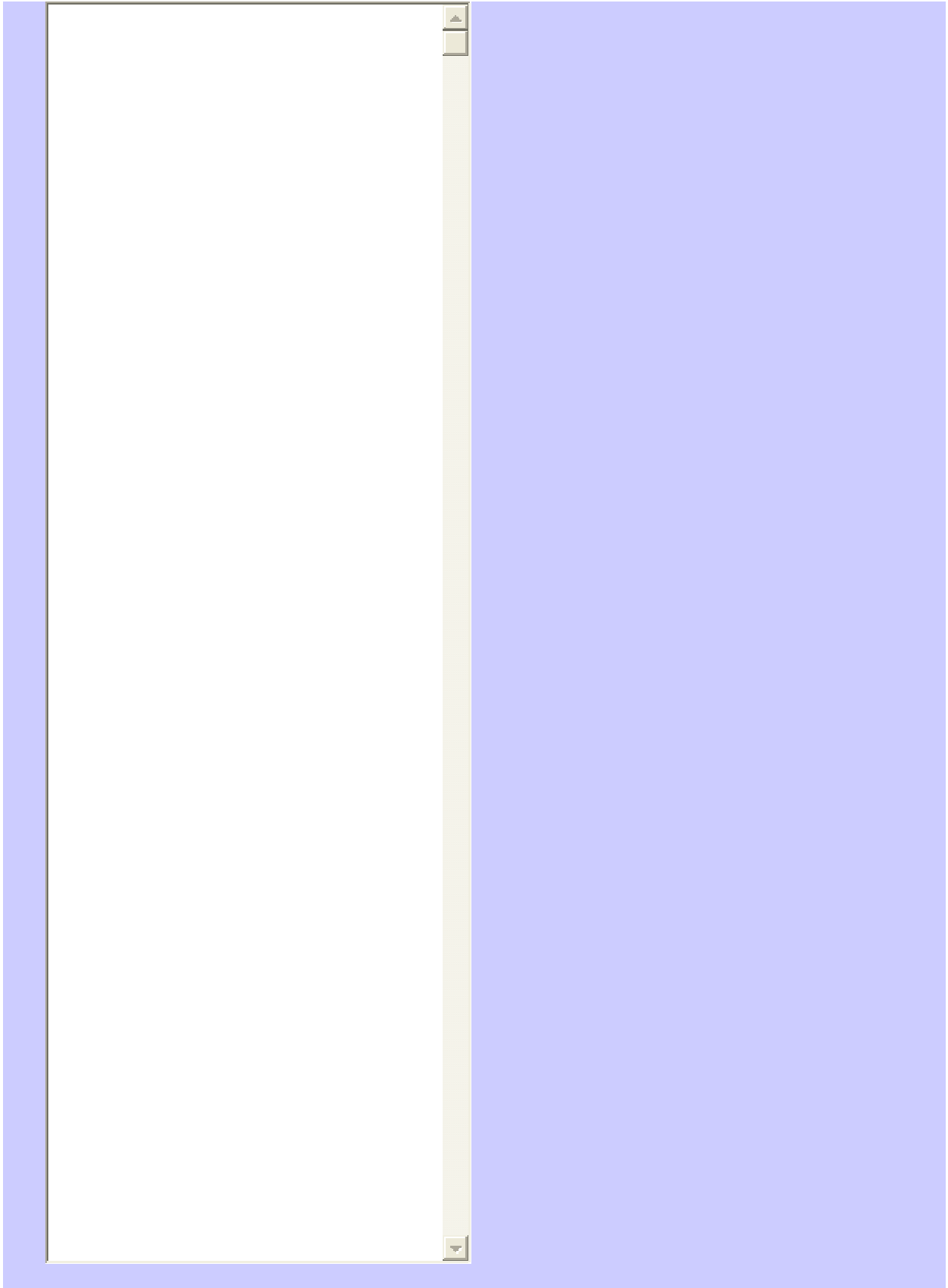
Disagree

Strongly Disagree

37. If you answered disagree or strongly disagree to items # 35 and /or # 36, please indicate how the relationship or your interaction has changed with offenders and your co-workers:



38. Comments regarding any survey items:



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Parole Division Staff Firearms Survey [Exit this survey >>](#)

Demographic Information

The following information will be used for statistical purposes only and will be kept strictly confidential.

39. Region

II

III

IV

40. Caseload Assigned

Regular

EM

SISP

MR/MI

DRC

Sex Offenders

Other

No Caseload

41. Sex:

Male

Female

42. Title:

Case manager

DPO I

DPO II

US/PS

ARD/RD

Support Staff

Other

43. Primary Counties:

Rural

Urban

No Caseload

44. Ethnicity:

African American

Asian

Caucasian

Hispanic

Middle Eastern

Native American

Pacific Islander

Other

45. Age:

Under 25

25 – 30

31 – 40

41 - 50

Over 50

46. Time with the Agency:

0-2 years

2-5 years

5-10 years

10 + years

47. Are You:

Currently carrying a firearm on duty.

Currently in the process of obtaining your psychological evaluation or TCLEOSE training.

Planning to carry a firearm once you complete Staff Development's training and other requirements.

Planning to not carry on duty.

Not eligible to carry a firearm on duty.

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Next >>

Parole Division Staff Firearms Survey [Exit this survey >>](#)

Thank you for taking the time to complete this questionnaire. Your comments and input are valuable to this project and your effort is greatly appreciated.

[<< Prev](#) [Done >>](#)

Appendix C: IRB Approval

APPENDIX C: IRB APPROVAL

Exemption Request

Based on the information in the exemption request you sent January 9, your project has been found exempt.

Your project is exempt from full or expedited review by the Texas State Institutional Review Board.

Becky Northcut, CIP

Compliance Specialist

Office of Sponsored Programs

Texas State University-San Marcos

sn10@txstate.edu

(ph) 512/245-2102 / (fax) 512/245-3847 or 1822

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Appendix D – Survey Responses (Question 37)

APPENDIX D

If you answered disagree or strongly disagree to items # 35 and /or # 36, please indicate how the relationship or your interaction has changed with offenders and your co-workers:	
<u>1.</u>	n/a
<u>2.</u>	My interaction with offenders (if I am carrying a firearm) is that I must always be aware to keep the firearm concealed at all times and to be mindful that it is for personal protection only. It is also imperative that an officer needs to keep a safe distance between he/she and the offender to ensure the offender never gains control of the firearm. Concerning relationship with officers that carry: It has somewhat changed how a supervisor should supervise an employee who carries. A supervisor has to keep up with ensuring the officer maintains training and certification along with how the officer conducts his/herself on and off duty.
<u>3.</u>	I feel that the carrying of firearms has increased the perceived legitimate use of authority for the clientele. Also, our offenders are more able to obtain weapons, and are aware of it, more than non-correction, non-criminal justice affiliated people may believe and the carrying of firearms for parole personnel is significant to their perceived vulnerability by the offender. As to #36, I have heard from more than one officer that the threat for an officer carrying is more of the threat of accusation by co-workers of unlawfully using their weapon. I have heard that officers are more afraid of being accused of reaching for their weapon by other officers in during disagreements.
<u>4.</u>	I FEEL I HAVE A GOOD REPORE WITH MY OFFENDERS THAT I DON'T NEED TO CARRY FIREARM.
<u>5.</u>	NA
<u>6.</u>	Sometimes the conflict between co-worker are such that the offenders are less likely to be shot than the co-workers are.
<u>7.</u>	N/A
<u>8.</u>	FIREARMS ARE ALWAYS SUPPOSED TO BE CONCEALED, SO THE OFFENDERS ARE NOT SUPPOSED TO KNOW IF WE ARE CARRYING OR NOT. WHEN AN OFFENDER FINDS OUT IF HIS OR HER PAROLE OFFICER CARRIES OR NOT, I BELIEVE THEY VIEW THAT OFFICER IN A DIFFERENT WAY AND ACT MORE ACCORDINGLY. BEING A YOUNG FEMALE, I BELIEVE MY OFFENDER'S WOULD HAVE A BETTER RESPECT FOR MY AUTHORITY AND WOULD NOT TRY TO ACT LIKE I AM THEIR FRIEND. THEY HAVE A CERTAIN LEVEL OF RESPECT FOR ME IN THE OFFICE, BUT IT CHANGES SOME AT HOME. I TAKE PROPER PRECAUTIONS AT THE HOME VISITS, AND I TAKE ALONG A PARTNER IF I FEEL MY SECURITY WILL BE THREATENED BUT, I WOULD FEEL MORE SECURE IN THEIR HOMES AND ON FIELD VISITS IF I WAS GRANTED THE PERMISSION TO CARRY A FIREARM, BUT OUR REGIONAL DIRECTOR DOES NOT FEEL THAT THE CONCERN FOR OUR SAFETY IS ENOUGH TO GRANT PERMISSION. AS FAR AS MY RELATIONSHIP WITH MY CO-WORKERS WHO CARRY, I FEEL MORE SECURE WHEN THEY ARE IN THE OFFICE. ON MORE THAN ONE OCCASION, I HAVE FELT THAT MY SECURITY WAS THREATENED (BY A GANG MEMBER, MI OFFENDER, BY AN OFFENDER WHO IS JUST PISSED OFF IN GENERAL). THESE CRIMINALS WHO ARE VIOLENT OFFENDERS, ON DRUGS, COME IN DRUNK, OR SIMPLY JUST HAD A BAD DAY, TURN ON THEIR OFFICER, NO LEVEL OF "BEING NICE" TO THEM WILL KEEP US SAFE. WE HAVE BEEN TOLD THAT IF WE FEEL THREATENED BY OUR OFFENDERS, WE JUST NEED TO BE NICER TO THEM. TO ME, THAT IS TOTAL BS. YOU CANNOT PREDICT HOW ANYONE ON DRUGS WILL ACT. YOU CANNOT PREDICT HOW ANYONE WHO HAS BEEN DRINKING ALL DAY WILL ACT. YOU CANNOT PREDICT HOW SOMEONE WITH MENTAL PROBLEMS WILL ACT. YOU CANNOT PREDICT HOW SOMEONE WHO STILL HAS AND INSTITUTIONAL STATE OF MIND WILL ACT IF HE IS MAD. SO KNOWING THAT THERE ARE OFFICERS IN THE OFFICE WHO ARE EQUIPED TO HANDLE THE SITUATIONS THAT TALKING CANNOT GET YOU OUT OF MAKES ME FEEL MUCH MORE SECURE AT WORK.
<u>9.</u>	None
<u>10.</u>	I am more aware of those officers carrying firearm due to the fact, one was an alcoholic and this was obvious and he appeared to be unstable mentally. One officer that carry a firearm; appears to be concerned with only his safety, as he often leave entry door open when entering locked area of the office. Not only does this place us in danger of the offenders/outsideers but also place us in danger of him or other having to use their weapon.

11.	i feel that we need security monitors at the door in the office, as a law enforcement agency we don't know if an offender is carrying his or her weapon on them. The safety concern is in the office when the offender's is reporting.
12.	N/A
13.	Because of no security on the premises, the offender's can sometime become irate due to related issues that involve their officer while coming in for an office visit. sometimes they want assistance with different issues from the receptionist and when they don't get immediate aciton the sometimes take their frustrations out on us.
14.	I THINK THAT BECAUSE WE CAN CARRY FIREARMS IT SHOWS THE OFFENDER THAT WE CAN PROTECT OURSELVES AT ANY COST.
15.	Offender's should be treated with the same professionalism whether an officer is armed or not.
16.	none
17.	N/A
18.	When clients become aware that their officer is carrying, there is more apprehension involved in their relationship with the PO and the agency. Due to the amount of work required on the job, time lines established by management and policy, high caseloads, demands for computerization and massive changes in stress levels, the offices borderline on being "postal" areas to work in. Hostility is high and frustration is over the top. Add that together and know that 1/3 of your co-workers are carrying, makes a bad mix.
19.	OFFENDER RESPECT PAROLE OFFICER MORE THAT CARRY FIRE ARM.OFFICER THAT CARRY A FIREARM HAVE SAME RELATIONSHIP WITH ONES THAT DON'T.MOST OFFICERS THAT CARRY FIREARMS AND MORE STRICT ON THEIR OFFENDERS AND ACT LESS LIKE A SOCIAL WORKER AND MORE LIKE A PAROLE OFFICER.THEY DON'T TRY TO BE THE OFFENDERS BEST FRIEND BUT THEY TRY TO HELP THE OFFENDER ADJUST IN SOCIETY AND OBEY THE LAWS.

APPENDIX E – (Survey Comments – Question 38)

APPENDIX E

Comments regarding any survey items:	
1.	n/a
2.	I DO NOT CARRY A FIREARM. IF THE STATE PROVIDED FUNDS FOR PERSON TO CARRY I WOULD.
3.	I THINK OFFICERS SHOULD CARRY FIREARMS FOR THE SAFETY OF ALL CONCERNED. I ALSO FEEL ALL PAROLE OFFICES SHOULD HAVE METAL DETECTERS FOR THE SAFETY OF ALL CONCERNED AS WELL. MANY OFFICES DO NOT HAVE ENOUGH OFFICERS THAT CARRY FIREARMS TO ADEQUATELY PROVIDE SAFETY SHOULD AN OFFENDER ENTER THE OFFICE WITH A FIREARM.
4.	I feel that a majority of these questions do not give a clear picture as to how firearms policy has or has not changed the workplace. This is due to the agency has a policy as to when and how frequent an officer should be conducting home, field and office visits. Carrying a firearm has not changed this aspect on how the agency supervising dangerous offenders in the community.
5.	I WAS NOT A PAROLE OFFICER BEFORE 1998
6.	The legal authorization to carry a firearm is strictly a safety issue. It has in no way affected the way I supervise offender's and it should not affect the way they respond to their parole officer. I am very much in support of parole officer's working in the safest environment possible and I believe this includes the ability to protect yourself.
7.	Everyone should be allowed to carry a firearm if working out in the field. I think there is too much red tape involved involved by TDCJ for us to get PERMISSION to carry. It is far easier to get a concealed weapons permit, but we still can't carry on duty if we have a concealed weapons permit.
8.	Officers have been carrying weapons since I began. I have noticed that officers that carry weapons are more willing to go places, or go at times, that an unarmed officer might not attempt.
9.	NONE
10.	I am not aware of my other co-workers work ethics, as how they perceive themselves while carrying a gun. I do not know whom carries a weapon at my office.
11.	I was not an officer when officer's were not allowed to carry. Also, i don't know other officer's schedule and how they change or not. This survey is not applicable to this officer. question #42 not applicable either. i don't know if i'll ever carry or not.
12.	SOME OF THESE DO NOT APPLY TO ME.
13.	THIS SURVERY COULD NOT POSSIBLY BE ACCURATE SINCE IT DOES NOT GIVE THE OPTION TO THOSE HIRED AFTER POLICY CHANGED TO INDICATE SO AND SKIP TO THIS PART OF THE SURVERY. I FEEL THAT I CANNOT POSSIBLY MEASURE ACCURATELY HOW THIS CHANGE HAS OR HAS NOT IMPACTED THIS AGENCY AND ITS EMPLOYEES.
14.	ALLOWING PAROLE OFFICERS TO CARRY WEAPONS IS A SAFTEY ISSUE FOR THE PAROLE OFFICER NOT THE DEPARTMENT OR OFFENDER. OFFICERS THAT CARRY WEAPONS USUALLY DO BECAUSE THEY EITHER WANT TO BE CAUTIOUS OR FEEL SUPERIOR TO THERE SUBORDINATES.
15.	I THINK YOUR SURREY WAS GREATTTTTTTTT
16.	some of the questions are not worded correctly because of the different caseloads. Some questions do not apply to certain officers and cannot be answered correctly
17.	MOST OFFICERS/OFFENDERS DON'T KNOW WHO AND/OR WHEN ANOTHER OFFICER IS CARRYING A FIRE ARM.
18.	none.

19.	NONE
20.	I am an SISF officer. Therefore I do not conduct scheduled field visits or scheduled home visits. Furthermore, I do not make referrals to the EM/SISF caseload since all of my offenders are already on thsi caseload. Thanks
21.	no comments
22.	none
23.	I DO NOT FEEL LIKE I CAN SPEAKE FOR MY CO-WORKERS WHO CARRY FIREARMS ON THE LAST PAGE OF QUESTIONS BECAUSE I HAVE NEVER ASKED THEM. I DO NOT THINK YOU SHOULD PUT MUCH VALUE ON HOW WE PRECEIVE OUR CO-WORKERS HOME AND FIELD VISITS SINCE I DO NOT ASK THEM THEIR SCHEDULES OR THEIR FEELINGS ABOUT THEIR OFFENDERS SINCE THEY CARRY.
24.	Not a good survey at all
25.	ALL OFFICERS SHOULD BE TRAIN ON FIREARM AND BE ALLOW TO CARRY ONE.
26.	The Officers that carry a firearm should have firearm holsters immediately outside one of the side door or back door.
27.	NONE
28.	none
29.	None
30.	I AM UNIT SUPERVISOR AND THIS SURVEY IS SKUED TO PAROLE OFFICERS IN FIELD WORK
31.	Not all answers were applicable, due to not having knowledge of such questions regarding VR's, home visits, DRC, etc. Support staff questions were very limited if at all; we are the first line of employees that comes in contact with offenders/others.
32.	Survey was mandatory- bigger sample but how reliable? No questions about whether or not we agree with the current policy. I don't.
33.	we need security monitors at the door of each parole office.
34.	Some staff wish to carry just for their protection, however if you have an officer whose firearm has accidently discharged, then they should not be allowed to carry. We do not have arresting power. I was in the field for almost 10 years and only 1 time was I ever a little cautious due to the offender had mental issues and brought me some dirty plastic flowers; the type you see at the cemetery. I was a fairly new officer. If you treat these offenders with some respect and not belittle them, treat them like human beings and not threaten them, I don't think you'll have a need for a firearm. We didn't need one for all the years prior to 98. Just my personal opinion.
35.	GENERAL COMMENT ENTAILS PAROLE OFFICER SAFETY AT THE OFFICE WORKPLACE, IN THE ABSENCE OF UNIFORMED HANDGUN CERTIFIED PARKING LOT SECURITY ATTENDANT(S). ALSO, WOULD LIKE TO SEE ALTERNATIVE CERTIFICATION LOCATION SITES OFFERRED FOR PAROLE OFFICERS TO BECOME LICENSED TO CARRY ON THE JOB; AND, FEEL AS THOUGH MORE OFFICERS WOULD BECOME LICENSED IF SAME WAS OFFERRED, THUS ENHANCING THE PERSONAL SAFETY FACTOR FOR MORE OFFICERS THAN THE CURRENT NUMBERS. FINALLY, FOR THE MOST PART, PAROLE OFFICERS ARE LAW-ABIDING, RESPONSIBLE ADULTS; AND, HAVE CONDUCTED THEIR PAROLE OFFICER DUTIES IN THE MANNER TO BE EXPECTED, NOTWITHSTANDING CARRYING A GUN. OFFENDERS IDEA OF REAL OR PERCEIVED POWER OF THE PAROLE OFFICER HAS NOT SIGNIFICANTLY CHANGED BASED UPON FACT THAT PAROLE OFFICER CAN NOW BECOME LICENSED TO CARRY ON THE JOB.
36.	good survey.
37.	OFFENDER'S TODAY DO NOT LOOK AT VIOLENCE THE SAME AS THE PAST, THE PERSON CARRYING A FIREARM SHOULD BE AWARE OF THE ATMOSPHERE THEY ARE WORKING IN
38.	I have been an officer for 5 years. Officers have been allowed to carry a firearm the whole time that I have been an officer.
39.	I BELIEVE ALL OFFICERS SHOULD BE REQUIRED TO OBTAIN A CONCEALED HANDGUN CERTIFICATION.
40.	REDUCED UA'S BECAUSE WE DON'T HAVE THE NUMBER OF KITS TO TEST WITH THAT WE NEED. WE ALSO DON'T HAVE BUT 4 DIFFERENT KITS; METH,COCAINE, OPIATES, THC.
41.	Contact standards do not change, they are set by policy. We do conduct numerous after hours visits because of offender work hours. Some offenders have a propensity to violence and officers need firearms when making visits.

42.	Should have added a "Not applicable" box to the choices.
43.	MANY OF THE QUESTIONS ASKED ARE ON THINGS NOT AFFECTED BY CARRYING A WEAPON, BUT ARE CONTROLLED BY PAROLE DIVISION POLICY AND DIRECTIVES.
44.	NO COMMENT
45.	no comments
46.	I have no feeling towards firearm because no one in this office carries firearm
47.	none
48.	do not carry a weapon and do not know anyone who carries a weapon in the parole division
49.	This survey did not affect me because none of the officers in my office carry a firearm.
50.	NONE
51.	This survey is poorly conducted because it does not give you an option to say if the question does not apply.
52.	The questions were redundant, I did not understand the reasoning for that. And furthermore, I do not have contact with officer's that carry a firearm (in my particular office.)
53.	NO ONE IN MY OFFICE CARRIES A FIREARM
54.	none
55.	As long as I have worked here, officers have been allowed to carry firearms. Also, I am unaware of other officers who carry weapons.
56.	none
57.	THIS SURVEY DOES NOT MAKE ANY SENSE. THE PERMIT TO CARRY A WEAPON IS FOR A CONCEALED HAND GUN. THE OFFICER NOR THE OFFENDER SHOULD BE AWARE THAT ANY OFFICER IS CARRYING A CONCEALED HAND GUN. HOW THEN, CAN ANYONE FEEL SAFER?
58.	I hope that all Parole Officer's will carry a firearm one day.
59.	MOST OFFENDER ARE UNAWARE THAT SOME PAROLE OFFICER ARE CARRYING FIRE ARMS
60.	WHY?
61.	noted above.
62.	I mainly feel unsafe in the office when there are other officers talking to offenders ruff and degrading them in front of other officers and offenders. I've witness this alot and from my understanding most of the officers in the office does not carry a firearm. We all as officers has to keep in mind the population we are dealing with and their capabilities.
63.	This survey is only good if you worked in the agency before the law came into effect. If you started with the agency after officers were able to carry there is no way to say if things are different
64.	THE FIREARMS SHOULD NEVER HAVE BEEN CONCELLED.THIS IS A BAD THING.IT SHOULD BE SHOWN LIKE ALL OTHER FORMS OF LAW ENFORCEMENT OR CORRECTIONS.ASK ANY POLICE OFFICER.THEY WILL TELL YOU THIS.PEOPLE DON'T UNDERSTAND THAT YOU HAVE A GUN AND A BADGE HIDDEN AND WHO YOU ARE.THEY NEED TO HAVE THE BADGE SHOWING AND GUN AT ALL TIMES.SO PEOPLE CAN IDENTIFY YOU.THE OTHER THING IS PEOPLE WHO CARRY FIREARMS CAN'T HAVE A WALLET BADGE TOO.THIS IS CRAZY.WHEN YOU GO TO THE JAIL OR ANY PLACE YOU NEED TO SHOW YOUR BADGE.YOU HAVE TO TAKE IT OFF YOUR BELT AND SHOW IT AND THEN PUT IT BACK ON.WE SHOULD STILL BE ABLE TO CARRY BADGE IN WALLET.THANKS! WE NEED A PAY RAISE AND COST OF LIVING RAISE! LOL!

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