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2015

Abstract

Parole and Probation Officers' Perceptions of Management Effectiveness

in Baltimore County, Maryland

by

Valencia Tamir Johnson

LLM, Thomas Jefferson School of Law, 2013

D.Div, Universal Life Church Monastery, 2011

MS, Coppin State University, 2006

BS, Coppin State University, 2005

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

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School of Management and Technology

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June 2015

Abstract

Management practices in the rehabilitation and criminal justice system are primarily concerned with how employees sense, collect, organize, and process information regarding the criminal offender. The purpose of this quantitative study was to measure parole and probation officers' perceptions regarding management support and effectiveness in the workplace, with particular emphasis on communication, collaboration, and conflict resolution. Herzberg's 2-factor theory of motivation served as the theoretical framework for the study, supporting the concept of participatory management as a central factor in job satisfaction. A researcher-designed, Likert-type questionnaire was administered to a randomly selected sample of 31 parole and probation officers in Baltimore County. The sample size was determined using a power analysis for the 2-sample *t* test. The power analysis was completed with alpha levels of .05, and a .80 level of statistical power. Participants had been employed for at least a year as parole and probation officers who supervised African American criminal offenders. Results from the questionnaires were analyzed using *t* tests, frequency distribution analysis, and comparison of means analysis, with mixed findings. The majority of participants felt that managers provide a positive overall work environment and effectively communicate with parole and probation officers. At the same time, the majority of respondents also believed that managers do not collaborate with employees and do not resolve conflicts with employees in a timely manner. Possible reasons for these contradictory perceptions are discussed. The study contributes to positive social change by providing leaders with improved methods for measuring parole and probation officers' perceptions regarding managerial support for and effectiveness in the rehabilitation of reentry offenders.

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Dedication

To give all honor and praises to God, and my Lord and Savior, Jesus Christ. To my loving mother, Geraldine Johnson, who has contributed and supported my dreams of pursuing a Ph.D. Thank you for being my biggest supporter in my academics, professional career, and life. You are my shining star and guiding light, and no one will ever take your place in my lifetime. To my editor, Dr. Diane Johns, you do not know what an impact you are on my life, because you are not only my editor, you are my friend and Angel. To my former supervisor, Dr. Willie Strait, Jr., and his loving wife, Renae Strait, for supporting my academics and professional career. You know how much I love you, and know that my love and support is forever in your hearts. To my sister and best friend, Sheila Redd-Simpson, who has been my biggest fan of conquering my dreams and never letting anyone steal my joy. In loving memory of Joanne Gamble, a best friend who has been my confidant and shining star throughout my life. I miss you, and God knows that you are watching me through my trials and tribulations. Thank you for supporting me for over 16 years, and for taking me in as your child and sister. Our love will always remain on earth, as it is in heaven. An Angel with wings will always soar, as I know you are watching. I will always love you, Joanne.

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Chapter 1: Introduction to the Study

Introduction

President Nixon endorsed the War on Drugs between 1969 and 1971, declaring illegal substances a social risk (Mauer & King, 2005); National Public Radio [NPR], (2007). This policy has persisted for approximately 40 years. The collapse of major drug cartels has been unproductive in stopping drug trafficking, crime, and the illegal use of drugs in the United States. Drugs and crime remain widespread throughout some communities in the United States, and correctional facilities are overcrowded with female and male African American offenders (McBride et al., 2009).

Many initiatives have been launched in an effort to prevent offenders from returning to prison. According to Gaddis (2007), in the last 35 years there has been a decline in crime on the whole. However, the rise in criminal activities under various management and administration policies has risen, and the manner in which the courts and criminal justice systems deal with criminal offenders has changed as well. Furthermore, West and Sabol (2010) have argued that African Americans are about three times more likely than Hispanic Americans and five times more likely than European Americans to be incarcerated in jails and prisons. The Department of Justice (DOJ) reported that an estimated 38.9 % of prisoners in the United States are African Americans, which only accounts for 12% of the population (Stalans, 2009; West & Sabol 2010; Young, 2011). According to Young (2011), African American girls and young women comprise the fastest growing population in prisons. As a result, efforts have been made to stop the incarceration of African American girls.

Effective management and transformational leadership issues must be addressed before offenders are released into communities (Beane, 2008; Horney, 2006). The responsibility for maintaining knowledge in rehabilitation management and the criminal justice system must be shared between senior managers, supervisors, and employees. These professionals bear responsibility for the proper management and use of resources in order to fulfill the goals and values of the criminal justice and rehabilitation system.

Zickler (2002) asserted that one of the many dangers of substance abusers is the need to acquire funds to buy illegal and over-the-counter drugs, which leads to prostitution, theft, and other illegal activities. According to Beane (2008), ineffective management strategies in treating criminal behavior are factors that contribute to such behavior, and many counselors believe that some individuals may be prone to commit criminal acts (Horney, 2006). Individual differences might develop as a result of biological factors, social interactions, and personality characteristics.

Management practices in the rehabilitation and criminal justice system are primarily concerned with how employees sense, collect, organize, maintain, and process information regarding the criminal offender. Managers assess their employees' performance through feedback from the supervisors and the criminal offenders whom they supervise. In this study, I measured parole and probation officers' perceptions of managerial support and management effectiveness in the workplace, with an emphasis on overall work environment, communication, collaboration, conflict resolution, performance assessment, training and education, and provision of resources.

In this chapter, I present a synopsis of the problem under study. I highlight the background of the problem, problem and purpose statements, the significance of the study, the nature of the study, research questions, and the theoretical framework. The final section of this chapter includes definitions of relevant terms, assumptions, limitations, and delimitations.

Background of the Problem

Bureaucratic organizations such as rehabilitation centers and prison systems traditionally have specialization of skills within each unit, in which the overall scope of control is high. Within innovative or growth organizations, however, the scope of control is relatively low. Employees are empowered to wear multiple hats and be actively involved in the decision-making process across domains (Beane, 2008). An example of an institution with a low scope of control is the Baltimore County Jail, whose employee handbook contains only one rule: "Use your good judgment in all situations," (Bolman & Deal, 2003, p. 55). Nadler stated that "managers in rehabilitation centers and prison systems organize [their] leadership styles and new performance evaluation to ensure the flexibility, adaptation, and positive change in a hostile work environment," (Bolman & Deal, 2003, p. 22).

Management officials have asserted that rehabilitating female and male African American offenders in Baltimore County is not an easy task when reintroducing reentry offenders back into society; furthermore, rehabilitation centers cannot accomplish this alone. According to Fretz (2005), offenders face many obstacles to successful reentry into

society, including a lack of education and marketable employment skills, housing problems, and mental conditions (e.g., mental illness, including bipolar and posttraumatic stress disorder). Managers may believe that the establishment of evidence-based treatment and assessment models can help reduce recidivism in both high- and low-risk offenders (Andrews & Dowden, 2010).

Most offenders are asked by rehabilitation counselors, parole, and probation officers about their plans for the future. Criminal offenders often lack realistic plans upon reentry. According to the U.S. Department of Justice Bureau of Statistics (2009), some offenders are likely to return to prison in a short period of time because of an institutional mindset (i.e., feeling more comfortable in prison than out). Another problem with offenders' reentry is that many do not know how to ask for assistance or where to seek assistance. According to Farkas and Miller (2007), an offender's lack of understanding, knowledge, and willingness to get help is another factor of his or her reentry process that should have been addressed during incarceration.

In 2008, Baltimore Mayor Dixon proposed funding for more rehabilitation and treatment centers to be set up in high-crime areas and promotion of a "second chance" program for criminal offenders returning to their communities. Weedon (2005) asserted that it is imperative that rehabilitation center administrators take the time to assess the risk and needs of ex-offenders. Female and male African American offenders must have access to information that allows them to understand and reflect on criminal behavior and how it affects them socially. Parole and probation officers are situated to support the

work of rehabilitation centers, as they work with ex-offenders following their release into the community.

Prison management officials believe that enrolling offenders in rehabilitation programs during incarceration can provide a cognitive-behavioral approach toward criminogenic thinking, while immersing them in a modified therapeutic community before they reenter society. According to Eckholm (2008), an element of the rehabilitation process for female and male African American offenders is learning what unacceptable behavior is, and relearning how to act in their communities and society. Furthermore, managers and social workers believe that rehabilitation counselors must address antisocial behavior using a positive, respectful approach, offering information that is pertinent to an offender's life on the outside. Parole and probation officers can help reinforce positive social behaviors as ex-offenders pursue their new lives following release from prison.

Johnson and Hickey (1999) posited that counselors must provide rehabilitation treatment in a secure location so that the offender will not be exposed to any external distractions. Counselors have observed that offenders' behavior is more predictable during incarceration. According to LeDuc (2001), rehabilitation counselors evaluate offenders using an assessment scale ranging from low risk to high risk. High-risk offenders are more likely to have their treatment extended and be monitored closely so that counselors may conduct further behavioral assessments. Low-risk offenders are likely to have their treatment reduced if there are no inconsistencies or irregularities in

their behavioral patterns, and they may reenter their communities under minimum supervision.

Howell and Enns (1995) stated that rehabilitation centers, prison systems, and substance abuse treatment programs in Baltimore County collaborate with the court system and the Maryland Division of Parole and Probation (MD P&P). Offenders are placed in a certain treatment program in accordance with their assessment and level of services needed for their types of behavior. Weedon (2005) argued that assessments should be completed before offenders are transferred to rehabilitation centers. However, managers and counselors have noted that substance abuse treatment programs have a different assessment process. If an offender is not assessed accurately and prepared to face the return to community and society, he or she is more likely to repeat the crimes, such as: substance abuse, alcohol abuse (intoxication with an intent to harm), homicide, robbery, larceny, sex offenses, and domestic violence.

Additionally, an assessment and rehabilitation of offenders reentering society must be addressed. If issues are not addressed while the offenders are incarcerated, the community is at risk of dealing with a whole new generation of offenders due to the intergenerational transition of criminogenic and antisocial behaviors, to which children in Baltimore County will be exposed. Parole and probation officers, because of their relationships with ex-offenders, are an essential link in the supportive chain that can reduce or prevent recidivism.

Rehabilitation center administrators, the MD P&P, the Baltimore County Police Department, and the Mayor's Office have discussed the issues concerning reentry of offenders and treatment strategies. However, interagency cooperation and collaborative efforts to decrease recidivism through rehabilitation and treatment are essential for success. Johnson and Hickey (1999) and LeDuc (2001) stressed that officials must agree to various strategies and principles. In a consultative Criminal Justice meeting at the Baltimore Mayor's Office on November 11, 2008, it was proposed that various organizations collaborate to ensure public safety and healthy communities. The meeting members emphasized the importance of relationships between county officials and managers of prison and rehabilitation organizations so they might inform one another using the principles of independence, complementary services, and cooperation. Baltimore County officials agreed to several conditions, one of which relates to probation/parole officers and managerial effectiveness: "The Maryland Division of Parole and Probation will work in conjunction with rehabilitation centers and federal, state, and local law enforcement officials to protect public safety and assist in the rehabilitation of criminal offenders re-entering society, as cited in Baltimore Mayor's Office (2008, para. 15).

Advocates should document agreements as a formal partnership which identifies areas of cooperation such as resources of joint criminal justice and law enforcement systems, and access to and sharing of expertise and services. Ultimately, managers and leaders in rehabilitation and prison organizations must examine the problems and

increase the effectiveness of accountability approaches to ensure that reentry offenders receive adequate assessment, treatment, and resources in an attempt to reduce recidivism. Examining and measuring parole and probation officers' perceptions of managerial support and management effectiveness in the workplace will help to improve the provision of services to offenders during and after their incarceration.

Prison Management

Incarceration Rate

Rates of imprisonment for African Americans have risen since 2006. According to the U.S. Department of Justice Bureau of Statistics (2009), the incarceration rate in Baltimore County increased from 2006 to 2008 (number of offenders per 100,000 population). In 2006, there were 501 offenders incarcerated. In 2007, there were 506 offenders incarcerated, and in 2008, there were 607 offenders incarcerated. The Baltimore County incarceration rate in 2006 increased 15 % for African American males and 10 % for African American females compared to 2005. These rates continued to increase in 2007 and 2008, from 35 % to 55 % for African American males and from 20 % to 40 % for African American females, as cited in the U.S. Department of Justice Bureau of Statistics (2009).

According to LeDuc (2001), prison officials, court officials, MD P&P, and rehabilitation officials in Baltimore County must collaborate to assess and develop ways to treat offenders' behavior after they reenter society. Prison officials believe that these government agencies and rehabilitation centers must develop mechanisms to coordinate

risk assessment information and design appropriate programming for offenders with high- and low-risk behaviors. According to the Department of Public Health/Bureau of Substance Abuse Services [DPH/BSAS] (2009), prison officials believe that effective halfway houses, mental health services, rehabilitation centers, and substance abuse treatment programs are the best approach in assisting ex-offenders to transition into society. According to Price (2007), such programs provide an alternative to prison sentencing and give offenders a second chance through social transitioning and making changes in their life through recovery. According to Hiller, Knight, and Simpson (1999), managing officials should collaborate to find effective ways of decreasing the relapse rate among offenders. Core programs must be designed to rehabilitate female and male African American offenders in Baltimore County. A 6-month schedule prior to the offender's release should give correctional officials time to prepare offenders for reentry into society.

Another way for managing officials to assist offender reentry into society is by maintaining close supervision of the offender's destinations and activities in the community. According to Price (2007), the ideal prevention of relapse and reoffending is to establish core programs that allow the offender to engage in character development, motivational enhancement, and self-help strategies. Providing other interactive learning skills such as residential learning techniques, sensitivity to victim impact, job training and employment rehabilitation, therapeutic community programs, and mentoring for family reunification and parenting skills are essential to their productivity and survival.

Parole and Probation Violation Rate

The MD P&P showed that over 85% of African American males and 68% of African American females in Baltimore County are on either parole or probation. The reentry offender has to report to the MD P&P Office within his or her assigned area of residence. The offender has to meet with an intake worker, who interviews the offender and assigns the offender a parole or probation officer. The offender has to report to the agent and be interviewed and assessed to see what treatment is needed for the offender to recover from their addiction. In accordance with the Maryland Parole Commission (MPC) or the court's conditions of the offender's parole or probation, the offender is referred by the parole and probation officer to a rehabilitation or treatment center for an evaluation (Pitts, 2007). Once the offender is assessed by a certified practitioner or counselor at the treatment facility, the offender is sent back to the MD P&P for their results of the evaluation from the treatment program. The parole or probation officer makes a decision to place the offender in rehabilitation in his or her assigned area of residence, and the offender reports to the treatment facility to deal with his or her addictions and problem behaviors for a short or long period, in accordance with the terms and conditions from the courts or the MPC.

If the offender does not meet the conditions of parole or probation by failing to attend rehabilitation or treatment services, the agent will reprimand the offender by suggesting alternative sentencing approaches to ensure that he or she complies with the terms and conditions of the court or the MPC. If the offender refuses to cooperate with

the terms and conditions of the court or the MPC, then the agent will issue a warrant for the offender's arrest, and the offender will have to appear in court. Once the offender appears in court, it is the court's decision to place the offender back into prison or provide the agent with alternative solutions by giving the offender a continuance in his or her probation, by giving the offender an opportunity to be supervised under that particular agent. According to Goetz and Mitchell (2003), the agent can either accept or reject the judge's decision. If the agent does not wish to supervise the offender because of noncompliance with his or her terms and conditions, then the offender will be placed back in prison to complete the rest of his or her sentenced time. If the agent wishes to supervise the offender, then the offender will remain in custody under the agent's supervision and he or she will serve his/her term and conditions until completion. According to Pitts (2007), the parole and probation officers monitor the offender and his or her treatment progress through the rehabilitation center. The agents receive a daily report from the rehabilitation or treatment facility about the offender's attendance, progress, and behavior. The MD P&P has a dozen referral sites that cater to the offender's needs for supervision. These services at the MD P&P are offered to meet the needs of offenders while under supervision by their parole and probation officers.

In 2008, there were over 22,000 active offenders' cases in Baltimore County that were supervised by the MD P&P. Most parole and probation officers have active caseloads averaging 150 to 500 offenders daily. However, parole and probation officers in Baltimore County believe that their limited resources are not adequate to supervise

over 150 offenders per day. According to Dilulio (1997), reinventing parole and probation needs more investment, such as compensating parole and probation officers on a higher level, due to the nature of the work (to eliminate the problem of overworked and underpaid parole and probation officers). Managing officials need to increase the resources for parole and probation officers to monitor offenders effectively; provide clear supervision approaches for management in supporting the agents' needs for offender supervision; encourage other federal, state and local government agencies to provide collaborative support for management and agents' support; empower private hospitals and nonprofit organizations to effectively treat the offenders who have various health conditions; and introduce new innovative technologies that can assist agents in monitoring caseloads effectively.

The MD P&P is the foundation of public safety and ex-offender supervision; without it, other law enforcement agencies would cease to exist. It is essential to invent new and innovative ways to meet offenders' needs through parole and probation. Without adequate resources and funding, however, the agency will continue to decrease agents' support, and recidivism will increase in the community. As Dilulio (1997) observed, "Parole and probation officers waste time in chasing … the delinquent offenders, instead of helping the good offenders" (p. 45). Meeting the goals in providing support for the agents while offenders are under supervision is essential. Managing officials need to believe that adequate compensation is critical in promoting effective work performance in parole and probation officers. Such support of agents by managing

officials will mean that offenders can receive the level of quality services that they need for successful recovery and rehabilitative treatment.

Recidivism

The U.S. Department of Justice Bureau of Statistics (2009) showed that African Americans in Baltimore County have the highest recidivism rate. About 85% of African Americans in Baltimore County are convicted of or rearrested for crimes. About 47% of African American males were reconvicted by the Court System for a new crime, and sentenced back to prison. According to the U.S. Department of Justice Bureau of Statistics (2009), the highest reoffenses were robbery (78.9%), burglary (80%), larceny (77.6%), felonies (82.5%), murders (96.3%), and manslaughters (86.7%). Offenders who cannot successfully complete treatment often relapse into reoffending, causing an increase in recidivism and poor rehabilitative outcomes. The recidivism rate in Baltimore County can only be reduced through effective rehabilitation and treatment strategies, along with positive reinforcement through the support of the community; private and nonprofit organizations; and federal, state, and local governmental agencies.

According to Goetz and Mitchell (2003), managing officials in the rehabilitation and prison system believe that the relationship between effective transitioning and rehabilitative aftercare services needs to be further explored. The philosophical assumption of recidivism is that social disorganization leads to crime, which must be minimized. Offenders seek guidance and support once they are released from prison. It is imperative that the offenders become knowledgeable about societal changes and

cognitive-behavioral management before they reenter the community; the lack of such knowledge is equivalent to social disorganization.

Relapse

Relapse can be viewed as failing to maintain cognitive-behavioral changes during a period of treatment, rehabilitation, and incarceration. According to Dilulio (1997), relapse assumes risk factors such as social pressure, negative emotional states, and lifestyle imbalance, which increase the probability of a recurrence in maladaptive behavior. Rehabilitation and prison officials believe that reentry offenders relapse due to loss of employment, death of a loved one, family problems, depression, stress, and medical or other personal reasons that hinder their recovery. Offenders tend to look for alternative methods of relieving their problems through substance or alcohol abuse or committing crime or suicide.

According to Willis (2008), in 2007 and 2008, 3,500 female and male African American offenders in Baltimore County relapsed. Baltimore County submitted a proposal to the Maryland Alcohol and Drug Abuse Administration (MADAA) to develop and create a priority action plan to coordinate efforts in the increasing demand for substance abuse treatment, which was called Baltimore Substance Abuse Systems (BSAS). In 2007, BSAS received funding from the state for $2,383,071, and in 2008 received an additional $15,000,000. BSAS maintained over 600 substance abuse treatment slots for reentry offenders and provided detoxification programs, local halfway houses, and rehabilitation in the Maryland Primary Adult Care Program (MPACP), which

serves over 105 patients for treatment by medical physicians. BSAS coordinated and developed effective, on-demand treatment for substance abusers, which served as a resource for Baltimore County reentry offenders. The BSAS partnership expanded across the criminal justice system, specifically the MD P&P. The MD P&P facilitates referrals for reentry offenders when seeking mental health, medical, child welfare, and social services and other rehabilitative resources for various types of treatment.

According to Hill (2007), public and governmental officials must be able to evaluate the context of an offender's reoffenses, re-arrests, and cognitive behavior in order to understand why that person relapses. High rates of relapse and reoffending are most often due to the absence of adequate interventions and treatment among male and female African American offenders in Baltimore County. Clinical interventions among offenders can reduce relapse and recidivism in Baltimore County communities. Moreover, relapse prevention can be a therapeutic technique in fostering social change in adaptive behavior through enhanced self-efficacy and self-management.

According Wroblewski (2008), local law enforcement and public and government officials need to pinpoint prerelease areas where the offender may be at risk of relapsing and reoffending. Without such monitoring, the relapse rate among African Americans in Baltimore County may continue to increase, along with the recidivism rate and the re-offenses. Managing officials believe that it is important to assess cognitive antecedents through criminological risk markers, while emphasizing the need for positive contextual factors in the offenders' behavior.

The correctional institutions in Baltimore County need to provide effective treatment and intervention to ensure that the offender is capable of reentering society. In the correctional facility, delinquent behavior is viewed (regardless of gender and race) as a psychological disturbance in the cognitive-behavioral realm. Correctional institution officials believe that it is difficult to build life skills and provide intervention to offenders with various behavioral problems one at a time, without the resources and proper training to meet the offender's needs once he or she leaves the institution. Therefore, Baltimore County correctional facilities' managing officials need to promote wellness as a preferred paradigm in the offenders program. Wellness in correctional programs offers commitment to developing and creating functional and practical life behaviors intellectually, socially, mentally, physically, psychologically, occupationally, and spiritually. Wellness knowledge and skills will help offenders successfully face the challenges of reentry into their communities. Prison officials believe that incarceration rates in Baltimore County will continue to increase if there are not enough resources to assess and understand the offenders' needs upon reentry into society. Prison officials believe that adequate funding, treatment, and proper training in the correctional facility play a major role in preparing the offender to return to society. Correctional facilities and officials need to provide wellness paradigms, techniques, and mechanisms to support reentry offenders by developing proactive behavior approaches in recognizing and evaluating long- and short-term goals of the institution.

Statement of the Problem

To date, little research exists on parole and probation officers' perceptions regarding managerial support of their work with ex-offenders (Beard, 2005). Management practices, managerial support, or the combination of these have not been found to meet parole and probation officers' needs in effective rehabilitation of reentry offenders. In order to help their clients, parole and probation officers must feel that they operate in a supportive setting. Therefore, in this study, I focus on Baltimore County parole and probation officers' perceptions regarding managerial support and effectiveness in order to ascertain how they view their workplace environment.

In 2005, Baltimore County had the highest crime rate in the United States. Baltimore County is ranked seventh in violent crimes, with a decline since 2005 of approximately 3.6%, while property crime dropped by 3% (Beard, 2005). Furthermore, robberies dropped by 10% and the police commissioner vowed to continue to reduce robberies in 2010. Figure 1 shows the number of jail and prison inmates described by gender, in which males outnumber females by a large margin. Furthermore, the U.S. Bureau of Justice revealed that African Americans make up about 40% of the overall male prison population (PressTV, 2011). Berridge (2004) argued that finding solutions to criminal offenders' behavioral problems and improving the resources available to offenders upon release are essential to successful reentry into these individuals' communities.

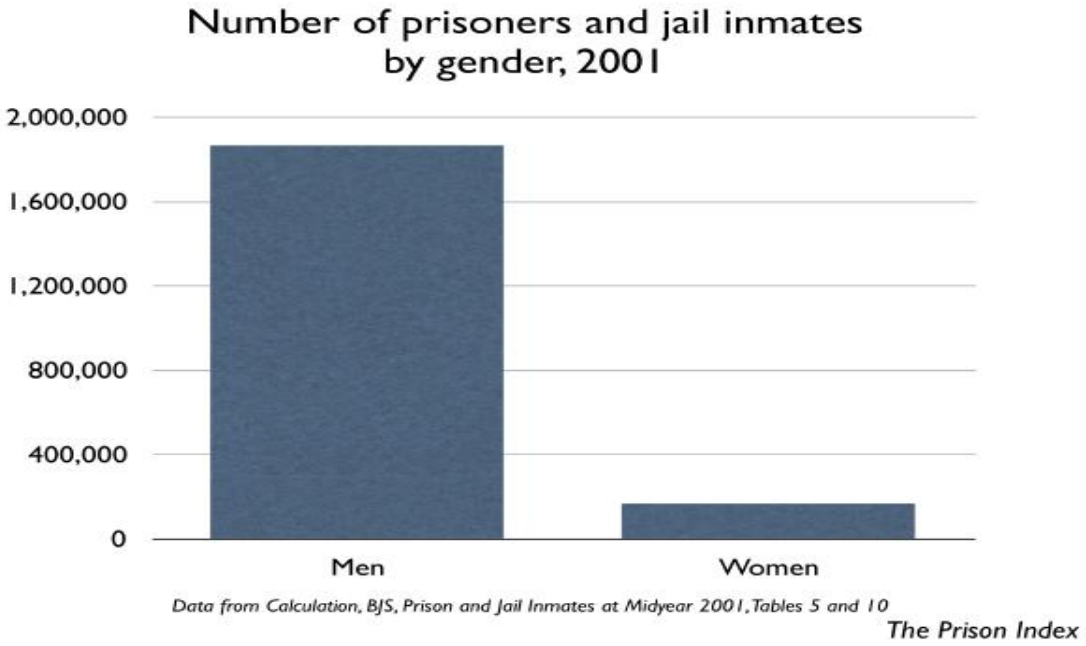

Figure 1. Number of prisoners and jail inmates by gender, 2001. (Source: Wagner, 2003)

What Figure 1 does not show is that the majority of criminal offenders suffer from substance abuse and mental health issues.

In this study, I focus on parole and probation officers, whose interactions with ex-offenders are central in preventing recidivism. The success of any rehabilitation program would not be apparent until after offenders are released from prison and rejoin their communities; however, they remain linked with the criminal justice system via their relationship with their parole/probation officers. These officers provide resources and information that are crucial to ex-offenders' ability to avoid criminogenic behavior. In turn, the success of parole/probation officers in helping their clients is dependent on the officers' perceptions of managerial support. If officers feel that their workplace is one of

effective communication, conflict resolution, and so on, they will be able to do their jobs better. If they do not feel that they are getting the resources they need to do their jobs well, however, this perception will negatively affect them and their clients.

Purpose of the Study

The purpose of this study was to quantitatively measure parole and probation officers' perceptions of managerial support and management effectiveness in the workplace, focusing on positive work environment, communication, collaboration, conflict resolution, performance assessment, training and education, and provision of resources. Strauss and Corbin (1990, p. 17) describe quantitative research as "the relationship between one thing (an independent variable) and another (a dependent or outcome variable) in a population." Quantitative research may be used to shed light on a societal issue about which little is known. This type of research design was used to measure parole and probation officers' perceptions regarding managerial support and management effectiveness in the workplace.

The design of this quantitative research study was used to shed light on the managerial dynamics used by parole and probation officers who oversee the rehabilitation of young African American criminal offenders and ex-offenders released from prison in Baltimore County. The identifiable population selected for this research study was parole and probation officers working in the MD P&P. Participants had to be over 21 years of age, must have worked at DPP for at least 1 year, and had to supervise young African American criminal offenders and ex-offenders released from prison in

Baltimore County. I developed the primarily closed-ended questionnaire to elicit participants' perceptions regarding management effectiveness in support of a positive work environment and covered issues of communication, training, conflict resolution, education program development, and performance evaluation.

In this study, I addressed the gaps in the literature by measuring parole and probation officers' perceptions regarding managerial support and rating management effectiveness in the workplace. Some researchers have addressed parole and probation reform. However, no data or pertinent information exists in any publications or research studies pertaining to parole and probation officers' perceptions regarding managerial support and rating management effectiveness in the workplace.

Theoretical Framework

In spite of decades of research on criminal offenders, no research studies exist on the factors (or combination of factors) that are required to assist African American offenders in making positive behavioral changes in their lives while incarcerated and upon reentry into their communities and society. These factors or combination of factors may include the following: rehabilitation, education, employment, family support, financial needs, and housing, along with mental health services and substance abuse treatment (they will be described in more detail in Chapter 2). The foundation of managing criminology and criminal justice in a parole and probation setting is based on various theories generated from years of research studies, as described in Bohm (2011).

Theories provide a tool for understanding the recuperative and justice approaches toward criminal behaviors.

Parole and probation officers provide services to ex-offenders to help them make a successful transition into their communities. In order for these corrections officials to do their jobs successfully, parole and probation officers must have a supportive workplace environment, an environment that includes a theoretical foundation underpinning their work with ex-offenders. If parole and probation officers are operating according to one theory but their supervisors and managers are operating according to a different theory, problems may arise. In this section, I describe three theoretical schools of thought that have been applied in both explaining criminal offenders' behavior and in helping ex-offenders transform their negative behavior into positive behavior: deterrence theory, differential association theory, and rational choice theory. Following these descriptions, I briefly discuss the theoretical framework relating to motivation and job satisfaction that drove this research study.

Deterrence Theory

Managing officials and the partnership of the community are encouraged to take a stance on crime, which may discourage former and potential offenders from committing neighborhood crimes. Glaser (as cited in Zagare, 2004), referred to classical deterrence theory as the "punitive retaliation school." Powell (1985) argued that researchers using classical deterrence theory do not fully appreciate or understand this theory. In fact, there is a fundamental weakness in the theory itself, but it is still popular in many contexts

(e.g., discussions at policy debates regarding arms control; U.S. policy; and national missile defense systems toward China, interstate, and Russian negotiations). Deterrence is separated into two classifications: (a) general deterrence consists of punishing individuals in public view to deter others from committing the same acts in the future, and (b) specific deterrence focuses on correcting deviant behavior. The punishment designed for specific deterrence is used to discourage individuals from recidivating, which means returning to previous patterns of unacceptable behavior. The principles of deterrence theory are used in the military as well. General deterrence theorists stress lessening the possibilities of deviance in the general population of criminal offenders such as controlled acts in crackdowns in drunk driving and police units, the formation of task forces for gang-related crimes, and visible notices of laws and policies regarding shoplifting (Keel, n.d.). Deterrence strategies from a management perspective highlight future behaviors that prevent individuals from engaging in deviant acts or crime by attempting to impact their logical reasoning process. The management method of dealing with negative behavior among criminal offenders uses punishment as a negative sanction, thereby extinguishing problematic behavior. Some examples include corporal punishment, mandatory arrests for certain behaviors (e.g., domestic violence), and “shock sentencing” (i. e., placement of nonviolent offenders into rehabilitation programs instead of prison) (Akers, 2009; Ward et al., 2006).

Differential Association Theory

According to Sutherland's (1947) description of differential association theory, individuals are taught how to take part in criminal behaviors by associating with and watching other criminally minded individuals. This theory is indicative of the socio-cultural circulation of criminal imitation of others: the process of social learning and socialization that entails watching others and learning the patterns of deviant behaviors, which has nothing to do with how these patterns of criminal behaviors or choices emerged, as cited in McCarthy (1996) and Merton (1997). Sutherland found that criminal behavior is the outcome of encouraged and learned criminal acts when people interact with social groups. Crime rates within a controlled practice of a group's dynamics are explained by the differential social organization. The extent to which a group is in favor of crime versus a group against crime determines the crime rate of an area or community. Differential association theory is related to social learning theory, which stresses that people learn behavior as a result of their social interactions with others. Differential association theorists do not stress the penalties of criminal behavior, but stress the social context of controlled resources, seeking to deter unacceptable behaviors in society.

Rational Choice Theory

Ellis (2010) and Matsueda (2006) posited that the managing and generalizability of program and services processes and procedures are tools that can bring about positive behaviors and success in achieving goals set by African American criminal offenders

upon their release from prison. Some of the most effective managing techniques used in previous research might be resources in assisting criminal offenders. These techniques consist of the following: building self-esteem, cognitive restructuring, detailed verbal guidance, reinforcing positive behaviors, rehearsing interactions with others, and role playing. However, moving from differential association theory to social learning theory adds momentum regarding rational choice theory.

The views on rational choice are rooted in the study of human behavior developed by Bentham (1948) and Beccaria (1963). Siegel (2006) and Akers (2009) discussed the core assumptions of this theory as follows: (a) human beings are rational actors; (b) level-headedness entails an ends/means computation; (c) based on an individual's rational calculation, he or she freely chooses all behavior, whether it be deviant or conforming; (d) there is a cost/benefit analysis: satisfaction versus pain is a central element of calculation; and (e) with all other conditions being equal, choice is directed toward the maximization of personal satisfaction.

Other assumptions include perceiving, managing, and understanding potential pain or punishment; choice will follow the act using self-judgment whether the act is in violation of the social contract and social good; and, the social contract is an embodiment of being responsible, preserving the common good, and maintaining order. Siegel (2006) argued that rational choice theory is essential in understanding crime prevention, criminal behavior and patterns, and victimization. Crime prevention is an activity that reduces and prevents criminal activity. Criminal behavior is any type of deviant conduct that causes

harm to others through unlawful acts. Criminal patterns are a systematic trend of crime that has occurred in a geographical region. Victimization is when a person is a victim of a crime.

Managing officials believe that criminal offenders must understand the law's ability to control human behavior via certainty, cruelty, lack of sympathy, and swift punishments. The causes of crime focus on external factors (e.g., management, biological, psychological, mental, and social) that restrict the rational choices of criminal offenders. Akers (2009), Beccaria (1963), and Bentham (1948) argued that many criminal offenders weigh the costs and benefits of committing crimes before making a choice, whether it is rational or irrational. Some costs include arrest, public humiliation, and incarceration; being away from family members for an undetermined amount of time; abuse while incarcerated; and risks associated with the chances that a victim may have a weapon. Managing officials believe that benefits to the offender associated with committing such crimes consist of the funds to buy alcohol and drugs, the ease of committing the crime, excitement and thrills, fast cash, and public and media attention.

Akers (2009) agreed that management and individuals embracing rational choice theory should foresee the results or alternative courses of action and calculate which choice is the best; the alternative should be the choice that offers them the greatest satisfaction. The limited rationality of criminal offenders is not knowing the value of the property he or she expects to steal, anticipating and assessing all possible outcomes in each situation, and lack of awareness of the extent of the punishment for certain criminal

offenses. According to Keel (n.d.) and Ward et al. (2006), criminal behavior occurs when an individual chooses to violate the law after taking into consideration his or her needs for money, learning experiences, personal values, and any situational factors that may affect the outcome of the decision.

Motivational Theory and Job Satisfaction

The high level of stress experienced by parole and probation officers results in frequent burnout and a high turnover rate. Because of their "unique position within the criminal justice system, which requires officers to offer a 'helping hand' while controlling offenders" (Lee, Joo, & Johnson, 2009), high staff turnover rates are a threat to public safety. Researchers therefore have sought to understand the motivating factors involved in job satisfaction among members of this population. Getahun, Sims, and Hummer (2008) describe Herzberg's 1964 two-factor theory of motivation, which focuses on one's work environment as the source of job satisfaction. In their study of parole officers (Getahun et al., 2008), found that organizational factors (particularly management style) rather than demographic characteristics affected job satisfaction. Their findings mirror those of Slate, Wells, and Johnson (2003), which "lend [...] credence to the use and development of participatory management schemas within probation organizations." The questionnaire used in this study is based on such a participatory management schema, using Herzberg's theory of motivation as the foundation.

Significance of the Study

Although research studies have been conducted on young, African American criminal offenders and ex-offenders released from prison, what is under-investigated is the measurement of parole and probation officers' perceptions regarding the managerial support and workplace effectiveness that are needed for their work with this population. Research in this area is important because of the stressful work environment of parole and probation officers: some contributors to this include managers not effectively communicating with parole and probation officers, managers not working collaboratively with parole and probation officers, interpersonal workplace conflict between managers and parole and probation officers, a lack of training and education from managing officials, a lack of funding, and poor provision of resources. Criminal offenders and ex-offenders released from prison and back into society without adequate treatment and resources are at a higher risk to reoffend and end up back in prison, adding to the high costs of incarceration.

The increased likelihood of reoffending is related to a lack of resources, inadequate funding, insecurity on the part of senior management, and intimidation by subordinates directed towards parole and probation officers. This research study contributes to positive social change by increasing awareness of the need for quality rehabilitation services for African American criminal offenders and ex-offenders. Provision of such services will decrease the likelihood of deleterious effects on the

psychological well-being of the criminal offenders, ex-offenders, and parole and probation officers in the criminal justice and law enforcement organization.

Additionally, I provide recommendations and suggestions for addressing the lack of funding as well as improving employee assistance programs, employee education, and leadership training and development in managerial support and effectiveness for staff members involved in the rehabilitation of African American criminal offenders and ex-offenders. I also discuss implementation of non-tolerance policies and procedures in an effort to promote a crime-free environment in the community and in the criminal justice and law enforcement organizations in Baltimore County, Maryland. This study is important because I address the significance of managerial dynamics—including leadership training and development—in relation to parole and probation officers' involvement in the rehabilitation of young, male and female African American criminal offenders and ex-offenders released from prison. I present an approach to understanding and addressing the relationship between African American criminal offenders and ex-offenders released from prison and the managerial dynamics involved in the rehabilitation of this group, as well as challenges that offenders face during incarceration and upon release from prison. Similarly, the study provides a basis for anticipating and removing barriers in order to improve resources, promote quality rehabilitation, and enhance social services for female and male African American criminal offenders in Baltimore County. Existing programs and services may be ineffective in ensuring reentry offenders' survival in the Baltimore community. Therefore, it is important to evaluate

past and current measurements of parole and probation officers' perceptions regarding managerial support and management effectiveness involved in the rehabilitation of this group of offenders. This includes establishing a process to implement cognitive-behavioral and social learning skills targeted at understanding criminal behavior and improving the reentry process of these individuals into their communities and society.

The research results may be of significance to court systems, the MD P&P, rehabilitation centers, and neighborhood communities that offer services to male and female African American offenders before and after their release from prison. Present and future leaders and managers of various rehabilitation programs and prison management systems in Baltimore County must be skilled in dealing with criminal behavior, mental illness, and substance abuse. This quantitative study adds to organizational leadership literature, as cited in Lamb, Greenlick, and McCarty (1998). The enhancement and implementation of innovative programs and services may increase organizational development of leadership performance for those individuals working with African American male and female criminal offenders.

This research study will lead to a greater understanding about parole and probation officers' perceptions of managerial support and management effectiveness in the workplace. It also will help to explain parole and probation officers' management context of the rehabilitation of African American criminal offenders in Baltimore County and what mechanisms can be used to decrease criminogenic behaviors. Furthermore, this study will provide members of the public and managing officials with a clearer

perspective as to their respective function in the community, and the effectiveness of treatment that is provided to reentry offenders by the parole and probation officers and supervisors in Baltimore County, Maryland. Effective leadership in the parole and probation system will have a positive effect on employees who supervise offenders' behavior. To achieve quality results among employees and offenders, management must focus on the core issues of employees' performance by effectively reinforcing a positive relationship that contributes to the mission and goals of the rehabilitation center or prison system.

Nature of the Study

This quantitative research study was designed to measure parole and probation officers' evaluations of managerial support and management effectiveness in the workplace. Only a handful of research studies have specifically examined the perceptions of this population in relation to management practices (Boles, Howard and Donofrio, 2001; Brown, 2004; Fulton, Stichman, Travis, and Latessa (1997); Getahun et al., 2008; Slate et al., 2003; Wells, Colbert, & Slate, 2006). Therefore, the researcher developed a closed-ended questionnaire to be administered to a representative sample of parole and probation officers in one Maryland county. The questionnaire was reviewed and validated by a five-member panel of subject-matter experts comprised of three senior probation and parole agents and two supervisors. This research design was chosen because the questionnaire format is an efficient way to elicit responses from many participants in a short amount of time, and is easy to administer and score

The population selected for this study consisted of adult (aged 21 and older) male and female parole and probation officers in Baltimore County who had worked in their current position for at least one year. The county employs between 100 and 200 parole and probation officers. I estimated that a sample size of 40 participants (or 20-40% of the total number) was adequate to ensure a valid and reliable study.

Permission was obtained from the Maryland Department of Public Safety and Correctional Services (DPSCS) to administer the survey questionnaire to participants (see Appendix C). An electronic survey completion site using SurveyMonkey.com was used for distributing the questionnaire. A random sample of participants was recruited from the Maryland Parole & Probation Office located in Arbutus/Catonsville.

Before filling out the questionnaire, participants provided basic demographic information including gender, age, ethnicity, management level (supervisor, manager, or director), experiences within the past 30 days, and length of employment. Access to the questionnaire was embedded in the consent form. The questionnaire, an 11-item instrument, was designed to measure the participants' perceptions regarding managerial support and management effectiveness in the workplace (see Appendix B). The first ten questions addressed topics of communication, collaboration, conflict resolution, training and education, provision of resources, and performance assessment. These Likert-type questions included a 5-point rating scale (with 1 being *strongly disagree* and 5 being *strongly agree*). The 11th item (the only open-ended question) asked participants to rank,

in order of importance, issues faced by their clients (e.g., employment, housing, financial resources, family support, physical and mental health, and transportation).

Out of the 40 questionnaires that were distributed, a total of 31 were completed, yielding a final sample size of 15-30%. Data analysis was performed by importing the survey response data from SurveyMonkey.com, first onto an Excel spreadsheet and then into Az-Testing Population Proportion-Excel Template software. Participants' questionnaire responses were placed into the Az-Testing database for evaluation and statistical analysis. Data were compared using *t* tests, and frequency distribution analysis was used to identify the participants' responses to the survey questions. A frequency distribution analysis was performed to identify the proportion of parole and probation officers who agreed or disagreed with the questions. A comparison of means analysis was used to evaluate (via rating) participants' perceptions of managerial support and management effectiveness. Finally, descriptive analysis was used to assess whether participants' agreement or disagreement with the questions predicted Az-Testing (Population Proportion-Excel Template) scores.

Research Questions

The following research questions directed the study.

1. How effectively do managers provide a positive overall work environment for parole and probation officers?
2. How effectively do managers communicate with parole and probation officers?

3. How effectively do managers collaborate with parole and probation officers?
4. How effectively do managers resolve interpersonal workplace conflicts with parole and probation officers in a timely manner?
5. How effectively do managers assess parole and probation officers' performance adequately?
6. How effectively do managers provide additional training services to parole and probation officers?
7. How effectively do managers provide adequate resources to parole and probation officers?

Hypotheses

Hypothesis One. Null Hypothesis (Ho): The majority of participants do not disagree or strongly disagree that managers provide a positive work environment. *Research Hypothesis (H_1):* The majority of participants disagree or strongly disagree that managers provide a positive work environment.

Hypothesis Two. Null Hypothesis (Ho): The majority of participants do not disagree or strongly disagree that managers communicate effectively. *Research Hypothesis (H_1):* The majority of participants disagree or strongly disagree that managers communicate effectively.

Hypothesis Three. Null Hypothesis (Ho): The majority of participants do not disagree or strongly disagree that managers collaborate with employees. *Research*

Hypothesis (H_1): The majority of participants disagree or strongly disagree that managers collaborate with employees.

Hypothesis Four. Null Hypothesis (Ho): The majority of participants do not disagree or strongly disagree that managers resolve interpersonal workplace conflicts with employees in a timely manner. *Research Hypothesis (H_1):* The majority of participants disagree or strongly disagree that managers resolve interpersonal workplace conflicts with employees in a timely manner.

Hypothesis Five. Null Hypothesis (Ho): The majority of participants do not disagree or strongly disagree that managers assess employees' performance adequately. *Research Hypothesis (H_1):* The majority of participants disagree or strongly disagree that managers assess employees' performance adequately.

Hypothesis Six. Null Hypothesis (Ho): The majority of participants do not disagree or strongly disagree that managers provide additional training services to employees. *Research Hypothesis (H_1):* The majority of participants disagree or strongly disagree that managers provide additional training services to employees.

Hypothesis Seven. Null Hypothesis (Ho): The majority of participants do not disagree or strongly disagree that managers provide adequate resources to employees. *Research Hypothesis (H_1):* The majority of participants disagree or strongly disagree that managers provide adequate resources to employees.

The primarily closed-ended questionnaire, an 11-item instrument, was used to measure parole and probation officers' perceptions regarding managerial support and rate

management effectiveness in the workplace (Denzin & Lincoln, 2005). The first 10 questions were ranked on a scale of 1 through 5, with 1 being *strongly disagree* and 5 being *strongly agree*. The final question allowed participants to rank items in order of importance. Chapter 3 contains a more detailed discussion of the research questions and the questionnaire.

Moustakas (1994) argued that preprepared closed-ended questionnaires and research questions direct research studies and highlight the underlying principles of a human or social issue or the phenomenon explored through feedback from its participants. The participants' experiences add texture and meaning to a research study, which is developed through the research questions (RQs). Creating a quality pre-prepared questionnaire may provide a more comprehensive understanding of the problems probation/parole officers' face (Creswell, 1998 & 2003). The pre-prepared, closed-ended questionnaire for all the participants in this research study addressed the RQs listed above**.** The questionnaire was reviewed and validated by a five-member panel of subject-matter experts comprised of three senior probation and parole agents and two supervisors.

Definition of Terms

A*gent*: Someone providing a service or representing someone else (*World English Dictionary*, 2009).

Alcohol abuse: A maladaptive pattern of substance use that leads to clinical impairment or distress, as manifested by one or more of the following within a 12-month

period: recurrent use resulting in a failure to carry out major responsibilities at home (e.g., neglect of children and household), school (e.g., suspension or expulsions from school, and frequent nonattendance or reduced efforts in performance), or work (e.g., termination, layoffs, and low work performance), or driving under the influence or operating dangerous equipment (American Psychological Association, 2000).

Baltimore County: A general population in the western region of Maryland.

Criminal behavior: The criminality and delinquency of individuals engaging in criminal acts; criteria used to diagnose certain personality behaviors; and presence of personality traits that might influence criminal behaviors in some individuals (Rhee & Waldman, 2002).

Criminal offender: An individual who commits a crime and is sentenced to prison for an undetermined time, depending on the offense (Bartley, 2010).

Comorbidity: Exists when two or more disorders, such as mental health disorders and substance abuse problems, are present in one person (Valderas, Starfield, Sibbald, Salisbury, & Roland, 2009).

Crime: delinquency as a social phenomenon, which is included within the scope of the process of making laws, of breaking laws, and of reactions to the breaking of laws (Bartley, 2010).

Criminal etiology: A crime causation study. Etiologists research possible causes of crime (Criminology Study Online, 2009).

Criminal phenomenology: All types of crime (Criminal Study Online, 2010).

Criminogenic: A consuming, debilitating, rising tide of criminalism; a sociological condition in inner life (i.e., an environment or social forces that contribute to or support the formation of predatory criminal morals, thinking, and behavior (Online Editors, 2010).

Criminology: “The body of knowledge regarding delinquency and crime as a social phenomenon. It includes within its scope the process of making laws, breaking laws, and of reacting toward the breaking of laws.” According to Sutherland (1947, p. 20), the objective of criminology is “the development of a body of general and verified principles and other types of knowledge regarding this process of law, crime, and reaction to crime." Criminology has three standard elements: (a) sociology of law, (b) criminal etiology, and (c) penology (Sycamnias, n.d.).

District Court: One of the U.S. Courts that is held by a judge (i.e., district judge) presiding over hearings and making decisions regarding fines and sentencing for criminal offenses. State authorities have established several courts under the same name (Lectric Law Library, 2011).

Incarceration: A state of being confined or imprisoned. In the United States, several kinds of institutions exist for persons convicted of crimes: local jails for adults convicted in state courts; federal prisons for individuals convicted in federal courts; state prisons; and other kinds of residential institutions (i.e., training schools) for juvenile delinquents convicted in juvenile courts.

Judges: Public officers who are invested with the authority to hear and determine cases. There are four jobs of a judge in a hearing: (a) to direct the evidence; (b) to moderate length, repetition, or impertinency of speech; (c) to recapitulate, select, and collate the material points that have been made; and (d) to give the rule and sentence (Bacon, 1913).

Learned helplessness: Happens when individuals believe they cannot control a situation and no matter how hard they try, they feel a sense of helplessness. Such individuals are passive when damaging, harmful, or unpleasant situations occur. Although these individuals could change circumstances, they believe they cannot (Peterson, Maier & Seligman, 1993).

Management: Persons with superior authority who delegate a group or groups of people (Howell & Enns, 1995).

Manager: A person who supervises a number of people in a unit, group or division (*Random House Dictionary*, 2011).

Mental health services: Offer of selective services and programs to treat a plethora of illnesses. This system has a combination of a director of mental health services, licensing for all programs, funding, and the ability to bill mental health services to third-party payers (Center for Substance Abuse and Treatment (CSAT), 2005).

Parole: Release of a prisoner who must be monitored by an officer from the Parole Board or Commission based on mandatory conditions of the law (*Random House Dictionary*, 2011).

Penology: The study of the management of prisons and of the punishment of crimes, including the deterrent and reformatory aspects (*Random House Dictionary*, 2011).

Prevention: As it pertains to substance abuse, this begins with stopping the problem before it starts, informing the public (e.g., schools, community groups, churches, and social organizations), parents, children, and other governmental and nongovernmental agencies of changes that may occur when people abuse drugs or alcohol and ways to circumvent the cycle (Substance Abuse and Mental Health Services Administration (SAMHSA), 2009).

Probation: A trial period handed down by the courts to help an offender redeem him- or herself by being monitored by officers in a legal capacity (*Random House Dictionary*, 2011).

Prosecution: A legal proceeding that is handed down by the state (*Random House Dictionary*, 2011).

Punitive: An act that inflicts punishment on someone or something (*Random House Dictionary*, 2011).

Recidivism: The repeated or habitual act of committing crimes or behavior unacceptable in society such as criminal behavior and/or substance abuse (Bartley, 2010).

Recidivists: Offenders who repeat criminal offenses on a regular basis (Bartley, 2010).

Recovery: Mental health counselors may view recovery as a process for clients' moving toward specific goals and assessing whether or not the goals are successful. Addiction clinicians may view an individual as "in recovery" when changes in behavior and abstinence from drugs occur (CSAT, 2005).

Reentry: An act of continuous action or reentering (*Random House Dictionary,* 2011).

Rehabilitation: Treatment within a facility that offers help and assistance to persons; ensuring recovery of a person and protection from illness or injury to oneself (*Random House Dictionary,* 2011).

Relapse: A fundamental characteristic of addiction, returning to drug use after abstaining over an unspecified time (Childress, 2009).

Restorative: A state of being restored (*Random House Dictionary,* 2011).

Sentence: A form of punishment that is handed down following court deliberations (*Random House Dictionary,* 2011).

Sociology of law: Rules of action or statutes by authorities (i.e., states) and is a central object of substantive and theoretical concern to sociologists (Marshall, 1998).

Substance abuse: Drug misuse, exhibiting persistent and undesired results associated with repeated drug abuse (American Psychiatric Association [APA], 2000).

Substance abuse treatment programs: Selective services arranged to treat individuals who abuse various substances, and may include therapeutic communities, outpatient treatment centers, or methadone maintenance for opiate dependence. This

system includes a director of substance abuse services, licensing, funding, and ability to bill third-party payers for addiction treatment and services (CSAT, 2005).

Triangulation: In case studies of qualitative and quantitative social research, pertains to viewing something from different angles. Researchers can see every aspect of something using more than one technique. Four types of triangulation exist: (a) measures, (b) observers, (c) theory, and (d) method (Neuman, 2003).

Transition: A change from one course to the other or vice versa (*Random House Dictionary*, 2011).

12-step programs: Nonprofit organizations such as Alcoholics Anonymous (AA) or Narcotics Anonymous (NA) offering support and potential solutions to some of the problems associated with the use of alcohol and drugs (Brooks & Penn, 2003).

Victimization: Mistreatment of or violence toward the disenfranchised (e.g., women, children, elderly, illegal aliens, or mentally ill or developmentally disabled individuals). Some forms of victimization occur through coercion into illegal activities (e.g., prostitution, the drug trade, or pornography) (Segen, 2006).

Assumptions

I assumed that the participants in the study completed the questionnaires truthfully and to the best of their ability. I also assumed that the questionnaire was an appropriate instrument for measuring the study variables. Another assumption was that parole and probation officers and managing officials, as well as rehabilitation

management officials and personnel, worked with African American criminal offenders before their release from prison and after their reentry into their communities.

Limitations

In this study, I focused only on parole/probation officers, not rehabilitation counselors, social workers, prison wardens, police officers, and so on. The sampling procedures were such that the findings are not generalizable to groups other than parole and probation officers in the workplace. Additionally, there was some variation in participants' definitions of managerial dynamics. Subsequently, differences obtained from participants were based on individual definitions and perceptions of managerial dynamics. Additionally, the on-site government context was dependent on the location of the managing officials or apprentice assignment by the MD P&P. This may have been arbitrary and/or controlled by factors beyond my scope, or the scope of the participants.

Another limitation was the number of participants in this study. The sample was limited to a percentage of all parole/probation officers, and the results may not be representative of all parole/probation officers in Baltimore County. A simple random-sampling technique was used to select participants. The success of this technique was dependent on the availability of participants who were knowledgeable about the topic being studied. While my familiarity with the MD P&P population in Baltimore County provided the opportunity to make conscious and unbiased decisions to garner respective participants who met the criteria, the use of random sampling was appropriate in order to minimize bias.

Finally, other factors such as gender, ethnicity and age may have affected participants' responses to the survey questions; however, I did not account for these variables in the statistical analyses. In a study on perceptions of stress in probation officers, Wells et al. (2006) found differences between males and females, suggesting that gender may play a role in employees' attitudes toward their work environment.

Summary

In Chapter 1, I provided an overview of this research study. My intent was to measure parole and probation officers' perceptions regarding managerial support and to rate management effectiveness in the workplace. The theoretical framework of this study was based on differentiation association theory, rational choice theory, and deterrence theory. I wished to reveal some reasons why parole and probation officers who manage male and female African American offenders do not provide needed services and programs while offenders are incarcerated and after their release.

I examined parole and probation officers and managers who were under the supervision of the MD P&P. The reentry of offenders into the community is overseen by these agents, who assess offenders to ensure that they fulfill their obligations and requirements set forth by the court system. The parole or probation officers have the responsibility to assist offenders with employment, housing, mental health services, substance abuse treatment, and other resources in their communities. The offenders' successful transition into their communities may result in a positive outlook on the prison system, the court system, the MD P&P, and rehabilitation centers. It may also result in

improved relationships with the communities, and demonstrate that some offenders deserve a second chance for a successful recovery.

In Chapter 2, I present a review of the literature relevant to the research topic, including a historical background, the basis for managing and rehabilitating criminal offenders, management tools used for assessment and rehabilitation of reentry offenders, and criticisms of the correctional and rehabilitation systems.

In Chapter 3, I describe the methodologies used to study the research questions. I discuss the use of frequency distribution analysis, descriptive statistics, bar charts to analyze and measure parole and probation officers' perceptions of managerial support and management effectiveness in the workplace. In Chapter 4, I present the findings of the study based on the *t* tests, frequency distribution analysis, descriptive statistics, and bar charts. In Chapter 5, I present my conclusions and recommendations for further study.

Chapter 2: Review of the Literature

Introduction

The purpose of the rehabilitation and prison system is to reenter offenders back into society. Management derives its power from values and correct principles. The role of management is to forge points of connectivity by redefining roles and responsibilities, driving communications, and rewarding achievements. According to Levasseur (2004), leadership and management models are important tools for bringing about transformational change. One model involves the articulation, discussion, enhancement, and internalization by the organization of a common or shared vision, which draws transformational change to the level of shared visions and ideals for an organization. The concept of social ranking has also been implied as different degrees or ranks of leadership and managing models in society; some examples from the past and present include kings, emperors, and presidents.

The modern leadership model is an effective way to set up the rehabilitation and prison system for success, by ensuring a focus on transformational change in identifying and exploring the prison management factors that prevent the reentry of criminal offenders into society. Creating a shared vision unfreezes the situation in the most positive way possible and minimizes resistance to change. Managers and employees in the rehabilitation and prison system support effective leadership and new organizational strategies that help to create a positive working environment and to assist in the practical strategies by developing leadership competencies. By sharing responsibility for achieving the desired outcome process, the manager capitalizes on the power of

employees working together to move to greater heights; keys to success of this action lie in the use of participative processes and teams. As Bolman and Deal (2003, pp. 13-14) pointed out, “Leading and managing are distinct, but both are important . . . . The challenge of modern organizations requires the objective perspective of the manager as well as the flashes of vision and commitment wise leadership provides.”

This chapter begins by providing a brief introduction to leadership and management models in the prison system and then broadens into a presentation of historical background, rehabilitation management, and substance abuse, and concludes with responsibility and accountability choices in rehabilitation and prison management. The strategies that I have used to research the literature review were ProQuest and EBCOhost in Walden University Online Library.

Historical Background

According to Keough and Tobin (2001, p. 22), many classical leadership models have been directed at individuals such as Gandhi, Joan of Arc, Napoleon, and Hitler. The stories around such people seem to show that their quality of leadership is central to the survival and success of groups and organizations. *The Art of War* stated that “the leader of armies is the arbiter of the people's fate, the man on whom it depends whether the nation shall be in peace or in peril.”

According to Leinwand (2006), modern leadership in rehabilitation and prison management presents a challenge. Leinwand (2006, p. 10) posited that managing the rehabilitation of male and female offenders may begin by assessing behaviors and

understanding the criminogenic mind from a psychological viewpoint. Assessment and rehabilitation is a form of treatment and recovery that helps . . . ex-inmates to become positive role model[s] and productive citizen[s] in society. The rehabilitation and prison managers define rehabilitating criminal offenders back into society as "a form of restoration [that revitalizes] a person from illness or injury." These processes form part of the measures undertaken for examining criminal offenders' behavior by assessing their pre and post-conflict situations. Rehabilitation is a source of therapeutic treatment that provides assistance to help restore someone's physical, mental and emotional stability in society.

The challenge of rehabilitation involves understanding that changes do not happen overnight or even within months; they may take years. According to Doyle, Sacco, and Kennedy (1999), analyzing the managing aspects of criminal offenders' thought processes takes years of understanding through reliving the criminals' life and the types of behavior that made them become what they are today. In addition, management skills in assessing the right treatment are only as effective as the offender who is willing to seek help for his or her deviant behavior. Criminal rehabilitation, normally designed through formal mechanisms, should include treatment intervention and assessment mechanisms as well.

According to the National Rehabilitation Association [NRA] (2008), rehabilitation as a concept was popularized by Congress nearly 4 decades ago with the Rehabilitation Act (1973). The Rehabilitation Act sets forth the requirements needed for

states and other organizations to adhere to various treatment programs and services rendered to people. In the Maryland judiciary system, when offenders plead guilty to a variety of crimes, the judge can either sentence them to prison or place them on probation in an alternative program that may include drug treatment court, boot camp, or a halfway house or rehabilitation center in which they undergo psychological evaluation and treatment. The NRA described rehabilitation as a mechanism of providing successful treatment results enabling the offender to reenter society. Group therapy in prison helps offenders communicate with each other about their life story and to engage in modes of connections about stress management, drug abuse, alcohol abuse, depression, and family dynamics. Requiring offenders to attend therapy and rehabilitation while in prison may help judges in Baltimore County courts combine rehabilitative mechanisms to assist in judging offenders' criminogenic behavior and examining their humanness and decency.

Dilulio (1997) stated that rehabilitation and prison management must focus on the quality of self-assessments to ensure that criminal offenders are evaluated accurately when they are classified into various assessment categories. The level of treatment services must be appropriately matched to the offender assessment and risk level. Two categories describe a criminal offender's behavior: criminal and noncriminal needs. Managing officials need to focus on the criminal offenders' needs, which include the following: antisocial attitudes and feelings, chemical dependencies, and poor parental affection and supervision. Noncriminal needs are associated with focusing on vague emotional and support issues, increasing cohesiveness of antisocial peer groups (i.e.,

criminal offenders), and self-esteem building. When public safety, protection, and the community are concerned, management goals are to focus on criminal needs instead of focusing on noncriminal needs. Essential management skills focusing on how to communicate with others are the most effective in inducing positive behavior and social changes in criminal offenders; these are based on social learning and cognitive behavioral techniques and approaches.

Baltimore is one of the most violent cities in the United States. Out of a population of 630,000, there were nearly 300 murders in 2008, and the number continued to grow with the deflation of the economy. In 2009, however, there was a 28 % reduction in overall crime due to the new community policing policy that Baltimore County Commissioner Bealefeld put in place. Rehabilitation and prison managing officials in Baltimore County collaborated with Commissioner Bealefield to assist reentry offenders to become productive in society.

According to Brown (2006), Baltimore County developed a crime and drug epidemic in the mid-1980s and 1990s. In the past 10 years, crime increased due to other related problems such as alcohol abuse, cocaine, crack cocaine, and heroin use. Over the last decades, Baltimore County slots for rehabilitation treatment for under and uninsured criminal offenders rose more than 52%, from 6,247 to 9,306. The high crime rate resulted in increased costs in terms of money, as well as human capital. According to Brown (2006), funding for rehabilitation treatments nearly tripled from $18 million in 1996 to $53 million in 2005. In 2005, over 23,000 criminal offenders received drug

treatment in publicly supported hospital and clinic facilities. Also in 2005, approximately 86 % of the deaths were from drug intoxication, excessive overdoses, and other related issues; these deaths accounted for about 90 % of deaths each year (Brown, 2006). Criminal offenders (both male and female) died in the County without receiving the treatment or assistance needed for their problems. However, Baltimore County rehabilitation and prison management officials have had an impact on reducing substance abuse, crime, alcohol abuse, risky health behaviors, and depression among male and female African American criminal offenders Baltimore claims No.1 for crime reduction.

At the turn of the 21st century, Norris (2001) introduced *Safe Crime Street* initiatives and announced that he would decrease crime and promote rehabilitation for reentry of criminals into society. Shortly thereafter, O'Malley and Clark revealed that the number of criminal offenders in the county who were attending rehabilitation centers for drug, alcohol, and reentry offender treatment had more than doubled from 11,000 to 25,000. However, Norris (2001, p. 23) reported that Former Baltimore Health Commissioner Sharfstein stated the need exists to provide more funding for substance abuse treatment in Baltimore County. A study was released in January of 2002 that compared the experience of more than 1,000 addicts. There was a 69 % reduction in heroin use, a 48 % reduction in cocaine use, a 69 % reduction in receiving income by illegal means, and a 38 % reduction of imprisonment.

In 2001, Former Commissioner Norris stated that crime had increased to 3.9 %, but had declined 13.1 % and 22.8% over the past years, with the assistance of

rehabilitation centers. According to Woolf and Graham (2008), alcohol dependence, drug abuse, and crime will continue to rise in Baltimore County. If nothing changes within the prison system, court system, the MD P&P, and the rehabilitation centers to assist African American criminal offenders' reentry into society, the crime rate will increase astronomically in a short time.

Mayor Rawlings-Blake and Commissioner Bealefeld in Baltimore County, Maryland (O'Doherty, 2011), stated that the crime reduction in 2010 was noteworthy and sustained. The Associated Press (2010) reported that during 2010, Baltimore County experienced the lowest homicide rate since 1985, which was a 25-year low, and a decrease of approximately 77% (compared to 2009, which was a decrease of about 13%). Between 1999 and 2009, Baltimore had the greatest drop in overall crime and property crime of the 20 most populous cities. However, a preliminary data report released by the FBI noted that Baltimore County sustained the fifth highest homicide rate in the U.S. during 2010.

Apparicio (2008), and Wool and Stemen (2004) found that administrators of the criminal justice system have good reason for intervening sentencing situations, primarily in administering punishments. The criminal justice alternative to sentencing is rehabilitation centers, boot camps, drug court, and substance abuse treatment programs. Baltimore County District Court judges use alternative sentencing to help offenders become more knowledgeable about how their behavior affects themselves and the communities in which they live. Criminal offenders are referred to the MD P&P by the

assigned judges for particular sentencing guidelines. Sometimes, these offenders may receive services and treatment through crisis intervention and mutual self-help groups, (e.g., Alcoholics Anonymous [AA] and Narcotics Anonymous [NA]).

Bahr, Armstrong, Gibbs, Harris, and Fisher (2005) argued that some African American criminal offenders might find it difficult to leave a structured environment. Management officials believe that criminal offenders have to acclimate to unstructured environments before their release from prison, and that some offenders may need the safety of halfway houses to re-learn how to function in their communities. Also, reconnecting with family and friends may be difficult for criminal offenders because of or shame their families faced during the trial or the financial burden their families shouldered (e.g., sending funds to the individual that were needed at home). Criminal offenders tend to socialize with people who sell and use drugs because that was what they did before going to prison. Without the proper resources to change their lives, male and female African American criminal offenders will be forced to return to a life of crime. In spite of these obstacles, however, management officials are optimistic about successful recovery for criminal offenders.

Andrews and Dowden (2010) and Wroblewski (2008) observed that, due to the economic depression and budgetary cuts in spending, many rehabilitation centers have closed. Management officials argue that rehabilitation centers that remain open have inadequate resources to provide quality care to criminal offenders, especially in poor or underdeveloped communities in Baltimore County. Funding is a problem in many

African American communities, and male and female offenders without resources reoffend within days of their release from prison.

In response to this need, in June 2008, President George W. Bush passed the Second Chance Act, which was authorized by Congress to use a federal Remote Satellite and Reentry Training program called Re-START. This program was created to assist offenders' reintegration into the community, using other services and programs such as rehabilitation centers, substance abuse treatment programs, and groups across the State of Maryland (especially Baltimore County) to reduce recidivism.

Recent and rapid advances in the leadership model and technology have ushered in an era of information, globalization, and seemingly constant change. According to Bennis (1999), one of the strongest roadblocks to leadership is the major environmental changes that must occur in the rehabilitation and prison systems. Bennis (1999, pp. 7-8) argues that rehabilitation and prison management will erode competitive advantage and destroy the aspirations of any leader or organization. It is dysfunctional in today's world of blurring change and will get us into unspeakable trouble, unless we understand that the search engine for effective change is the workforce, in which creative alliance is needed to expand the success of empowering and delegating effective leadership practices.

Thus, the need for leadership continues to be recognized in all areas in the rehabilitation and prison system; and when the times change, the leadership skills, styles and models must change in accordance with the diversity, and behavioral and generational issues that arise in the prison system and rehabilitation centers.

The next section will define criminal rehabilitation, with a focus on how agencies attempt to prepare male and female African American offenders for reentry into their prospective communities.

Defining and Conceptualizing Rehabilitation Management

Like other communities, Baltimore County has been deluged with uncontrollable violence, recidivism, substance abuse, alcohol abuse and crime. The high crime rate in Baltimore County neighborhoods profoundly affects the community and its families and costs taxpayers thousands of dollars. Clearly, a great deal of a community's resources are spent in prosecution of crime (incarceration, rehabilitation and deterrence); most of all, prosecution seeks to see the guilty punished for their crimes and to protect the innocent, ensuring a social balance by restoring society from the disruption of crime. In response to the crime rate, public officials, churches, courts, the community, and federal, state and local law enforcement agencies have created a plan to decrease violence, recidivism, substance abuse, alcohol abuse and crime through rehabilitation and treatment. Although rehabilitation and treatment do not work for everyone, this is an alternative approach to crime prevention, using social learning and cognitive behavior approaches and promoting offenders' reintegration into the community.

Travis, McBride, and Solomon (2003) reported that Baltimore County officials, churches, and communities have demanded positive actions toward the alcohol dependence, substance abuse, crime, recidivism, and violence in the communities. The dilemma that challenges management officials as well as public officials, churches, and

communities in Baltimore County is that criminal offenders reenter the same communities that are infested with drugs and crime. Former Mayor Schmoke and current Mayor Dixon argue that reentry criminal offenders lack assistance and that resources must change. The management and evaluation of transitional rehabilitation and substance abuse treatment for reentry offenders must begin in the prison systems, before the offender is released.

According to Butterfield (2001), many correctional and management officials believe prisons should be for punishment, not rehabilitation. Some officials believe prisoners should not be allowed to have televisions or any other communications or electronic devices because they are being punished; they have no rights and should not be given certain privileges. During the 1980s, some prison officials believed that prisoners could not be rehabilitated and what happened to them upon their release was predictable. Prison officials would wait for their return because that was what always happened in the past. However, academic research is limited regarding the rehabilitation of criminal offenders and the reduction of recidivism rates.

According to Bennis (1998), the leadership model in the rehabilitation and prison system includes the following skills: good communication, being articulate, the ability to think on one's feet, humor, flexibility, integrity, compelling presence, and empathy. The development of the leadership model consists of: understanding good leadership behaviors; learning the difference between leadership and management; gaining insight into the employees' patterns, beliefs and rules; defining qualities and strengths;

determining how well employees perceive what's going on around them; polishing interpersonal and communication skills; learning about commitment and how to move things forward; making key decisions and handling other people's stress; and empowering, motivating, inspiring and leading others by example.

The Basis for Managing Rehabilitation of Criminal Offenders

According to Burns (1978), managing officials of rehabilitation and the prison system need to focus on the new leadership era of the future, which emphasizes a competency-based approach to solving problems for unforeseen circumstances in criminal offenders' behavior in Baltimore County. Organizational development is needed to achieve the vision of effective leaders by reinforcing the commitment to human development and the group's effort to manifest a common or collective purpose, both of which Burns (1978) identified as crucial to transformational leadership.

According to Weatherburn and Trimboli (2008), rehabilitation and prison officials believe that many offenders lack the education, cognitive-behavioral skills, and social learning skills that are needed for successful reentry into society. However, many government officials in the prison system do not believe that alternative approaches such as treatment interventions, rehabilitative approaches, parole, and probation have been successful. Also, some management officials of rehabilitation and prison facilities, as well as members of Baltimore County churches and communities, are not convinced that rehabilitation and treatment promote positive social learning and behavioral changes in reentry offenders. According to Taxman (2004), managing officials of rehabilitation

centers have limited access to assist reentry offenders and provide them with quality resources during incarceration. Such limited access makes it difficult for the offender to receive the proper treatment and adequate assistance for rehabilitative recovery. Parole and probation officers need managerial support and management effectiveness in order to help their clients.

Visher (2006, p. 202) defined rehabilitation as "an intervention program that helps a person with social and cognitive behavior problems to seek recovery. Rehabilitation is also known as a prevention and restoration approach in re-establishing a person's mental state." Taxman (2004, p. 35) defined reintegration as identifying the goals to come together to live or adjust to societal norms of living: to re-establish and restore oneself in an environmental setting where differences of opinions about social learning and behaviors are transitioned. The key elements of a criminal offender's reentry into society are having effective management, funding, and resources during incarceration to assist in the reentry process, whereby the offender engages the ability and motivation to change, and is prepared with a level of understanding of social norms. Survival, comfort from loved ones, and adequate resources are critical in stabilizing an offender's life upon reentry in to his or her community, which might help to sustain his or her ability not to re-offend.

In addition to needing effective management skills and techniques in the rehabilitation and prison system, which reinforces the motivation of the criminal offender to change, Taxman (2004) pointed out that the reentry offender has to define what he or

she wants out of treatment, so there can be some communication with rehabilitation officials about how they need to proceed in finding the right treatment options for the offender. For example, the treatment intervention should address substance abuse, alcohol abuse, social needs, psychological and emotional behaviors, mental health, and employment-based strategies to assist the offender in achieving positive results after substance abuse treatment.

According to Willis (2008), the term *rehabilitation* is designed to measure the social learning changes and psychological state in understanding the problems of reentry of criminal offenders into their communities. According to Taxman (2004), rehabilitation and prison management officials continue to evaluate the transition from prison to society; this is a complex problem for the offender, as he or she must adapt to different social norms. Managing officials are concerned about the safety of re-entering offenders, and how this will affect the safety of the community as a whole. The most important factor is that the offender must be able to understand what he or she is up against when returning to society, and managing officials must be prepared and committed to assist the offender in becoming a productive role model and a law-abiding citizen.

The next section describes the importance of the legal system.

The Importance of the Legal System

The basis of managing and rehabilitating criminal offenders is derived from certain political and legal normative imperatives: that is, the obligation of the State of

Maryland and especially Baltimore County to deal with the injustice of reentry offenders and the rights to compensate the victims who have suffered because of the offender. According to Tarlow and Nelson (2007), the need exists for effective management strategies and quality resources to reintegrate and transition criminal offenders into society. Criminal offenders need employment and affordable housing in order to manage in society. Employment is a critical need for offenders once they are released from prison. Immediate employment is the best strategy because criminal offenders need to eat and live, along with paying restitution to their victims and the usual parole or probation fees.

Since May of 1999, the Baltimore County Mayor's Office of Criminal Justice (MOCJ) has implemented a pilot program with the community, state and local law enforcement agencies, and management officials to help the reentry offender successfully transition back into the community. However, the MOCJ has not initiated comprehensive resources to deal with the social learning and cognitive-behavioral approaches in rehabilitation and treatment once offenders are released from prison. The MOCJ lacks the impetus in finding funds to support reentry offenders in seeking housing, funds, rehabilitation, and treatment resources, all of which are needed to survive in society. The MOCJ has specified requirements that an offender must meet in order to receive the resources and treatment for reentry. Not every offender qualifies or meets these requirements. In order to receive rehabilitation and treatment in Baltimore County, an offender must pay a fee every month to stay in the program. The dilemma is that with

lack of funding and resources, managing officials are unable to assist criminal offenders with finding jobs or stable employment to pay for probation fees and other services that require payment before the services or treatment are given; any offender may be terminated because of the inability to pay.

Because of the lack of funds in rehabilitation and treatment, the difficulty lies in providing adequate treatment and rehabilitative support for offenders to recover from their addiction or behavior problems. However, the Maryland Department of Human Resources (MDHR), which is the main branch of the Baltimore County Department of Social Services, has made tremendous efforts in supporting reentry offenders with housing, funds and resources in order to stabilize the offender as he or she transitions into society. The MD P&P is also a major asset in supporting and finding rehabilitation and treatment facilities where former offenders may live and attend group sessions for their recovery.

According to Beard (2005), managing officials and the government must provide adequate funding for rehabilitation and treatment centers that is vital to ensure that staff and officials are educated and well trained in dealing with offenders' problems and the recovery process. Staff and officials are paid a low salary; therefore, the outcome of their work performance will be low. Kurt Vonnegut's phrase "In this world, you get what you pay for" is an imperative toward the work performance of staff and officials when considering compensation for their efforts in assisting offenders' reentry into their communities and society.

The basis of managing, evaluating, and rehabilitating criminal offenders, according to Evans, Longshore, Prendergast, and Urada (2006), is to provide successful programs through rehabilitation centers and substance abuse treatment programs. Managing officials believe that this can be accomplished by effectively assessing and examining the offender's self-discipline, cognitive-behavioral and social learning skills in delivering positive social changes, effectively engaging in the intervention and reintegration process of the offender. The process gives offenders an opportunity to bring about changes in their behavior and become law-abiding citizens who uphold societal norms.

The Importance of the Community

Neither parole and probation officers and managing officials, the community nor the correctional institutions can view reentry as being the sole responsibility of the other. Communities have ostensibly been complacent and comfortable in the knowledge of offenders' supervision once they are back in society. This post-release supervision, which is managed by the MD P&P and the rehabilitation centers, provides a "public safety" measure for the community by maintaining a positive outlook on social changes in the community regarding criminal offenders' behavioral modification. However, as noted above, not all reentry offenders have adequate supervision due to budgetary constraints.

Effective managerial strategies, adequate resources, and successful interaction with the community are the most important processes in offender reentry. Therefore, the behavior of the community must be positive in supporting a successful transition for the

offender. Management officials believe that engaging in programs with the support of the community and family will also have a positive outcome on the way the offender behaves in the community. The managing officials' leadership styles in effective maintenance, development, and influence on community providers in Baltimore County have an impact on the reentry process of released offenders.

Because of budgetary constraints and the number of criminal offenders being supervised and unsupervised, managing officials from the MD P&P and the rehabilitation centers are using various techniques in effective treatment initiatives to find positive solutions to offenders' criminal behaviors. The MD P&P officers are using community-based initiatives, asking the community for feedback about offenders' behavior and integrating offenders into the community upon release from prison. The MD P&P and the rehabilitation centers cannot change the way community members feel about criminal offenders' reentry into society. But collaboration of these two agencies may be sustained by using positive reinforcement in changing offenders' behavior by embedding goals and values back into the community.

Management Tools for Rehabilitating Criminal Offenders

There is no one approach to managing and rehabilitating criminal offenders. Rather, several tools are used to reduce criminal behaviors, and educating offenders about their accountability and responsibility is a challenge that rehabilitation and prison management faces on a daily basis. Managing tools include: criminal prosecution or hearings, restorative and punitive mechanisms such as sanctions and sentences, and

transitional contexts and choices that allow offenders to re-enter the community with a positive outlook on life and inner resources to overcome the challenges that offenders face after treatment.

Criminal Prosecution

According to McCaskill (2008), about 12,500 African American men and women in Baltimore County return home from prison in a year; however, as discussed below, one half to two thirds of these people end up back in prison. Reportedly, the increase in crime in Baltimore County over the past three years is a result of substance abuse. Baltimore County prosecutors and District Court judges launched a new approach in handling criminal offenders using Drug Court. Drug Court is currently administered through the MD P&P. The program's intent is to assist criminal offenders with substance abuse and other drug-related crimes. The prosecutors offer alternative sentencing to help criminal offenders receive the treatment they need. The criminal offender is released from prison; he or she is assessed by Drug Court and is assigned attendance at an outpatient substance abuse treatment and residential program in various locations in Baltimore County.

McCaskill (2008) found that some prosecutors take the time to address underlying dependency issues affecting the offenders so that they will not end up back in prison. If an offender accepts substance abuse treatment and successfully completes the program, he or she will be able to have the criminal charges dismissed. If the offender rejects

substance abuse treatment, he or she will have the charges sustained and will return to prison to serve the remaining sentence.

The prosecutors and the judge use pre-plea interventions to encourage the offender to seek substance abuse treatment. However, as noted above, given the extent of offenders' unmet needs, one half to two thirds of the offenders are rearrested and sent back to prison for new convictions or parole and probation violations. Prosecutors and judges understand that some offenders have limited resources in seeking assistance through rehabilitation centers, including lack of housing (in Baltimore County about 30 to 50 % of ex-offenders are homeless), no entitlement to unemployment benefits, no savings, lack of job opportunities, and little to no family support.

According to Miller (2007), criminal prosecution defines how criminal offenders are sentenced and rehabilitated for the duration of their incarceration. Criminal prosecution has been around for decades and has developed ways to address fitting actions in alternative sentencing for criminal offenders. In Baltimore County over 85 % of the prisons are overcrowded and the judicial system has offered ways to reduce overcrowded prisons by offering nonviolent and minor criminals a "pre-plea" to accept treatment and rehabilitation in a local facility in Baltimore County. Managing officials believe that pressure is heightened when the offender is released and is drawn back into a negative behavioral society, and then becomes a target for more interventionist treatment. While criminal prosecution can be perceived as both a negative and positive when

punishing criminal offenders, the option of alternative sentencing helps support criminal offenders' reentry into the community and society while reducing prison overcrowding.

Functions of Criminal Sanctions and Sentences

In recent years, the Maryland District Court for Baltimore County has overturned decisions regarding criminal sentences based on criminal offenders not receiving speedy trials and lack of evidence proving that the offender has committed a particular crime. The Maryland District Court for Baltimore County has supported rehabilitation centers and the MD P&P in giving offenders a second chance at turning their life around with the assistance of effective treatment and recovery processes. The Maryland District Court for Baltimore County encourages intervention and reintegration of criminal offenders into the community (O'Hear, 2007). Other alternatives to incarceration in Baltimore County are as follows: Herman Toulson Boot Camp, Tuerk House, Mustard Seed, I Can't We Can, the Carrington House, House of Ruth, and Drug Court.

The courts and prison systems offer reentry initiatives to criminal offenders who are returning to society by completing a certain amount of hours, months, or years in a rehabilitation center. The prosecutor, defense lawyer and judge negotiate the criminal offender's sentence by offering a plea deal to the offender to attend treatment and successfully complete all terms and conditions of his or her treatment and supervision with the MD P&P. If the offender fails to comply with his or her treatment and supervision, then the offender will be in violation of the alternative sanction requirements, and will be returned to prison for non-compliance .

According to Davis (2007), rehabilitation and prison managing officials believe that some of the situations that male and female African American offenders face before or after reentry involve rehabilitation, education, employment, family support, financial support, housing, mental health services, and substance abuse treatment. The courts and prison system officials have coordinated their efforts in finding resolutions to underlying dependency issues in an attempt to avoid criminal offenders' reentry into prison. The courts, corrections, and rehabilitation managing officials' goal is to establish public safety and restorative justice by assisting the criminal offender's reentry into the community, in terms of holding the offender accountable for his or her actions. The courts, corrections, and rehabilitating managing officials' restorative mechanism is used by judges, prosecutors, counselors, social workers, and managing officials to make a decision regarding the criminal's reentry into society. The prison and court system assesses the offender's social skills and other resources necessary to support his or her challenges encountered during reentry. Table 1 shows the offenses and sentences of the court systems.

According to Free (2004), most of the sentences that judges impose according to the terms of incarceration range from one-month to life sentences. Sentences imposed by the judges may be suspended in whole or part because the offender would be sentenced to parole or probation for the duration of their time. Rehabilitation is an alternative for judges to offer in consideration for the offender's seeking help. Approximately 15 % of offenders receive a "split" or "concurrent" sentence of probation with prison. Other

special conditions that offenders receive are fines and restitution. Judges measure the risk by considering the offender's past crimes, re-offenses, and new crimes committed when deciding whether to place the offender back in prison or on probation with attendance at a treatment or rehabilitation center.

Table 1

Offenses and Corresponding Sentences Imposed by the Court System
(Source: The Bureau of Justice Statistics [BJS], 2011)

Offenses	**Sentences**
Assault	8-15 years
Burglaries	6 months -12 years
Manslaughter	8-20 years
Murder	25 years or life sentence
Rape	5-15 years
Re-offenses (may vary according to the offense)	2-10 years
Robberies	5-12 years

The criminal offender's sanctions and sentences depend on the level of crime. An offender can be referred to substance abuse treatment programs, if he or she obeys all laws according to the conditions of supervised release from prison. The prison and court officials' approach in effective reentry of an offender into society is geared towards

public safety and ensuring that the laws are obeyed and that the conditions of the offender's treatment are adhered to. However, the court system sentences and sanctions can be detrimental to the success of the offender receiving a second chance for recovery.

Rehabilitation Period for Criminal Offenders

The Rehabilitation of Offenders Act of 1974 has enabled offenders to be given a second chance by sealing his or her record after the rehabilitation period, once an offender has fulfilled the requirements under specific orders for his or her rehabilitation. The offender is under supervision by MD P&P. According to the judge's decision for a new hearing, the offender's record is sealed and thus the offender is given a second chance to redeem him- or herself. Criminal offenders must complete the requirements by exhibiting positive behavior in the community, reconnecting with family for support, finding housing and stable employment, seeking mental health services if required, and securing substance abuse treatment.

The length of an offender's rehabilitation depends on the imposed sentence and the offender's history of substance abuse, not the crime. Table 2 illustrates typical rehabilitation periods for adults and youth. Table 3 displays rehabilitation periods for younger offenders (ages 12 to 18). The rehabilitation period sentences for younger offenders have changed according to the Crime and Disorder Act of 1998. The Act was established to determine the adequate sentence for younger offenders and their treatment.

Table 2

Rehabilitation Period for Offenders in Baltimore County
(Source: MD Department of Public Safety and Correctional Services, Publications/ Statistics/Research, 2011)

Sentence	**Rehabilitation Period (Offenders age 18 and over)**	**Rehabilitation Period (Offenders age 16 and younger)**
Absolute Discharged	8 months	8 months
Prison sentence of 6 months or more	12 years	10 years
Prison sentence of 6 months or less	8 years	5 years
Probation, compensation, fines, combination, community service, action plan, reparations order, substance abuse, alcohol treatment and testing	7 years	5 years
Detention Centers	10 years	5 years
Drug Treatment Court	7 years	3 years

Table 3

Rehabilitation Period for Younger Offenders
(Source: MD Department of Public Safety and Correctional Services, Publications/Statistics/Research, 2011)

(Rehabilitation periods may vary depending on the sentence and the continuance of additional treatment needed for the offender.)

Sentence	**Rehabilitation Period (Ages 12, 13, 14 and 15)**	**Rehabilitation Period (Ages 15, 16, 17 and 18)**
Training and treatment ordered of more than 6 months	2 years after the order expires	5 years
Training and treatment ordered of less than 6 months	1 year after the order expires	3 years

Sentences may vary depending upon additional rehabilitation needed for the offender. Rehabilitation centers may ask for more time to assess the offender for further treatment.

Table 4 highlights the sentencing and rehabilitation period for criminal offenders in Baltimore County.

Table 4

Sentence and Rehabilitation Period Variation
(Source: Governor's Office of Crime Control and Prevention [GOCCP], 2011)

Sentence	**Rehabilitation Period**
Referral order	Once the order expires
Hospital order (with or without a restriction order)	5 to 10 years after the order expires
Secure treatment	2 years after the order expires
Supervision, probation, care order and conditional discharge	2 years or until the order has expired

The rehabilitation period for criminal offenders starts once they are released from prison. The MD P&P provides a combination of support for the offender and supervision. Criminal offenders are placed on mandatory supervision and must attend substance abuse treatment at a treatment program. Upon completion of the treatment, the mandatory supervision period remains the same until the sentence is completed and the offender's supervision requirements have been fulfilled. According to Weatherburn and Trimboli (2008), the offender's rehabilitation varies depending on the offender's behavior and assessment of treatment needed for recovery.

Assessment and Rehabilitation Process of Reentry Offenders

According to Berridge (2004), from 1860-2004, there were laws that punished substance abusers and alcoholics through incarceration in jails, but as times changed, uncovering the problems in offenders' behavior was difficult and time consuming. As the years progressed, technology and new innovative management development and strategies for solving problems were still challenged to detect human deficiencies and behaviors. Beckett (2008) asserts that managing officials' chance for learning and evaluating everything about offenders is impossible. However, after a thorough and extensive assessment, one can learn what offenders need to re-adapt to their communities and society. The problem with offenders re-entering the community is that managing officials need to figure out what route they need to take to help offenders succeed through effective intervention. The first issue that the management officials of the prison system, court system, MD P&P, and the rehabilitation centers must face is the offenders' risk in returning to the community. This is accomplished by assessing the criminogenic and responsibility factors that will assist these agencies in determining the best treatment needed upon the offenders' placement at a rehabilitation center.

According to Beane (2008), offenders' psychological aspects lead them to commit crimes in various settings. Offenders' behavior is assessed according to the crime that they have committed. Various crimes include murder, theft, robbery, larceny, sex offenses, alcohol abuse, drug abuse, possession of illegal drugs, vandalism, manslaughter, and other criminal offenses. Psychological assessments of offender rehabilitation may be

based on various clinical approaches and may differ depending on the criminal behavior of the offender.

In addition to effective psychological assessment, parole and probation officers meet with offenders to discuss treatment options and employment and housing plans along with drug testing to ensure compliance with Maryland laws and safer communities. They assess offenders using three levels—minimum, medium, and maximum risk—based on their behavior and charges from the Court of Parole Commission. Once an offender is assessed, he or she is placed into a treatment center according to area of residence. The offenders must report to the rehabilitation center for the duration of their period of parole and probation, and upon successfully completing their treatment.

In the rehabilitation center, offenders attend group sessions, treatment assessment initiatives, and individual rehabilitation sessions. The rehabilitation center staff stays in close contact with the court systems, the MD P&P, and the Parole Commission to ensure that the offender is maintaining his or her attendance at the treatment facility. If an offender does not meet the requirements of the court order, the offender is in violation of his or her mandatory conditions and is returned to the correctional facility.

Reentry into Society (Managerial Aspect)

According to Wilkinson (2005), reentry means to go back into society and presumably to become a productive citizen in the community. The most common requirements for re-entering criminal offenders in Baltimore County are to report to the probation or parole officer, maintain stable employment, obtain verifiable and adequate

housing, refuse to associate with other criminal offenders, make supervision payments, obey all of Maryland's laws, attend a rehabilitation center and receive treatment, and submit to random drug testing. For reentry to be effective, the rehabilitation and prison officials must provide the offender with positive learning and behavioral aspects, in turn reinforcing these through community-based initiatives. The prison and rehabilitation officials should be able to promote collaborative partnerships with the community to deliver, enhance and provide services to the offender.

Male and female African American criminal offenders require rehabilitation, education, employment, family support, financial needs, housing, mental health services, and substance abuse treatment before and after incarceration. However, it is apparent that most African American offenders do not benefit from federally and state-funded mental health services or substance abuse treatment, whether during incarceration or upon reentry into their communities and society.

The Reentry Initiative, a holistic and systematic approach intended to reduce criminal behavior, was started in 2007 by the U.S. Department of Justice. Baltimore County has joined forces with the U.S. Department of Justice to ensure that reentry be a positive transition for offenders to become productive citizens in their communities and society. At the beginning of a reentry offender's sanctioning or sentencing beyond release, managing officials assess the offender through rehabilitative and treatment facilities that address his or her specific needs and problems. The process is

accompanied by mental health practitioners, psychiatrists, psychologists, counselors, social workers, justice officials, and law enforcement officials.

Managing officials believe that the community needs to start a reentry-based project to provide accountability, support, and structure once an offender is released back into society. Once offenders are released into the community, they need to reestablish themselves as citizens, but will often face challenges and barriers when adjusting to a new environment that has changed dramatically over time (Travis et al., 2003). Managing officials in the correctional facilities are ill-equipped to handle offenders' transitions and lack skills in rehabilitation or rehabilitating offenders. Offenders thus tend to re-enter the community with social, economic, and health problems, any of which can lead to substance abuse problems and limited access to services. Of particular concern are issues related to rehabilitation, education, employment, family support, financial needs, housing issues, mental illness and substance abuse treatment.

Rehabilitative and prison officials believe that transformational leadership is needed for corrections managers to resume the responsibilities of integrating behavior and leadership to influence groups and establish the best common practice for subordinates and employees. Management officials in the rehabilitative and prison facilities must have a high level of sportsmanship and stimulate employees and subordinates beyond the level of expectation of the organization. Managing officials in the rehabilitation and prison organizations must understand the demands of the economy and be able to serve their customers with a great deal of quality service, in accordance

with the guidelines and laws of the institution. Managing officials must empower and enhance quantity and quality control among employees and subordinates, by becoming effective in their daily performance and meeting the levels and expectations of the criminal offender and the community.

Rehabilitation

According to the Department of Public Safety and Correctional Services (n.d.), renewed emphasis has been placed on rehabilitation because of the 51 % recidivism rate in Maryland. Repeat offenders return to prison at a high rate and the goal of the Department is to lower the recidivism rate. Some offenders may be recommended to participate in a conditional release program called Patuxent, which consists of gradual steps toward reentry into the community, where staff members are available to assess the offender's adjustments to gradually decreasing structure. Offenders are eligible for recommendation after one year by the Institutional Board of Review (IBOR) to be considered for release. As a result of a consensus of Remediation Management Team (RMT) rehabilitation staff, at any time the IBOR can request the offender to complete an evaluation to change his or her status. IBOR is not required to support the prison staff recommendation. This program is closely monitored, and failure by the offender to comply with all guidelines and recommendations of pre-release can result in sanctions (Department of Public Safety, n.d.).

The following rehabilitation issues are discussed in detail because participants in this study were asked to rank them in order of importance. The researcher wanted to

know what parole and probation officers saw as needing the most emphasis during and following incarceration.

Education

The Department of Public Safety and Correctional Services (n.d.) offers the Inmate Education Program, which is provided by the Maryland State Department of Education (MSDE) under the authority of the Education Coordinating Council for Correctional Institutions. MSDE, in conjunction with the Division of Corrections, is responsible for developing, overseeing, modifying, and monitoring the educational programs operating in state correctional facilities.

Students can participate in improving academic skills, occupational skills, job development/placement, and parenting skills. Program accomplishments for 2004 included 845 high school diplomas (GEDs) earned; 65.1 % GED pass rate; 96.3 % school attendance rate; 1,493 adult literacy completions; 829 occupational completions; a dropout rate of only 1.52 %, and 321 basic literacy completions. In addition, the Occupation/ Revocation Program received national certification from the National Center for Construction and Occupational Education.

A strong link connects high rates of criminal activity and low levels of education for adult and juvenile criminal offenders. Criminal offenders who receive quality education while incarcerated have a lower level of recidivism. Nationally, racial disparity in incarceration is evident in Maryland. African Americans make up 25 % of the population in Maryland yet are 77.8 % of the inmate population. The prison

population in Maryland experienced a significant rise between 1990 and 1997. Nine out of every 10 criminal offenders during that period were African Americans (OSI – Baltimore, 2011).

Employment

According to Uggen (2000), managing officials believe that the successful reentry of criminal offenders is dependent on a critical component: employment. Some major cities have implemented cost-effective and innovative initiatives to support offender employment, removing all questions about an applicant's criminal history. Advocates for prisoner rights argue that these questions on applications deter offenders from applying for jobs that they qualify for. Some of the cities that have successful using this initiative are Boston, Chicago, and San Francisco.

According to Henry (2008), job-seekers are required to give their name, address, education, and work history on job applications. A criminal history is required, even if the conviction is not related or relevant to the position. This question makes offenders ineligible for a position even if they are qualified for it. The "criminal history" box on job applications is an insurmountable barrier that hinders criminal offenders from obtaining employment and makes it difficult for them to participate in the reentry process.

Structural barriers such as the criminal history box are major obstructions to offenders, as are employer discrimination and legal restrictions on the kinds of jobs available to individuals with a criminal background. Management officials and

policymakers are seriously concerned about the unemployment levels of criminal offenders. Bernstein and Houston (2000), Sampson and Laub (1993), and Western and Petit (2000) recognize that unemployment is directly linked to recidivism rates. Criminologists are in agreement that unemployed individuals with a history of criminal offenses are more likely to return to a life of crime as the only way to survive.

Title VII of the Civil Rights Act bans employers from discriminating against protected classes of applicants, such as color, race, religion, sexual orientation, and national origin. However, criminal offenders are not protected by Title VII. An ex-offender can file a discrimination suit if he or she can establish that a hiring practice like categorical refusal to hire anyone with a criminal history adversely impacts a protected class such as African Americans and Latinos. However, Title VII's legal burden is high, and no successful challenges have arisen since 1975.

According to Jacobs (2008), when offenders re-enter society they tend to have a difficult time finding employment. Reentry offenders' criminal record hinders them from getting a high quality job with good benefits and pay. Offenders in Baltimore County are referred by the MD P&P to job placement throughout the State of Maryland. Most jobs that offenders seek are carpentry, maintenance, trade-skill and labor jobs. Some offenders already have employment opportunities (obtained through the help of family or friends) upon leaving the correctional facility. Unfortunately, the reentry process offers few offenders a chance to find stable employment; the odds are that only one out of four will do so.

Hill (2007) reported that the criminal record of an offender does not mean he or she should not pursue future opportunities in finding a stable job. Approximately 2,500 Baltimore County female African American offenders and 1,500 male African American offenders found employment in 2007. In 2008, there were 1,500 female African American offenders and 500 male African American offenders who found stable employment.

In 2009, there were 800 female African American offenders and 200 male African American offenders who found stable employment. Despite federal guidelines which discourage employment discrimination against an offender seeking employment, employers have taken discretionary measures in screening the right offender for the position and sending him or her to training to understand the laws and guidelines of the workplace. Some employers have the offender sign disclosure agreements for employment to insure against any liabilities that may occur in the workplace.

A greater challenge that most former offenders face is that, once the rehabilitation treatment is completed, they are required to pay treatment fees. Some offenders who are working pay restitution, fines, and other fees that are mandated with their probation or parole. Other offenders may receive grants or third-party funding from government assistance or private organizations.

Managing officials believe that some offenders in Baltimore have greater challenges to recovery and financial support; therefore, they need assistance in obtaining the resources necessary for successful recovery and financial freedom. Some offenders

receive Section 8 or low-income housing assistance; others may live with family members, friends, or relatives, while others are homeless and live on the streets. A concern of those individuals working with criminal offenders is to ensure assistance and funding for reentry offenders. Conditionally, when criminal offenders do not receive help and feel hopeless, a life of crime is all they know and reoffending seems like a possible solution to their problem.

Price (2007) stated that upon reentry into the community and society, a social change occurs for the offender and for them to survive, financial resources are a necessity. When reentry offenders are placed into a positive environment with measurable outcomes and their behaviors are changed, they can make a positive transition, which is ideal for the offenders, communities, and society. Generally, however, criminal offenders are replaced in the same communities where they committed crimes before they were incarcerated.

Family Support

According to Russell (2007), about 89 % of families in America with a relative in prison suffer from financial and economic hardship to pay for childcare, prison visits and family support while their loved one is incarcerated. Family members often try to support their loved ones by sending commissaries, such as money, food, and clothing for them to survive in the prison system. Families may also try to cope with the loss of their loved one through medication, alcohol and substance abuse. Families tend to support the offender once released from prison, hoping that he or she will return to them. Some

families in Baltimore County place bail for their loved one by using their homes or other valuable merchandise as collateral in order to bring their loved one home.

The children in the family suffer the most because they do not have a mother, father, or both family figures in the house. About 75 % of incarcerated Baltimore County residents' children are cared for by their grandmother and grandfather, aunt, uncle, friends or relatives. Children who live without mother, father or both are isolated and often feel no support or guidance. The difficulties lie in the children trying to understand their parents' behavior and actions that led them to incarceration. Some Baltimore County children suffer from depression, peer pressure, and social changes as they mature. Many of these children turn to the life they know the most about–crime. Eventually, these children end up in prison with their family members.

According to Feinstein, Baartman, Buboltz, Sonnichsen and Solomon (2008), about 85 % of adolescent males and 55 % of adolescent females with a parent in prison are most likely to end up in prison due to the lack of family support from both parents. The greater risk is that the parents are not actively involved in the child's life and cannot provide any support or guidance to make sure that the child does not resort to crime or end up in a correctional facility. Brinkman (2005) asserted that children with parents in prison have lost over five years of nurturing and care. Some children will be caught in a vicious cycle that may often lead them to future deviant behavior and criminality, which places them into a correctional institution or deceased.

About 78 % of the African American males and 63 % of African American females in Baltimore County are most likely to go to prison with their parents. The males may commit a crime and go to prison to be with their family member or to “show off” their masculinity towards their peers or counterparts. Furthermore, about 80 % of African American males and 35 % of African American females in Baltimore County re-entering society return to a life of crime in order to gain acceptance and support from their peers and counterparts.

Family members of offenders in prison may be angry because of the offender’s poor choices and the burden these choices place on the family overall. Some families are discouraged because of the emotional stress the offender has caused family members during their criminogenic journey. Some offenders are rejected by the family because of their negative behavior and choices. Some families do not have the finances or emotional stability to support an offender’s disobedient behaviors, especially when committing crimes has been a repetitious behavior over time.

Roughly 28 % of the African American families in Baltimore County express feelings of hopelessness, lethargy, depression, stress, and frustration regarding their family members in prison and how difficult it is to cope with the void in their life. Family rehabilitation should be implemented to help family members of those who are incarcerated seek assistance and services to help them in financial situations. Family support groups are available in Baltimore County that caters to families who face financial and economic hardship while their family members are incarcerated. Moreover,

family support and encouragement are a necessity when offenders are released from prison.

According to Johnson (2008), when African American offenders are released from prison, their families support 45 % of them with housing, minimal funds, advice, and guidance for turning their lives to more positive actions and behaviors. Family support is critical in ensuring that the offender seeks the help and support needed for substance abuse treatment and in becoming positive role models for his or her family, children and the community.

According to Farkas and Miller (2007), research studies have not examined how inmates deal with the loss of a loved one while incarcerated, especially those who cannot attend family funerals because of the nature of their criminal offense. Approximately 28 % of African American families in the Baltimore County community come together to support one another in coping with the loss of their loved one. However, only about 15 % of the African American families in Baltimore County seek out grief rehabilitation, support groups, mental health services, and medical assistance for their loss.

Managing Substance Abuse Treatment

According to Belenko and Peugh (2005), substance abuse is a substantial factor that leads to crime. When individuals become drug-dependent, the need to commit crimes to get more drugs is natural. Many substance abusers commit burglary, breaking and entering, shoplifting, and automobile theft to support their drug habits. Some substance abusers become involved in the violence of drug distribution that may cause

conflict among each other. Sending individuals addicted to alcohol and drugs to prison will not reduce recidivism; however, substance abuse treatment during incarceration can change the nature of an addict. Approximately 80 % of Maryland's criminal offenders abuse alcohol and drugs. Substance abuse treatment in correctional facilities is based on group therapy sessions; no individual treatment is provided. However, existing substance abuse group therapy programs were not designed for a large and chronic population of criminal offenders, most of whom are in denial about their substance abuse issues.

Personal attributes, leadership styles, and management skills have been defined as the foundation for implementing and managing change in the lives of criminal offenders with a history of mental illness and substance abuse. Heinrich, Lynn, and Stein (2001) found that the application of leadership skills and styles affects the effectiveness of any organization involved with helping individuals with criminal behaviors and substance abuse treatment.

Alcohol Abuse

According to Cecil (2002), alcohol abuse in African American male and female reentry offenders in Baltimore County has increased from 75 % in to 95 % since 2001. Most reentry offenders have chemical dependency issues and consume large quantities of alcohol, which may end in death or injury to self or others. Reentry offenders consume alcohol to relieve depression and stress. Most offenders were born into an environment where they started their negative behavior by learning what their friends, family, relatives and peers taught them. About 85 % of reentry African American males and 65 % of

African American females in Baltimore County consume alcohol once or twice a week. About 77 % of African American males and 38 % of African American females will re-enter prison due to alcohol consumption, which leads to violent behavior and criminal offenses. Alcohol dependency and drug abuse in a reentry offender will lead to increase in tolerance and withdrawal issues. Alcohol abuse can lead to violent behaviors and affect the offender's mental, psychological, emotional and physical state. Drinking to intoxication can lead to altercations, fights, driving a vehicle under the influence of alcohol (DUI), and death.

Managing officials, counselors, practitioners, parole and probation officers refer reentry offenders to the rehabilitation center to undergo assessment and testing to determine if they are capable of recovering. Rehabilitation officials assess offenders using "Breathalyzer" machines and other techniques or equipment to get a clear reading of their alcohol consumption rating. Once offenders are placed in a rehabilitation or treatment center, they discuss their problems in a group and listen to other reentry offenders' life stories about the problems that caused them to start drinking. If an offender is capable of recovery, he or she so, will stay in treatment for a period of time, the length of which depends on the offender's behavior and recovery. If an offender is unable to recover, then he or she will be placed back into prison for not fulfilling their obligations imposed by the treatment center, courts, and parole and probation conditions.

Rehabilitation officials in Baltimore County, along with the Maryland District Court, local churches, community and the MD P&P, are concerned about the high rate of

alcohol dependency among reentry male and female African American offenders. Collaboration among organizations and government agency officials is laudable; however, alcohol dependency is treatable only if the offender is willing to take the first step in wanting to make a positive change in his or her life. Education about alcohol abuse in rehabilitation centers is needed for the reentry offender and the community to learn about the consequences of alcohol dependency.

The reentry offender leaving prison must report to the MD P&P in Baltimore County to undergo alcohol and drug testing through urinalysis to check for any violations. The parole or probation officers refer offenders to rehabilitation centers and substance abuse treatment programs for assessment and diagnosis by certified practitioners. In 2008, alcohol use increased from 9 % to 15 % due to the recession and economic pitfalls that the offenders had to endure, such as losing their jobs due to budget cuts. The rehabilitation and prison officials in Baltimore County are fully committed to assist all reentry offenders make a positive change in their life by seeking the help they need before they reoffend.

Most rehabilitation and substance abuse treatment officials focus on personality modifications as a mean of combating alcohol dependency. It is hoped that by targeting and identifying psychosocial problems, treatment centers can break the connection between alcohol use and psychological habituation. Alcohol abuse behavior by itself constitutes criminal behavior and activity. When alcohol abuse occurs in conjunction with low self-esteem, depression, interpersonal sensitivity, peer pressure, obsessive

compulsion and psychological measures, these are significant predictors that lead to negative behavior, criminal activity and recidivism (Gossweiler & Martin, 1996). Since the aim of rehabilitation and treatment is to suppress such processes by introducing learned mechanisms of control, identifying factors of control or predilection is an important step in developing and creating a program that is designed to effectively solve the offender's problems.

Substance (Drug) Abuse

Baltimore County, MD P&P, and rehabilitation officials are concerned with substance abuse as well, which is a major contributor to the crime and recidivism rate. According to Evans et al. (2006), the questions that public officials and community members ask are as follows: (1) How effective is substance abuse treatment? (2) What can be done to decrease the substance abuse rate in Baltimore County? (3) What are rehabilitation and substance abuse treatment centers in Baltimore County doing to prevent substance abuse among reentry offenders? (4) Was re-offending affected by participating in a rehabilitation and substance abuse treatment program?

These questions raise challenges for the parole and probation, rehabilitation, prison and law enforcement officials about the effectiveness of treating reentry offenders for substance abuse. Baltimore officials use prescription medications such as methadone and buprenorphine to decrease offenders' addictions to opiates and heroin. OxyContin is another drug that is used to reduce the offenders' craving for illegal substances. These prescription drugs, however, also have side effects and withdrawal symptoms. Overdose

of these drugs can lead to injuries or death, which is why only a physician can prescribe them.

Hiller et al. (1999) recognized that substance abuse treatment for offenders is vital to decreasing crime and recidivism rates in Baltimore County. Public officials, churches, communities, and rehabilitation centers must critically assess and examine the importance of cognitive-behavioral changes and social learning skills for these individuals. For many of these offenders, when they arrive home or in their communities, the first thing they are offered to celebrate their release is alcohol and drugs.

According to Leinwand (2006), about 48 % of African American females and 75 % of African American males reentering Baltimore County communities are taking prescription medications for their drug addiction. Even though prescription drugs are an alternative method to substance abuse treatment without drugs, some of these medications reduce the cravings. Nelson et al. (2006) noted that moderate exercise or other extracurricular activities could also help relieve depression and stress. These activities can increase brain activities in the left lobe of the brain, triggering positive feelings, and altering the release of neurotransmitters in the brain, as cited in Nelson et al. (2006).

According to Volkow (2009), researchers and scientists have found that reducing the endorphin and serotonin levels in individuals who abuse drugs helps to promote self-control and alleviate pain, creating a general sense of well-being. Educating the reentry

offender about the disease of addiction while Baltimore County attempts to increase substance abuse treatment programs is a difficult task. Public officials, churches, communities, and rehabilitation centers, along with federal, state, and local and law enforcement officials, must collaborate to develop substance abuse prevention and treatment. Substance abuse results from a chemical dependency to alcohol and/or drugs that cannot be cured in a short period; the recovery process is a way of life, which can be achieved and must be sustained for the individual's lifetime.

Education, therapy, treatment and behavioral modification approaches may contribute to the recovery process of criminal offenders upon reentry into their communities and society. Relapse is a part of the recovery process; however, not everyone relapses. Many criminal offenders with substance abuse issues are responsible and seek out substance abuse treatment programs with assistance from counselors and parole and probation officers.

Summary

According to Hartwig and Myers (2003), managing officials in the prison system have stated that effective correctional treatment is needed in Baltimore County correctional institutions that would deliver adequate and effective rehabilitative programs for assisting reentry offenders. Counselors must provide innovative approaches and techniques to help prepare male and female African American criminal offenders' reentry into their communities and society. However, managing officials in Baltimore County correctional facilities have limited resources and knowledge in understanding and

implementing cognitive-behavioral and social learning approaches that might provide beneficial outcomes to male and female African American criminal offenders upon release. Practitioners, counselors, court systems, and other law enforcement entities need to develop programs that permit communities and society to use other resources to engage these individuals' reentry process that may yield positive results when they are released from prison.

Management of Restorative and Punitive Approaches

According to Green and Zavada (2008), leaders today in the rehabilitation and prison system are encouraged to have much more of a hands-on approach in the aim of inspiring and developing others, and this is at the core of the new leadership paradigm. This new model of leadership involves leaders taking the time to consider and understand the relational aspects that bind an organization together. Additionally, those in leadership positions need to promote the concept of teamwork and shared governance, and this requires that they nurture the potential leaders within the organization. Although there are many existing methodologies that identify how all of this can be achieved, the coaching and mentoring component of leadership is considered to be one of the most effective avenues.

There have been cases where rehabilitative choices of examining and assessing criminal offenders have included both the restorative and punitive mechanisms. Dzur and Wertheimer (2002) asked whether there is a way for forgiveness to be used in the community for social good by mediating public dialogue between criminal offenders and

those they have harmed. In Baltimore County, former Mayor Schmoke and current Mayor Dixon have deliberated about use of the rehabilitation and treatment process for reentry offenders.

Even if restorative and punitive mechanisms are the right approach for forgiveness as a social good through public deliberations, just how important is that good? Restorative approaches are a multifaceted entity that is partly sympathetic to the mainstream practices of criminal justice theories. There are social dimensions in restorative approaches that symbolize community interest in reintegrating reentry offenders into society. The restorative approach raises questions and concerns about the community dialectic between, on the one hand, the positive emotional states that this approach engenders, contrasted on the other hand with some resentment about reintegrating criminal offenders back into the community. The analysis of engaging restorative and punitive approaches of reintegrating criminal offenders into society is meant to help focus on an empirical assessment of restorative and punitive programs.

There has been a paradigm shift regarding restorative and punitive approaches in the criminal justice system. The restorative approach is characterized as a reform movement, which is inspired by the community's rights and practical experiences of activist, community, and public officials frustrated with the procedures of the criminal justice system. Retributive justice can be stressed by a number of themes that would be reinforced through punishment that would benefit communities' setup by public officials.

The punitive approach in the reentry of criminal offenders dictates that the victims of the offender must be compensated through restitution. The offenders are required to make pecuniary payments to compensate the victims, which is a "restorative and punitive" approach. Because of this relationship, the victims become involved in the criminal justice process. The victims may experience a sense of relief that communities and the criminal justice system are bridging the gap, making criminal offenders responsible and accountable for their unacceptable behaviors and crimes committed against others.

However, some critics believe that restitution or fees that the reentry offender pays should not be the ultimate response to criminal acts. The victims must be allowed to express their emotions constructively, affirming their validity. This process provides a way for victims to regain a sense of power over the offender to reaffirm that justice has been served. Violent acts committed during criminal offenses are traumatic events that undermine a victim's sense of personal autonomy, belief in public safety, and social order in their communities and society. Forgiveness takes a long time, and offenders must understand that in order to regain trust it may take even longer.

According to Farkas and Miller (2007), society's public process of forgiveness is quite different because some criminal offenders are viewed as a menace to society and "the punishment must fit the crime." Criminal offenders must be aware that the community and society will no longer accept unacceptable behaviors and violent crimes against their neighbors once they return home. The restorative and punitive approach to

dealing with criminal offenders, communities, and society must be cohesive so that everyone involved agrees on a workable solution for all parties involved. Table 5 summarizes the development of trends in restorative and punitive approaches.

Table 5

Management Development Trends in Restorative and Punitive Approaches

Restorative Approaches	**Punitive Approaches**
Restorative approaches as restorative	Punitive approaches as the law
Restorative approaches as healing	Punitive approaches as penalizing
Restorative approaches as sympathetic	Punitive approaches as corrective
Restorative approaches as honor	Punitive approaches as retaliatory
Restorative approaches as forgiveness	Punitive approaches as in reprisal
Restorative approaches as sensitive	Punitive approaches as castigatory

(Source: Governor's Office of Crime Control and Prevention , 2011)

Although restorative and punitive approaches and forgiveness are linked, they can be viewed as cognitive and psychological phenomena in the offenders' reintegration into society (Goetz & Mitchell, 2003). An offender's improved social behavior provides positive reinforcement for the victims and the community as well as the offender. The goal of the restorative approach is to develop strategies that would be beneficial to the reentry offender, victims and the community. This may be accomplished by providing a

positive transition reintegration into society, promoting public safety, and alternative punishment for the offenders.

Transitional Context: The Dilemma of Responsibility and Accountability Choices in Rehabilitation and Prison Management

Formulating a transitional "rehabilitative" framework to address reentry offenders' past behavior often creates certain social issues. Managing officials believe that offenders emerging from a tumultuous past where criminal behavior has occurred face the dilemma as to whether or not to listen to the public demand for responsibility and accountability. Such a choice should not be made in a vacuum, but within the dictates of rehabilitation, reintegration, and psychological practices, and the political and economic contexts of a particular transition. The offenders' quest for responsibility and accountability for past criminal behaviors takes place within the context of behavioral change (Free, 2004, p. 7). The dynamics of transition responsibility and accountability choices are created by the offender's environment.

Chandler, Hu, Meisel, McGowen, and Madison (1997) posited that transitional behavior can be achieved via effective cognitive approaches to the offender's learning patterns. According to Stevenson and Roblyer (2006), most criminal behavior starts at a young age, between 11 and 25. An offender's past criminal behavior can be explained through the learning of societal norms where an offender has mistaken social messages or has been influenced in a way that does not meet societal expectations and laws. Managing officials believe that transitioning is a difficult change in an offender's life, because he or she is not accustomed to following legal dictates and persists in the

expectation that disobeying the law is inevitable, believing that he or she will not be caught for any wrongdoing. Offenders believe that the laws of society are distorted, a belief which gives them more reasons to commit crime.

Mair (1998) categorized offenders' responsibility and accountability choices into hard and easy cases. The hard cases consist of situations where the offender maintained part or all of their conditions, whereas the easy cases are those in which the offender did not maintain any conditions. Mair (1998, p. 120) stated that "good behavior is conditioned by the early years of human development, whereby limited responsibility and accountability was not enforced." Quality management and effective reintegration and re-intervention strategies are important to cognitive and social learning approaches when attempting to eliminate unacceptable behaviors.

Morrison and Epps (2002, p. 205) asserted that the factors for the choice of accountability mechanisms have to do with financial and substance abuse treatment resources. For example, offenders must be interested in using the resources available through government, private, and third-party entities. The offender must display a high degree of self-control in his or her behaviors in order to request and receive these resources. Offenders must be adaptable to employ cognitive and social learning techniques that will assist them in unstable environments. The offender's rehabilitation process, reintegration, psychological practices, political and pecuniary conditions that led him or her to display unacceptable behaviors in particular situations while incarcerated may continue to be an issue as he or she re-enters society.

Rehabilitation and prison officials have stated that criminal offenders have choices when making the decision to receive assistance and help. Some offenders may not know that they need help and do not know how to ask for help. However, there is help available, if they wish to transition their life through recovery. Offenders can discuss options to see their local clergy, peers, parole and probation officers, members of community associations, and staff at rehabilitation or treatment centers. There are over 36 rehabilitation and treatment facilities in Baltimore County and 50 across the State of Maryland. Rehabilitation in transitioning the offender into showing responsibility and accountability as a positive role model in society will take years of commitment and dedication through effective cognitive-behavioral and social learning processes within the Baltimore County communities.

This section has examined the difficulties associated with the rehabilitative framework of offenders' transitional context and issues of responsibility and accountability choices. In cases of rehabilitative transition, restorative measures have been discussed as well as the dilemmas pertaining to this issue. Regardless of the mechanism in question, rehabilitative transition has been criticized. This will be discussed in the next section.

Managing Criticism

Criticisms of Offender Rehabilitation

Kowalski and Caputo (1999) found that apart from the dilemmas associated with rehabilitative choices, rehabilitation effectiveness raises further consequential challenges

irrespective of the tool being engaged. The idea of rehabilitating criminal offenders and returning them to society is a controversial one. Some political leaders, community members and community activists, local law enforcement officials, and members of the media believe that criminal offenders belong in prison and not in the community. Their notion is that rehabilitation leads to high recidivism rates in Baltimore County and there should not be any alternative to imprisonment.

This view of leadership sits quite comfortably with the forms of organization that are common in business, the armed forces and government. Where the desire is to get something done, to achieve a narrow range of objectives in a short period, then it may make sense to think in this way. However, this way of thinking has its dangers. While some "classical" leaders may have a more participative style, a great deal of power remains in their hands, and the opportunity for all to take responsibility and face larger questions is curtailed. It can also feed into a "great-man" model of leadership and minimize our readiness to question those who present us with easy answers. As our awareness of our own place in the making of leadership grows, we may be less ready to hand over our responsibilities to others.

The problem lies within the context of re-offending, community disruption, and abnormal behaviors. Pre- and post-transitional offenders need to signify their commitment to dealing with accountability. The dilemma for reentry offenders is whether the punishment of their criminal behavior signifies the legal system's commitment in allowing the criminal offender back into society. Invariably, the political

leaders, communities and community activists, local law enforcement and the media in such dilemmas have chosen to deal with the offender's reentry into society.

Administrators of rehabilitation and treatment centers, along with members of the legal system, have been criticized for depleting funds earmarked for rehabilitating criminal offenders, funds that could be spent to revitalize neighborhoods and provide more community policing, affordable daycare and healthcare for the citizens of Baltimore County. The dilemma is that criminal offenders may not want to be supervised or receive treatment from a rehabilitation or treatment facility; they may like their life the way it is, and prefer to commit crimes, reoffend, and go back to prison. The offender may not want to be educated or receive help. This makes it difficult for other offenders who want to receive help, because the offenders who do not want help stand in the way of the ones who do, thus depleting funding for rehabilitation and treatment centers and creating problems for offenders who really want to recover from their problems or addictions.

According to Marlowe (2006), rehabilitation issues may also generate problems with eligibility rights and requirements for an offender seeking treatment. An offender may be denied or turned away based on lack of funding. Most rehabilitation and treatment centers have specific requirements that the offender must meet in order to be eligible for the program. If offenders are not eligible to get into a program, they then have to contact their caseworker, parole/probation officer, or treatment sponsor to be re-evaluated and assessed by another center in order to be eligible for another program closer to their residence. However, some critics believe that offenders should not be

integrated in rehabilitation centers near their residence or neighborhood; rather, they argue that rehabilitation centers should be in a positive setting where the offender will not be tempted to return to a life of crime.

Moreover, there is a problem with court congestion where existing mechanisms are utilized to execute alternative and rehabilitative sentencing. The disagreement is regarding the overpopulation of prisons in Baltimore County, where the court systems must use alternative measures that would place the reentry offender back into the community. The excessive caseload in the legal system might offset the democratization process.

Gill (2008, p. 1) pointed out that another dilemma is the legal system's reputation in giving the offender the opportunity to re-enter society, even if the offender is under supervision: "There are certain guidelines that a judge must follow to issue alternative sentencing to offenders." Marlowe (2006) observed that judges have been significantly influenced in the management and disposition of criminal offenders' cases. Judges must deal with controversial and complex cases that are brought before the court and those cases are heard, and dispositions are made, according to the facts and evidence provided.

Offenders charged with lesser or misdemeanor crimes may receive alternative sentencing from Baltimore County judges; this depends on the crime and evidence that is brought against the offender. The state and defense attorney can offer a "plea bargain" in which the offender can receive alternative sentencing under supervision and meet certain

conditions under the rules of the legal system. This gives judges the discretion to divert lower-level offenders into rehabilitation and treatment in lieu of prison.

Therefore, the offender will be supervised by the MD P&P, which monitors his or her progress. Baltimore County judges have substantial authority to impose rewards contingent on sanctions on offenders in treatment. The judges use the three "Graduated Conditions" approaches in determining their decision, which include the following: standard, sanction, and treatment conditions.

The standard condition is where the offender receives pretrial sentences. The sanctions condition involves urinalysis samples, imposed conditions by parole and probation officers, and prison sentences, which can be concurrent or consecutive sentencing. The treatment condition is where the offender is sent to a rehabilitation or treatment center. Judges have a reputation for upholding the law based on evidence and facts. Judges have the discretion to choose alternative sentencing based on the lesser charges of the crime and have the offender placed under mandatory supervision while back in the community (Podkopacz & Feld, 1996). Thus, the decision about an offender's moral conduct is in the hands of the judicial system and not the public, political leaders, communities and community activists, local law enforcement, or the media.

The discussion so far has pointed out that rehabilitation deals with retroactive issues. Critics have argued that it is not productive to rehabilitate criminal offenders. However, the rebuttal to such critics is the assertion that the public, political leaders,

community members and community activists, local law enforcement officials and members of the media have no right to judge or hinder the reentry offender from coming back into society and trying to live a productive life without disruption. According to Marlowe (2006, p. 323), the public should expect most rehabilitative programs to achieve mixed results and inefficient utilization of public resources.

Criticisms of Rehabilitation Centers

According to Nelson et al. (2006), over 10 % of African American male offenders and 58 % of African American females in Baltimore County have been mistreated or abused by rehabilitation center personnel. The community, political leaders, prison officials, community activist and reentry offenders believe that the prisons, jails, and rehabilitation centers should be examined to ensure that abusive mechanisms are not tolerated in correctional or treatment facilities. Without effective management in prison, rehabilitation and treatment facilities in Baltimore County, the reentry offender will somehow be tempted to reoffend and go back to his or her negative and criminal behavior.

The offender would likely go back to prison because he or she did not receive the proper and adequate treatment from the rehabilitation center. Management officials believe it would be likely that the offender lacks the proper social learning and cognitive-behavioral skills to affect recovery. Today, rehabilitation centers and prison facilities in Baltimore County continue to face criticisms and challenges of solving problems to meet the demands of the offender while incarcerated or after release from prison.

If an offender initiates a complaint through the rehabilitation center, the managing centers will encounter major setbacks for not taking appropriate action in resolving the issues and problems that occur between the offender and center personnel. If rehabilitation management and prison management operations fail to meet the strategic goals of treatment, properly securing the rights and public safety of the offenders and the community, then the consequences include the following: decrease or termination of funding for the rehabilitation centers by federal, state, local, or private organization officials.

According to Shrum (2004, p. 225), some prison facilities and rehabilitation centers in Baltimore County lack the funding, resources and adequate training to provide support to their employees. Management officials believe that some rehabilitation centers and prison systems should have other alternative approaches to meet the needs of the offender, by developing and implementing techniques using effective behavioral strategies in managing offenders' social changes and cognitive behaviors within treatment and society.

Embezzlement and misappropriation of funds is another problem that influences the operation of rehabilitation centers and prevents meeting of offenders' needs. Rehabilitation centers and the prison system in Baltimore County has long been a target for embezzlement and misappropriation of funds. Some rehabilitation center officials and prison officials take the funds for personal use or to expand their relationships with deviant criminal offenders. Such officials do not consider the consequences:

misappropriation of funds and embezzlement results in an audit of the treatment center by the Internal Revenue Service (IRS) and/or other federal, state, and local government agencies, and if the officials are found to be guilty, then they have to close the center and pay back the funds that were misappropriated.

This section has examined criticisms of the rehabilitation concept and rehabilitation centers. Prison and rehabilitation officials, political leaders, and community activists continue to suggest and evaluate ideas to ensure that offenders receive resources and assistance that would ensure positive transitioning outcomes, thereby promoting effective behavior and alternative sentencing approaches that would work in Baltimore County communities.

Conclusion

This examination of the literature has provided a comprehensive overview regarding the management issues involved in measuring parole and probation officers' perceptions of managerial support and management effectiveness in the workplace. Many of the traditional boundaries in the rehabilitation and prison systems are being removed and replaced with a different type of boundary: namely, ones that are more psychological than organizational. These boundaries exist in the minds of managers and employees and are reflected in the relationships that managers have with their peers, employees and bosses. In this regard, the literature shows that criminal offenders' reentry takes place within the context of a regime change. Critical to managing "behavioral" stabilization is the need to deal with criminal offenders' behavior before

they reenter the community. Criminal offenders reentering society face difficult choices about responsibility and accountability for their actions in the past and reestablishing their life for future expectations. The possibility of relapse has been defined by rehabilitation and correctional officials as counterproductive, as it leads to re-offending and returning to prison.

According to Eckholm (2008), management officials noted that the prosecution of criminal offenders through sanctions and sentencing may vary, depending upon the seriousness of the crime and the offender's behavior. Each offender's transition is different, and the choice of responsibility and accountability mechanisms is dependent on the managing officials, such as counselors, social workers, correctional officers and wardens, to effectively evaluate the behavior and assessment of a particular transition. Thus, any attempt to address criminal behavior, which has taken place on a large scale, may require divergent approaches and tools that are appropriate for society. New parole and probation rehabilitative strategies and prison techniques have been developed to increase criminal offenders' responsibility and accountability mechanisms as a divergent tool for dealing with past criminogenic behaviors.

The emerging inefficiencies in management styles that support parole and probation officers' work with criminal offenders as they re-enter society are yet to be investigated, particularly with regard to their success in helping offenders become positive role models and productive residents of Baltimore County. This is what this researcher set out to do. The research study is grounded in quantitative paradigms,

because there are no theories on how to manage rehabilitating criminal offenders out of which variables can be derived to test rehabilitation centers, the prison system, and MD P&P officials' experiences. Understanding how to manage a criminal offender's reentry into his or her community is vital to the improvement of services to this population (i.e., male and female African American offenders).

Summary

The review of the literature has provided insight into the issues facing African American criminal offenders and ex-offenders released from prison, and described aspects of the criminal justice system as well as social factors and barriers that affect the rehabilitation of this population. Extensive research has been conducted on criminal offenders and ex-offenders released from prison, but little has focused on the issue of parole and probation officers' perceptions regarding managerial support and effectiveness.

Despite research studies that have been conducted on parole and probation organizations and other workplace environments, there are few research measuring parole and probation officers' perceptions of managerial support and management effectiveness in the workplace. In fact, little to no research exists showing whether parole and probation officers have used managerial dynamics concepts and strategies that would be effective in rehabilitating African American offenders. Meanwhile, the recidivism rate is increasing to epidemic proportions, yet legislation to improve funding, resources, leadership, and developmental training in managerial dynamics is not progressing

quickly. The literature reviewed in this chapter suggested implementation of educational programs and policies to address this problem.

Chapter 3 describes the methodologies used to study the research questions. This chapter discusses the use of frequency distribution analysis, descriptive statistics, bar charts, and means analysis to measure and analyze parole and probation officers' perceptions regarding managerial support and ratings of management effectiveness in the workplace. The chapter also includes a description of the sample, procedures, ethical considerations, measures, and data analysis methods.

Chapter 3: Methodology

Introduction

The purpose of this study was to quantitatively measure parole and probation officers' perceptions of managerial support and management effectiveness in the workplace, focusing on positive work environment, communication, collaboration, conflict resolution, performance assessment, training and education, and provision of resources.

This chapter contains three main sections. The first section describes the research design and rationale, including the methodology; population; sample and sampling procedures; procedures for recruitment, participation, and data collection; instrumentation; and data analysis plan. The second section discusses threats to internal and external validity, and the third section presents ethical procedures. A summary concludes the chapter.

Research Design and Rationale

The following research questions drove the study:

1. How effectively do managers provide a positive overall work environment for parole and probation officers?
2. How effectively do managers effectively communicate with parole and probation officers?

3. How effectively do managers collaborate with parole and probation officers?
4. How effectively do managers resolve interpersonal workplace conflicts with employees in a timely manner?
5. How effectively do managers assess employees' performance adequately?
6. How effectively do managers provide additional training services to parole and probation officers?
7. How effectively do managers provide adequate resources to parole/probation officers?

For all RQs, it was hypothesized that the majority of respondents would answer *disagree* or *strongly disagree* with the survey questions.

A quantitative research design was used for this study, using a cross-sectional approach; this allowed data to be categorized, quantified, and statistically evaluated. The independent variable in this study, which was manipulated by the researcher, was the survey questionnaire. The dependent variables, or effects of the independent variable, were the participant's responses to the survey questions. Possible covariates, which may have influenced respondents' answers on the questionnaire, include age, gender, ethnicity, years of experience as a parole/probation officer, management level, and experiences within the past 30 days.

Administration of the closed-ended questionnaire via an online survey provided a confidential and secure environment for survey respondents to give honest answers to the

study's questions, while also making data accessible to the researcher. The research design allowed me to obtain information from multiple respondents and assign numerical values to represent parole and probation officers' perceptions of managerial dynamics and Az-Testing (Population Proportion) scores (dependent variables) based on the questionnaire items (independent variables). These numerical values were analyzed to determine what relationships, if any, existed between the independent and dependent variables. Responses to the final questionnaire item were used to supplement the data regarding participants' perceptions regarding workplace effectiveness.

In this quantitative study, I concentrated on the research questions and a closed-ended questionnaire (Creswell, 2003; Denzin & Lincoln, 2005). Yin (2009) posited that the *how* and *why* questions confine the answers to the RQs. Based on the absence of prior research in the area under study, the RQs and the questionnaire guided the direction of this study. Prior to the start of the study, the questionnaire was reviewed by a five-member panel of subject-matter experts comprised of three senior probation and parole agents and two supervisors. Members of this panel had over 25 years of experience supervising ex-offenders. The panel made recommendations for changes in wording on the questionnaire, and approved its relevance with regard to the RQs.

Methodology

Participants

Participants for this study were adult male and female parole and probation officers (aged 21 and older), who had been (a) employed at the MD P&P in Baltimore

County for minimally 1 year and (b) functioned as general or parole and probation officers who supervise young African American criminal offenders and ex-offenders released from prison in Baltimore County.

Population and Sample

A randomly selected sample of 40 parole and probation officers was used in this study. I distributed 40 questionnaires to potential participants, of which 31 were completed (Question 9 on one questionnaire was not answered). The study's sample size was determined by using a power analysis for the *t* test. The power analysis was completed with an alpha level of .05, a .80 (80%) statistical power, and medium effect size of .05. This yielded a sample size of 34.

Study participants were recruited from one source: the MD P&P Arbutus/ Catonsville Office. The researcher's connection with the Catonsville Office in Baltimore County was one of convenience. Furthermore, the Catonsville Office is a secure facility that houses one of the largest populations of parole and probation officers, ex-offenders, and management in Baltimore County.

The sampling frame for the criminal justice and law enforcement organization consisted of adult (aged 21 and older) male and female parole and probation officers in Baltimore County. MD P&P officers in Baltimore County were expected to meet the same eligibility criteria for participation in the study. There were between 100 and 200 hundred parole and probation officers in Baltimore County. I estimated that a sample

size of 31 participants (parole and probation officers) was adequate to ensure a valid and reliable study.

Sample and Sampling Procedures:
Procedures for Recruitment, Participation, and Data Collection

Recruiting Procedures

The respondents had to meet the eligibility requirements for this study. To be eligible, the respondents had to be adult male or female parole and probation officers (aged 21 and older) who were (a) employed at the MD P&P in Baltimore County for minimally 1 year and (b) functioned as general or parole and probation officers who supervise young African American criminal offenders and ex-offenders released from prison in Baltimore County. Study participants were recruited from one source: the MD P&P Arbutus/ Catonsville Office. The sampling frame for the criminal justice and law enforcement organization consisted of adult (aged 21 and older) male and female parole and probation officers in Baltimore County. MD P&P officers in Baltimore County were expected to meet the same eligibility criteria for participation in the study. There were between 100 and 200 hundred parole and probation officers in Baltimore County.

Potential participants were provided with a written description of the study, the name of a Walden University contact in the event of questions or concerns, an overview of risks and benefits associated with participation, information related to confidentiality and anonymity, and assurance that their participation was voluntary and that they had the right to withdraw from the study at any time without penalty, consequences, or repercussions from the researcher or their employer. To protect participants' anonymity,

the researcher did not request any information that might reveal the identity of any study participant.

Data Collection

An electronic survey completion site using SurveyMonkey.com was used for distributing the questionnaire. Study participants were obtained from one source: The MD P&P in Baltimore County. I met with Maryland DPSCS officials from the criminal justice and law enforcement (government) organization in order to obtain research participants. The supervisory parole and probation officer (designee) distributed a cover letter, consent form, and request for participation on my behalf using employees' e-mail. Participants were expected to meet the eligibility criteria for participation in the study. Access information was embedded within the consent form. I imported the survey response data from SurveyMonkey.com onto an Excel spreadsheet, and then imported the data into the Az-Testing Population Proportion-Excel Template software in order to conduct statistical analyses.

Instrumentation and Materials

I developed the instrument used in this study in consultation with Dr. Ari. Jain. (see Appendix B). The survey tool was preceded by questions to obtain participants' minimal demographics including gender, age, ethnicity, management level (supervisor, manager, and director), experiences within the past 30 days, and length of employment with the organization. Prior to the start of the study, a five-member panel of subject-matter experts comprised of three senior probation and parole agents and two supervisors

reviewed the questionnaire. Members of this panel had over 25 years of experience supervising ex-offenders.

Questionnaire

Participants completed a primarily closed-ended questionnaire (see Appendix B). The questionnaire, an 11-item instrument, was designed to measure parole and probation officers' perceptions regarding managerial support and management effectiveness in the workplace. The first 10 Likert-type questions included a 5-point rating scale (with 1 being *strongly disagree* and 5 being *strongly agree*). In the 11th question, I asked participants to rank the issues in order of importance in dealing with ex-offenders.

This questionnaire was used to measure the participants' evaluation of management effectiveness in support of a positive work environment and covers issues of communication, collaboration, conflict resolution, training and education, provision of resources, and performance assessment. The questionnaire was reviewed and validated by a five-member panel of subject-matter experts comprised of three senior probation and parole agents and two supervisors. Permission was obtained from the Maryland Department of Public Safety and Correctional Services (DPSCS) to administer the survey questionnaire to participants (see Appendix C). An electronic survey completion site using SurveyMonkey.com was used for distributing the questionnaire.

Validity

Validity refers to the credibility, dependability, confirmability, verification, and transferability of results. Researchers are also concerned about generalizability, or

whether the results can be replicated outside a peculiar context, setting, and time. Credibility of validity was used to ensure the integrity of this study. For my study, the use of the Az-Testing database for evaluation and analysis was used to compare using *t* tests, as well as the following additional statistical tests. Dependability of validity was used to measure the participants' evaluation of management effectiveness in support of a positive work environment and covers issues of communication, collaboration, conflict resolution, training and education, provision of resources, and performance assessment. The reliability of the instrument is discussed at the conclusion of this section.

Conformability of validity was used to conform the study tool of the frequency distribution analysis, which was used to identify the participants' responses to the questions. The study tool was needed to measure the frequency distribution analysis, which was conducted to identify the proportion of parole and probation officers who agreed or disagreed with the questions. Verification of validity was used as a comparison of means analysis to evaluate (via rating) participants' perceptions of managerial support and management effectiveness. Finally, transferability of validity was used in the descriptive analysis to assess whether participants' agreement or disagreement with the questions predicted Az-Testing (Population Proportion-Excel Template) scores.

Reliability

Several methods were used to ensure the reliability of the measurement instrument. Reliability is used to determine whether operational definitions dependably and consistently measure the intended concept. It includes the proportion of truth in a

research measure. The instrument tool was used to measure parole and probation officers' perceptions regarding managerial support and management effectiveness in the workplace. The reliability of this electronic survey was completed onsite and online using SurveyMonkey.com. There were no unseen variables (mood, environment, anxiety, and indifference).

Future recommendations for this design include more practical approaches to understanding and addressing the relationship between young, African American ex-offenders released from prison and the managerial dynamics involved in the rehabilitation of this group, as well as challenges that ex-offenders face during incarceration and upon release from prison (Wells et al., 2006). However, respondents may choose the first 10 Likert-type questions that used a 5-point rating scale (with 1 being *strongly disagree* and 5 being *strongly agree*). In the 11th question, I asked participants to rank the issues in order of importance in dealing with ex-offenders.

A strong indicator of reliability in my study was internal consistency reliability, with power analysis reliability for the *t* test (Cohen, 1977; Stevens, 2002). The power analysis was completed with an alpha level of .05, a .80 (80%) statistical power, and medium effect size of .05 (Cohen, 1977; Stevens, 2002). This yielded a sample of size 34, which is discussed in the descriptive analysis results. The purpose of asking questions in questionnaires was to measure the participants' evaluation of management effectiveness in support of a positive work environment and covers issues of communication, collaboration, conflict resolution, training and education, provision of

resources, and performance assessment. My study utilized the questionnaire method as a means of increasing the reliability of reaching every potential parole and probation officers to increase sample size.

The reliability of this research study was premised on the following: (a) I developed the instrument to be used in this study (see Appendix B); (b) the survey tool was preceded by questions to obtain participants' demographics including gender, age, ethnicity, management level (supervisor, manager, and director), experiences within the past 30 days, and length of employment with the organization; (c) the questionnaires were administered in a consistent fashion; and (d) my bias was minimized by following the criteria described in this chapter. The reliability of the tool was retested to ensure the validity of the results that will be discussed in Chapter 4.

Data Analysis

The information from the participants' questionnaire responses was placed into the Az-Testing database for evaluation and analysis. Data were compared using *t* tests as well as the following additional statistical tests: A frequency distribution analysis was used to identify the participants' responses to the questions. A frequency distribution analysis was conducted to identify the proportion of parole and probation officers who agreed or disagreed with the questions. A comparison of means analysis was used to evaluate (via rating) participants' perceptions of managerial support and management effectiveness. Finally, descriptive analysis was used to assess whether participants'

agreement or disagreement with the questions predicted Az-Testing (Population Proportion-Excel Template) scores.

Hypotheses

This section presents the null (H_0) and research (H_x) hypotheses for each research question. A statistical representation of the (H_0) and (H_x) follows each hypothesis.

Hypothesis One. Null Hypothesis (Ho): The majority of participants do not disagree or strongly disagree that managers provide a positive work environment. *Research Hypothesis (H_1):* The majority of participants disagree or strongly disagree that managers provide a positive work environment. Statistical representation of Hypothesis 1: H_0: p <= 1/2, H1: p > 1/2, where p = proportion of respondents registering 1 or 2. Note: p has been normalized by eliminating responses of 3, so that neutral responses don't distort the hypothesis testing. Note: The issue of how to handle neutral responses in the analysis is interesting and is discussed in chapter 4. Remark: In generic terms, p is simply the proportion of respondents who *disagree* or *strongly disagree*, where the proportion has been normalized as indicated above.

Hypothesis Two. Null Hypothesis (Ho): The majority of participants do not disagree or strongly disagree that managers communicate effectively. *Research Hypothesis (H_1):* The majority of participants disagree or strongly disagree that managers communicate effectively. Statistical representation of Hypothesis 2: H_0: p <= 1/2, H1: p > 1/2, where p = proportion of respondents registering 1 or 2. Note: p has been normalized by eliminating responses of 3, so that neutral responses don't distort the

hypothesis testing. Note: The issue of how to handle neutral responses in the analysis is interesting and is discussed in chapter 4. Remark: In generic terms, p is simply the proportion of respondents who *disagree* or *strongly disagree*, where the proportion has been normalized as indicated above.

Hypothesis Three. Null Hypothesis (Ho): The majority of participants do not disagree or strongly disagree that managers collaborate with employees. *Research Hypothesis (H_1):* The majority of participants disagree or strongly disagree that managers collaborate with employees. Statistical representation of Hypothesis 3: H_0: p <= 1/2, H1: p > 1/2, where p = proportion of respondents registering 1 or 2. Note: p has been normalized by eliminating responses of 3, so that neutral responses don't distort the hypothesis testing. Note: The issue of how to handle neutral responses in the analysis is interesting and is discussed in chapter 4. Remark: In generic terms, p is simply the proportion of respondents who *disagree* or *strongly disagree*, where the proportion has been normalized as indicated above.

Hypothesis Four. Null Hypothesis (Ho): The majority of participants do not disagree or strongly disagree that managers resolve interpersonal workplace conflicts with employees in a timely manner. *Research Hypothesis (H_1):* The majority of participants disagree or strongly disagree that managers resolve interpersonal workplace conflicts with employees in a timely manner. Statistical representation of Hypothesis 4: H_0: p <= 1/2, H1: p > 1/2, where p = proportion of respondents registering 1 or 2. Note: p has been normalized by eliminating responses of 3, so that neutral responses don't

distort the hypothesis testing. Note: The issue of how to handle neutral responses in the analysis is interesting and is discussed in chapter 4. Remark: In generic terms, p is simply the proportion of respondents who *disagree* or *strongly disagree*, where the proportion has been normalized as indicated above.

Hypothesis Five. Null Hypothesis (Ho): The majority of participants do not disagree or strongly disagree that managers assess employees' performance adequately. *Research Hypothesis (H_1):* The majority of participants disagree or strongly disagree that managers assess employees' performance adequately. Statistical representation of Hypothesis 5: H_0: p <= 1/2, H1: p > 1/2, where p = proportion of respondents registering 1 or 2. Note: p has been normalized by eliminating responses of 3, so that neutral responses don't distort the hypothesis testing. Note: The issue of how to handle neutral responses in the analysis is interesting and is discussed in chapter 4. Remark: In generic terms, p is simply the proportion of respondents who *disagree* or *strongly disagree*, where the proportion has been normalized as indicated above.

Hypothesis Six. Null Hypothesis (Ho): The majority of participants do not disagree or strongly disagree that managers provide additional training services to employees. *Research Hypothesis (H_1):* The majority of participants disagree or strongly disagree that managers provide additional training services to employees. Statistical representation of Hypothesis 6: H_0: p <= 1/2, H1: p > 1/2, where p = proportion of respondents registering 1 or 2. Note: p has been normalized by eliminating responses of 3, so that neutral responses don't distort the hypothesis testing. Note: The issue of how to

handle neutral responses in the analysis is interesting and is discussed in chapter 4. Remark: In generic terms, p is simply the proportion of respondents who *disagree* or *strongly disagree*, where the proportion has been normalized as indicated above.

Hypothesis Seven. Null Hypothesis (Ho): The majority of participants do not disagree or strongly disagree that managers provide adequate resources to employees. *Research Hypothesis (H_1):* The majority of participants disagree or strongly disagree that managers provide adequate resources to employees. Statistical representation of Hypothesis 7: H_0: p <= p 1/2, H1: p > 1/2, where p = proportion of respondents registering 1 or 2. Note: p has been normalized by eliminating responses of 3, so that neutral responses don't distort the hypothesis testing. Note: The issue of how to handle neutral responses in the analysis is interesting and is discussed in chapter 4. Remark: In generic terms, p is simply the proportion of respondents who *disagree* or *strongly disagree*, where the proportion has been normalized as indicated above.

Threats to Internal and External Validity

Validity refers to the credibility, dependability, conformability, verification, and transferability of results. Measurement validity was comprised of two types: internal validity and external validity (Frankfort-Nachmias & Nachmias, 2008). External validity meant that the tool had not left anything out and all attributes were covered. The participants in the study were a randomly selected sample of 31 parole and probation officers was used in this study. I distributed 40 questionnaires to potential participants, of which 31 were completed (Question 9 on one questionnaire was not answered). A

descriptive analysis was chosen for the 7 survey questions that were of importance to parole and probation officers; the other 3 closed-ended questions were not of importance to parole and probation officers. The sections below provide a descriptive statistical analysis of participants' responses, followed by a ranking of the responses.

Internal validity was examined by using the first 10 Likert-type questions that used a 5-point rating scale (with 1 being *strongly disagree* and 5 being *strongly agree*). In the 11th question, I asked participants to rank the issues in order of importance in dealing with ex-offenders. This questionnaire was used to measure the participants' evaluation of management effectiveness in support of a positive work environment and covers issues of communication, collaboration, conflict resolution, training and education, provision of resources, and performance assessment. The study's sample size was determined by using a power analysis for the *t* test. The power analysis was completed with an alpha level of .05, a .80 (80%) statistical power, and medium effect size of .05. This yielded a sample of size 34.

Ethical Procedures

Ethical procedures were meticulously followed throughout the study's duration. Prior to the recruitment of participants and distribution of survey questionnaires, the researcher obtained approval from Walden University's Institutional Review Board to conduct the study (see Appendix A). The researcher did not have access to organizational employees' names or email addresses, which in itself reduced the potential for breaches in confidentiality or privacy. To ensure protection of participants' rights, the

researcher provided a description of the study verbally and in writing to the parole and probation officers in Baltimore County. Additionally, potential study participants were provided with a written description of the study, the name of a Walden University contact in the event of questions or concerns, an overview of risks and benefits associated with participation, information related to confidentiality and anonymity, and assurance that their participation was voluntary and that they had the right to withdraw from the study at any time without penalty, consequences, or repercussions from the researcher or their employer. To further this point, the researcher did not request any information that might potentially reveal the identity of any study participant. By filling out the questionnaire, respondents indicated that they gave their consent to participate in the study.

Summary

This chapter has presented the design and methodology of the study. Using a Maryland parole and probation office as the location, this study measured parole and probation officers' perceptions regarding managerial support and managerial effectiveness in the workplace. Appropriate measures were taken to ensure that anonymity and confidentiality were maintained. A closed-ended questionnaire was used to assess participants' perceptions regarding managerial support and management effectiveness involved in the rehabilitation of young African American offenders by Maryland parole and probation officers in Baltimore County. Data analysis was carried out using *t* tests, frequency distribution analysis, comparison of means analysis, and descriptive analysis. The next chapter provides the results of the study.

Chapter 4: Results

Introduction

In this chapter, I present the results of the study. I include a detailed question-by-question discussion and presentation of the collected survey data, the Az-Testing data analysis, and the findings of the study based on the *t* tests, frequency distribution analysis, descriptive statistics, bar charts, and means. In this study, I examined parole and probation officers' perceptions of managerial support and management effectiveness in the workplace, focusing on positive work environment, communication, collaboration, conflict resolution, performance assessment, training and education, and provision of resources.

Characteristics of the Respondents

The respondents had to meet the eligibility requirements for this study. To be eligible, the respondents had to be adult male or female parole and probation officers (aged 21 and older) who were (a) employed at the MD P&P in Baltimore County for minimally 1 year and (b) functioned as general or parole and probation officer who supervise young African American criminal offenders and ex-offenders released from prison in Baltimore County.

Descriptive Analysis of Survey Results

I have chosen the 7 survey questions that were of importance to parole and probation officers; the other 3 closed-ended questions were not of importance to parole

and probation officers. The sections below provide a descriptive statistical analysis of participants' responses, followed by a ranking of the responses.

Research Question 1

In the first research question, I asked whether managers provide a positive overall work environment for parole and probation officers. Respondents answered questions on a 5-point Likert-type scale (with 1 being *strongly disagree* and 5 being *strongly agree*). There was a one-to-one correspondence with the research questions and the specified survey questions.

A total of 31 respondents answered this question. Table 6 provides a breakdown of the responses to Survey Question 1. Figure 2 shows the responses in graph form.

Table 6

Responses to Survey Question 1 by Parole and Probation Officers

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total Responses	Average Mean
Percentage	19.35%	19.35%	3.23%	38.71%	19.35%		
Respondents	6	6	1	12	6	31	3.19

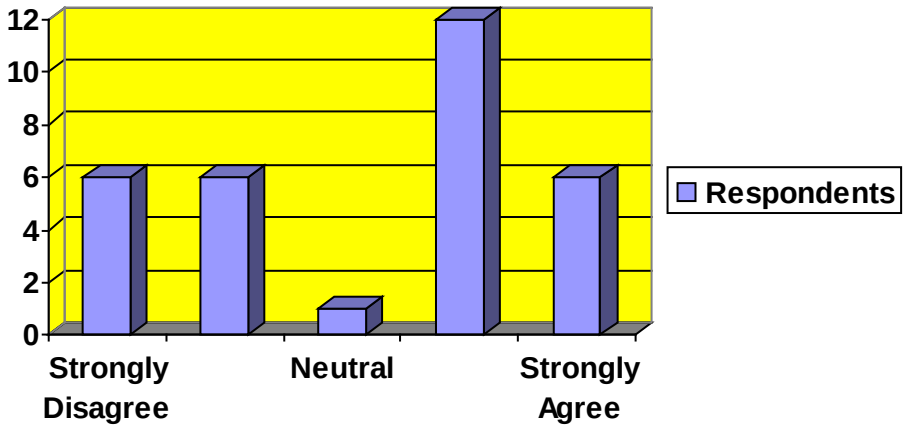

Figure 2. Responses to Survey Question 1 by parole and probation officers.

Six respondents (19.35%) *strongly disagreed* that managers provided a positive overall work environment for parole and probation officers. Six respondents (19.35%) *disagreed* that managers provided a positive overall work environment for parole and probation officers. One respondent (3.23%) was *neutral* that managers provided a positive overall work environment for parole and probation officers. Twelve respondents (38.71%) *agreed* that managers provided a positive overall work environment for parole and probation officers. Six respondents (19.35%) *strongly agreed* that managers provided a positive overall work environment for parole and probation officers.

To analyze Research Question 1, the information from the participants' questionnaire responses was placed into an Az-Testing database for evaluation and analysis. Data were compared using *t* tests to test the hypotheses associated with question 1. The resulting analysis is presented in Figure 9.

Research Question 2

In the second research question, I asked whether managers effectively communicated with parole and probation officers. Respondents answered questions using a 5-point Likert-type scale (with 1 being *strongly disagree* and 5 being *strongly agree*). A total of 31 respondents answered this question. Table 7 provides a breakdown of the responses to Survey Question 2. Figure 3 shows the responses in graph form.

Table 7

Responses to Survey Question 2 by Parole and Probation Officers

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total Responses	Average Mean
Percentage	16.13%	29.03%	9.68%	35.48%	9.68%		
Respondents	5	9	3	11	3	31	2.94

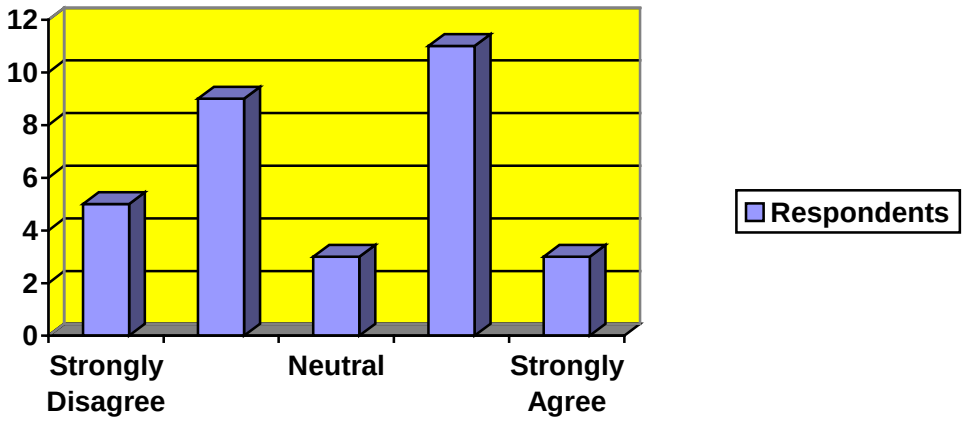

Figure 3. Responses to Survey Question 2 by parole and probation officers.

Five respondents (16.13%) *strongly disagreed* that managers effectively communicated with parole and probation officers. Nine respondents (29.03%) *disagreed* that managers effectively communicated with parole and probation officers. Three respondents (9.68%) were *neutral* that managers effectively communicated with parole and probation officers. Eleven respondents (35.48%) *agreed* that managers effectively communicated with parole and probation officers. Three respondents (9.68%) *strongly agreed* that managers effectively communicated with parole and probation officers.

To examine Research Question 2, the information from the participants' questionnaire responses was placed into an Az-Testing database for evaluation and analysis. Data were compared using *t* tests, to test the hypotheses associated with question 2. The resulting analysis is presented in Figure 10.

Research Question 3

In the third research question, I asked whether managers collaborated with employees. Respondents answered questions on a 5-point Likert-type scale (with 1 being *strongly disagree* and 5 being *strongly agree*). A total of 31 respondents answered this question. Table 8 provides a breakdown of the responses to Survey Question 5. Figure 4 shows the responses in graph form.

Table 8

Responses to Survey Question 5 by Parole and Probation Officers

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total Responses	Average Mean
Percentage	25.81%	32.26%	22.58%	12.90%	6.45%		
Respondents	8	10	7	4	2	31	2.42

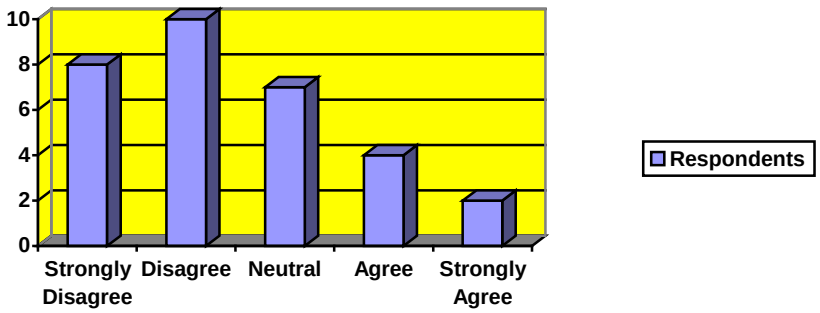

Figure 4. Responses to Survey Question 5 by parole and probation officers.

Eight respondents (25.81%) *strongly disagreed* that managers collaborated with parole and probation officers. Ten respondents (32.26%) *disagreed* that managers collaborated with parole and probation officers. Seven respondents (22.58%) responded *neutral* that managers collaborated with parole and probation officers. Four respondents (12.90%) *agreed* that managers collaborated with parole and probation officers. Two respondents (6.45%) *strongly agreed* that managers collaborated with parole and probation officers.

To examine Research Question 3, the information from the participants' questionnaire responses was placed into an Az-Testing database for evaluation and analysis. Data were compared using *t* tests to test the hypotheses associated with question 3. The resulting analysis is presented in Figure 11.

Research Question 4

The fourth research question asked whether managers resolve interpersonal workplace conflicts with employees in a timely manner. Respondents answered

questions on a five-point Likert-type scale (with 1 being *strongly disagree* and 5 being *strongly agree*). A total of 31 respondents answered this question. Table 9 provides a breakdown of the responses to Survey Question 7. Figure 5 shows the responses in graph form.

Table 9

Responses to Survey Question 7 by Parole and Probation Officers

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total Responses	Average Mean
Percentage	19.35%	41.94%	16.13%	16.13%	6.45%		
Respondents	6	13	5	5	2	31	2.48

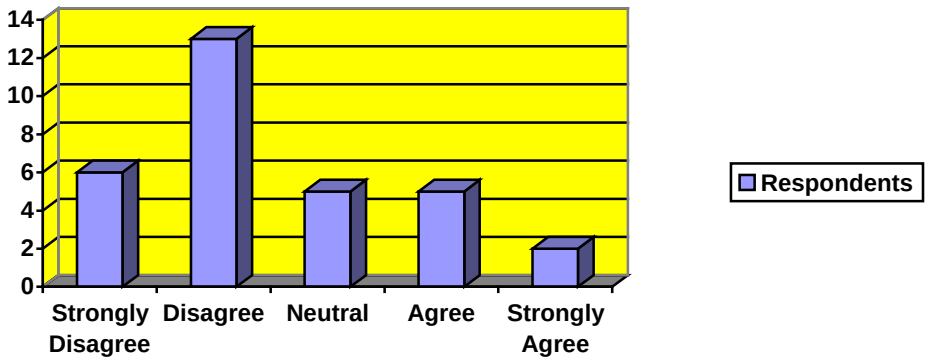

Figure 5. Responses to Survey Question 7 by parole and probation officers.

Six respondents (19.35%) *strongly disagreed* that managers resolve interpersonal workplace conflicts with parole and probation officers in a timely manner. Thirteen respondents (41.94%) *disagreed* that managers resolve interpersonal workplace conflicts

with parole and probation officers in a timely manner. Five respondents (16.13%) were *neutral* that managers resolve interpersonal workplace conflicts with parole and probation officers in a timely manner. Five respondents (16.13%) *agreed* that managers resolve interpersonal workplace conflicts with parole and probation officers in a timely manner. Two respondents (6.45%) *strongly agreed* that managers resolve interpersonal workplace conflicts with parole and probation officers in a timely manner.

To examine Research Question 4, the information from the participants' questionnaire responses was placed into an Az-Testing database for evaluation and analysis. Data were compared using *t* tests to test the hypotheses associated with question 4. The resulting analysis is presented in Figure 12.

Research Question 5

The fifth research question asked whether managers assess employees' performance adequately. Respondents answered questions on a 5-point Likert-type scale using a 5-point scale (with 1 being "strongly disagree" and 5 being "strongly agree"). A total of 31 respondents answered this question. Table 10 provides a breakdown of the responses to Survey Question 8. Figure 6 shows the responses in graph form.

Table 10

Responses to Survey Question 8 by Parole and Probation Officers

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total Responses	Average Mean
Percentage	32.26%	25.81%	16.13%	19.35%	6.45%		
Respondents	10	8	5	6	2	31	2.42

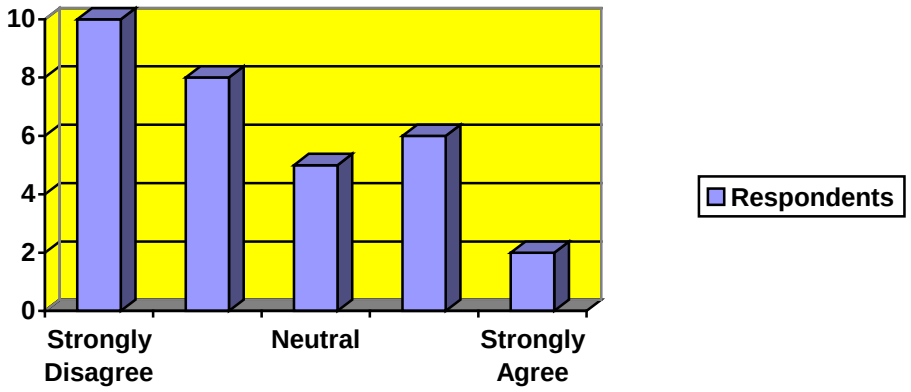

Figure 6. Responses to Survey Question 8 by parole and probation officers.

Ten respondents (32.26%) *strongly disagreed* that managers assess parole and probation officers performance adequately. Eight respondents (25.81%) *disagreed* that managers assess parole and probation officers performance adequately. Five respondents (16.13%) were *neutral* that managers assess parole and probation officers performance adequately. Six respondents (19.35%) *agreed* that managers assess parole and probation officers performance adequately. Two respondents (6.45%) *strongly agreed* that managers assess probation officers performance adequately.

To examine Research Question 5, the information from the participants' questionnaire responses was placed into an Az-Testing database for evaluation and analysis. Data were compared using *t* tests to test the hypotheses associated with question 5. The resulting analysis is presented in Figure 13.

Research Question 6

The sixth research question asked whether managers provide additional training services to parole and probation officers. Respondents answered questions on a 5-point Likert-type scale (with 1 being *strongly disagree* and 5 being *strongly agree*). A total of 30 respondents answered this question (one respondent skipped this question). Table 11 provides a breakdown of the responses to Survey Question 9. Figure 7 shows the responses in graph form.

Table 11

Responses to Survey Question 9 by Parole and Probation Officers

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total Responses	Average Mean
Percentage	36.67%	26.67%	6.67%	23.33%	6.67%		
Respondents	11	8	2	7	2	30	2.37

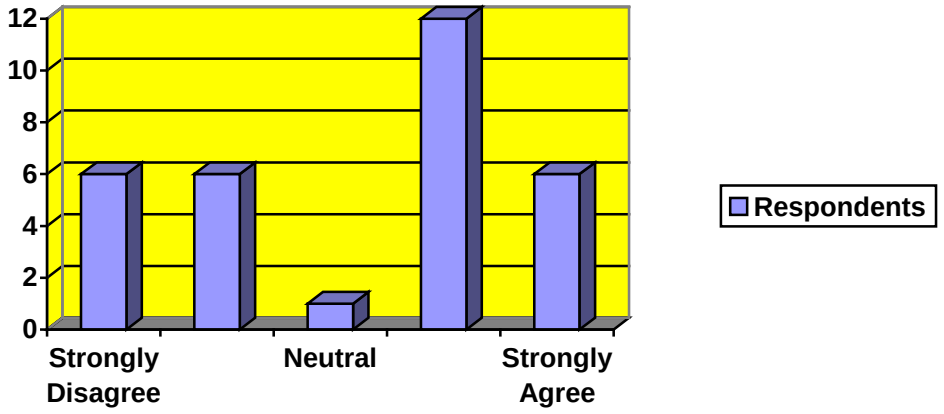

Figure 7. Responses to Survey Question 9 by parole and probation officers.

Eleven respondents (36.67%) *strongly disagreed* that managers provide additional training services to parole and probation officers. Eight respondents (26.67%) *disagreed* that managers provide additional training services to parole and probation officers. Two respondents (6.67%) were *neutral* that managers provide additional training services to parole and probation officers. Seven respondents (23.33%) *agreed* that managers provide additional training services to parole and probation officers. Two respondents (6.67%) *strongly agreed* that managers provide additional training services to parole and probation officers.

To examine Research Question 6, the information from the participants' questionnaire responses was placed into an Az-Testing database for evaluation and analysis. Data were compared using *t* tests to test the hypotheses associated with question 6. The resulting analysis is presented in Figure 14.

Research Question 7

The seventh research question asked whether managers provide adequate resources to parole/probation officers. Respondents answered questions on a 5-point Likert-type scale (with 1 being *strongly disagree* and 5 being *strongly agree*). A total of 31 respondents answered this question. Table 12 provides a breakdown of the responses to Survey Question 10. Figure 8 shows the responses in graph form.

Table 12

Responses to Survey Question 10 by Parole and Probation Officers

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total Responses	Average Mean
Percentage	38.71%	19.35%	19.35%	12.90%	9.68%		
Respondents	12	6	6	4	3	31	2.35

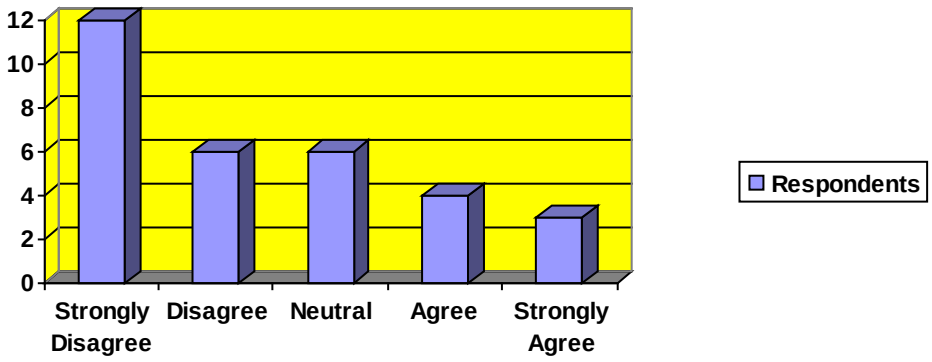

Figure 8. Responses to Survey Question 10 by parole and probation officers.

Twelve respondents (38.71%) *strongly disagreed* that managers provide adequate resources to parole/probation officers. Six respondents (19.35%) *disagreed* that managers provide adequate resources to parole/probation officers. Six respondents (19.35%) were *neutral* that managers provide adequate resources to parole/probation officers. Four respondents (12.90%) *agreed* that managers provide adequate resources to parole/probation officers. Three respondents (9.68%) *strongly agreed* that managers provide adequate resources to parole/probation officers.

To examine Research Question 7, the information from the participants' questionnaire responses was placed into an Az-Testing database for evaluation and

analysis. Data were compared using *t* tests to test the hypotheses associated with question 7. The resulting analysis is presented in Figure 15.

A series of *t* tests dealing with each of the research questions was run in order to test the hypotheses. The most appropriate way to test the results was to ignore the neutral responses and to only consider the *strongly disagree/disagree* and *strongly agree/agree* responses.

Results of Hypotheses Tests

In analyzing the results, the issue of how to handle neutral responses is interesting. A standard approach is to ignore the neutral responses. However, another approach is to split the neutral responses, and count them in the sample. An extremely conservative approach is to consider the neutral responses as part of the sample; but not include them in the responses of 1 or 2, and associate them with responses 4 and 5. The following analysis uses the approach of ignoring the neutral responses.

Research Question 1

Research Question 1 asked, do managers provide a positive overall work environment for parole and probation officers?

Hypothesis One stated that the majority of participants will *disagree* or *strongly disagree* that managers provide a positive work environment (questionnaire item #1). The *Null Hypothesis* (H_{01}) stated that the majority of participants will not *disagree* or *strongly disagree* that managers provide a positive work environment. The results indicate that we can't reject the null hypothesis associated with Research Question 1. As

may be seen from the hypothesis test, 60% of respondents (p = 0.4) believe that managers provide a positive overall work environment (see Figure 9). For H_0: p <= 0.5, H1: p > 0.5, we get p-value = 0.8192, so we can't reject H_0.

Evidence			**Assumption**
Sample size	30	*n*	Large Population
#Successes	12	*x*	
Sample Proportion	0.4000	*p-hat*	

Null Hypothesis	*p-value*	At an α of 5%
H_0: *p* = 0.5	0.3616	
H_0: *p* >= 0.5	0.1808	
H_0: *p* <= 0.5	**0.8192**	

Figure 9. Results of hypothesis test for RQ1.

Research Question 2

Research Question 2 asked, do managers effectively communicate with parole and probation officers?

Hypothesis Two. The majority of participants will *disagree* or *strongly disagree* that managers communicate effectively (questionnaire items #2-4). *Null Hypothesis (H_{02}):* The majority of participants will not *disagree* or *strongly disagree* that managers communicate effectively. The results indicate that we can't reject the null hypothesis associated with Research Question 2. As may be seen from the hypothesis test, 50% of respondents believe that managers effectively communicate with parole and probation

officers (see Figure 10). For H_0: p <= 0.5, H1: p > 0.5, we get p-value = 0.4253, so we can't reject H_0.

Evidence			**Assumption**
Sample size	28	*n*	Large Population
#Successes	14	*x*	
Sample Proportion	0.5000	*p-hat*	

Null Hypothesis	*p-value*	At an α of 5%
H_0: *p* = 0.5	0.8506	
H_0: *p* >= 0.5	0.5747	
H_0: *p* <= 0.5	**0.4253**	

Figure 10. Results of hypothesis test for RQ2.

Research Question 3

Research Question 3 asked, do managers collaborate with employees?

Hypothesis Three. The majority of participants will *disagree* or *strongly disagree* that managers collaborate with employees (questionnaire items #5-6). *Null Hypothesis (H_{03}):* The majority of participants will not *disagree* or *strongly disagree* that managers collaborate with employees. The results indicate that we can reject the null hypothesis associated with Research Question 3. As may be seen from the hypothesis test, most respondents believe that managers do not collaborate with employees (see Figure 11). For H_0: p <= 0.5, H1: p > 0.5, we get p-value = 0.0033, so we can reject H_0.

Evidence			Assumption
Sample size	24	*n*	Large Population
#Successes	18	*x*	
Sample Proportion	0.7500	*p-hat*	

Null Hypothesis		*p-value*	At an α of 5%
H_0: *p* =	0.5	0.0066	**Reject**
H_0: *p* >=	0.5	0.9967	
H_0: *p* <=	**0.5**	**0.0033**	**Reject**

Figure 11. Results of hypothesis test for RQ3.

Research Question 4

Research Question 4 asked, do managers resolve interpersonal workplace conflicts with employees in a timely manner?

Hypothesis Four. The majority of participants will *disagree* or *strongly disagree* that managers resolve interpersonal workplace conflicts with employees in a timely manner (questionnaire item #7). *Null Hypothesis (H_{04}):* The majority of participants will not *disagree* or *strongly disagree* that managers resolve interpersonal workplace conflicts with employees in a timely manner. The results indicate that we can reject the null hypothesis associated with Research Question 4. Here again, as may be seen from the hypothesis test, most respondents believe that managers do not resolve interpersonal workplace conflicts with employees in a timely manner (see Figure 12). For H_0: p <= 0.5, H1: p > 0.5, we get p-value = 0.0047, so we can reject H_0.

Evidence			**Assumption**
Sample size	26	*n*	Large Population
#Successes	19	*x*	
Sample Proportion	0.7308	*p-hat*	

Null Hypothesis		*p-value*	At an α of 5%
H_0: *p* =	0.5	0.0094	**Reject**
H_0: *p* >=	0.5	0.9953	
H_0: *p* <=	**0.5**	**0.0047**	**Reject**

Figure 12. Results of hypothesis test for RQ4.

Research Question 5

Research Question 5 asked, do managers assess employees' performance adequately?

Hypothesis Five. The majority of participants will *disagree* or *strongly disagree* that managers assess employees' performance adequately (questionnaire item #8). *Null Hypothesis (H_{05}):* The majority of participants will not *disagree* or *strongly disagree* that managers assess employees' performance adequately. The results indicate that we can reject the null hypothesis associated with Research Question 5. As may be seen from the hypothesis test, most respondents believe that managers do not assess employees' performance adequately (see Figure 13). For H_0: p <= 0.5, H1: p > 0.5, we get p-value = 0.0145, so we can reject H_0.

Evidence			Assumption
Sample size	26	*n*	Large Population
#Successes	18	*x*	
Sample Proportion	0.6923	*p-hat*	

Null Hypothesis		*p-value*	At an α of 5%
H_0: *p* =	0.5	0.0290	**Reject**
H_0: *p* >=	0.5	0.9855	
H_0: *p* <=	0.5	0.0145	**Reject**

Figure 13. Results of hypothesis test for RQ5.

Research Question 6

Research Question 6 asked, do managers provide additional training services to parole and probation officers?

Hypothesis Six. The majority of participants will *disagree* or *strongly disagree* that managers provide additional training services to employees (questionnaire item #9). *Null Hypothesis (H_{06}):* The majority of participants will not *disagree* or *strongly disagree* that managers provide additional training services to employees. The results indicate that we can reject the null hypothesis associated with Research Question 6. As may be seen from the hypothesis test, most respondents believe that managers do not provide additional training services to employees (see Figure 14). For H_0: p <= 0.5, H1: p > 0.5, we get p-value = 0.0178, so we can reject H_0.

Evidence			Assumption
Sample size	28	*n*	Large Population
#Successes	19	*x*	
Sample Proportion	0.6786	*p-hat*	

Null Hypothesis		*p-value*	At an α of 5%
H_0: *p* =	0.5	0.0357	**Reject**
H_0: *p* >=	0.5	0.9822	
H_0: *p* <=	**0.5**	**0.0178**	**Reject**

Figure 14. Results of hypothesis test for RQ6.

Research Question 7

Research Question 7 asked, do managers provide adequate resources to parole/probation officers?

Hypothesis Seven. The majority of participants will *disagree* or *strongly disagree* that managers provide adequate resources to employees (questionnaire item #10). *Null Hypothesis (H_{07}):* The majority of participants will not *disagree* or *strongly disagree* that managers provide adequate resources to employees. The results indicate that we can reject the null hypothesis associated with Research Question 7. Here again, as may be seen from the hypothesis test, most respondents believe that managers do not provide adequate resources to employees (see Figure 15). For H_0: p <= 0.5, H1: p > 0.5, we get p-value = 0.0073, so we can reject H_0.

Evidence			**Assumption**
Sample size	25	*n*	Large Population
#Successes	18	*x*	
Sample Proportion	0.7200	*p-hat*	

Null Hypothesis		*p-value*	At an α of 5%
H_0: *p* =	0.5	0.0146	**Reject**
H_0: *p* >=	0.5	0.9927	
H_0: *p* <=	**0.5**	**0.0073**	**Reject**

Figure 15. Results of hypothesis test for RQ7.

Interpretation of the Results

As indicated in the above analyses, the null hypothesis was rejected for all but the first two research questions, leading to somewhat-contradictory conclusions. On the one hand, the majority of respondents believe that managers provide a positive overall work environment and effectively communicate with parole and probation officers. On the other hand, the majority of respondents also believe that managers do not collaborate with employees, do not resolve interpersonal workplace conflicts with employees in a timely manner, do not assess employees' performance adequately, do not provide additional training services to employees, and do not provide adequate resources to employees. It is unclear why, with so many negative issues called forth, most of the respondents would rate their overall work environment as a positive one. It may be that the respondents did not feel that these issues were severe enough to detract from their favorable evaluation of the workplace overall, particularly as the majority also felt that

their managers communicate effectively. Because communication is such an important part of one's job, perhaps the respondents felt that good communication outweighs other problems such as lack of collaboration, resolution of conflicts, and performance assessment. It also may be that the respondents felt that the inability to provide training and/or resources to employees is not the fault of their managers, but of the divisional administrators: their boss's boss, as it were. This attitude could account for the perplexing findings.

One other factor that may have influenced the results is the order of the questions on the questionnaire itself. The rankings of responses shown in Table 15 and Figure 17 depict the proportion of responses to the survey questions, and it is clear that, in general, as the questions were answered, the number of "strongly agree" and "agree" responses decreased and the number of "strongly disagree" and "disagree" responses increased, while "neutral" responses varied (also see Figures 2-8). This progression of increasing negative responses indicates a possible trend in the respondents' behavior while filling out the questionnaire: it may be that, if question 1 had been placed last rather than first, the majority of respondents would have disagreed. A future study using this questionnaire could vary the order of the questions to see if that has an effect on the answers.

Survey Question #11: Ranking of Issues

Survey Question 11 asked parole and probation officers to rank the importance of issues facing ex-offenders, with 1 being most important and 9 being least important to the

reentry process. Table 15 and Figure 17 show the results of the responses. Participants ranked employment as the most important issue facing ex-offenders. This was followed, in decreasing order of importance, by education, housing and financial resources (ranked equally), family support, mental health, physical health, substance abuse treatment, and transportation. These rankings suggest that the majority of parole and probation officers in Baltimore County believe that ex-offenders need assistance finding jobs, education, and support with abstinence from alcohol and/or drugs more than they need help finishing high school or getting into college, connecting with family, and finding a place to live.

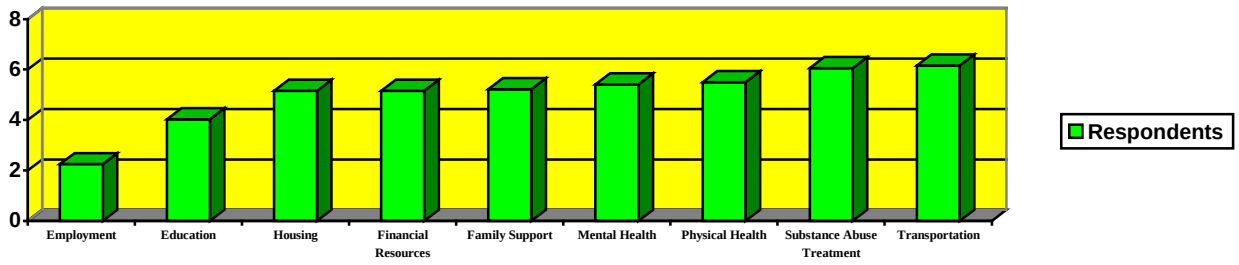

Figure 16. Survey question 11 – average ranking by respondents.

Furthermore, the respondents believe that mental health counseling, attention to physical health, substance abuse treatment, and access to transportation are not as important as the

above-mentioned issues. However, one respondent did not rank physical health on Survey Question 11.

These findings could impact the focus of rehabilitation and post-rehabilitation efforts directed at young African American offenders and ex-offenders in Baltimore County. For example, educational programs could concentrate on job skills and vocational training. Also, social workers and counselors could coordinate 12-step groups such as Alcoholics Anonymous and Narcotics Anonymous.

Summary

This chapter began with an overview of the results from the data analysis procedures; a randomly selected sample of 31 parole and probation officers was used in this study. The study's sample size was determined using a power analysis for the two-sample *t* test. The power analysis was completed with alpha levels of .05, and a .80 (80%) statistical power. Effect size is the difference between the two means in standard deviation units often labeled as *d* (Cohen, 1977; Stevens, 2002). Effect sizes of .01, .05, and a .80 (80%) statistical power are considered small, medium, and large, respectively (Cohen, 1988).

Table 13

Participants' Average Rankings and Number of Respondents for Different Ratings

	Average Ranking	**Most important (1)**	**(2)**	**(3)**	**(4)**	**(5)**	**(6)**	**(7)**	**(8)**	**Least important (9)**	**Total**
Housing	5.16	2	5	4	1	5	4	2	3	5	31
Education	4.03	3	6	6	3	3	5	5	0	0	31
Financial Resources	5.16	5	1	0	4	5	5	7	3	1	31
Family Support	5.22	1	6	2	6	1	4	2	5	4	31
Employment	2.25	10	8	8	5	0	0	0	0	0	31
Physical Health	5.50	3	3	4	2	3	2	2	4	7	30
Mental Health	5.41	2	1	4	3	5	5	4	6	1	31
Transportation	6.16	2	0	3	4	4	3	2	5	8	30
Substance Abuse Treatment	6.06	3	1	0	2	5	3	7	7	3	31

Study participants were recruited from one source: the MD P&P Arbutus/ Catonsville Office. The sampling frame for the criminal justice and law enforcement organization consisted of adult (aged 21 and older) male and female parole and probation officers in Baltimore County. MD P&P officers in Baltimore County are expected to meet the same eligibility criteria for participation in the study. There are between one and two hundred parole and probation officers in Baltimore County. It is therefore estimated that a sample size of 31 participants (parole and probation officers) was adequate to ensure a valid and reliable study. The researcher developed the instrument used in this study (see Appendix B). The survey tool was preceded by questions to obtain minimal demographics related to the survey participants including gender, age, ethnicity, management level (supervisor, manager, and director), experiences within the past 30 days, and length of employment with the organization. The purpose of this study was to quantitatively measure parole and probation officers' perceptions of managerial support and management effectiveness in the workplace, focusing on positive work environment, communication, collaboration, conflict resolution, performance assessment, training and education, and provision of resources.

The data suggested that there was a statistical significance in parole and probation officers' perceptions of managerial support and management effectiveness in the workplace, focusing on positive work environment, communication, collaboration, conflict resolution, performance assessment, training and education, and provision of resources.

The insights gained by the research study will contribute to parole and probation officers' perceptions of managerial support and management effectiveness in the workplace. Specifically, reform models may significantly change parole and probation officers' management perceptions and practices. This will assist educators, law enforcement officials, courts, state and city officials, the government (federal, state, and district level), and the public, in making decisions regarding managerial support of parole and probation officers and in making recommendations for increased management effectiveness in the workplace.

Chapter 5 will provide some conclusions and recommendations. Findings will be presented in a manner that extends the knowledge base contained within the accompanying literature review. In addition, summary of purpose, summary of procedures, limitations of the study, and recommendations for further research will be discussed.

Chapter 5: Conclusion and Recommendations

Introduction

Management practices in the rehabilitation and criminal justice system are primarily concerned with how employees sense, collect, organize, maintain, and process information regarding the criminal offender. Managers assess their employees' performance through feedback from the supervisors and the criminal offenders whom they supervise. In this study, I measured parole and probation officers' perceptions of managerial support and management effectiveness in the workplace, with particular emphasis on overall work environment, communication, collaboration, conflict resolution, performance assessment, training and education, and provision of resources. Herzberg's two-factor theory of motivation served as the theoretical framework for the study, supporting the concept of participatory management as a central factor in job satisfaction.

Very few previous research studies have specifically examined the perceptions of this population in relation to management practices. Therefore, I designed a closed-ended questionnaire to be administered to a representative sample of parole and probation officers in one Maryland County. The population selected for this study consisted of adult male and female parole and probation officers in Baltimore County who had worked in their current position for at least one year. A random sample of participants was recruited from the Maryland Parole & Probation Office located in Arbutus/ Catonsville. Permission was obtained from the Maryland Department of Public Safety and Correctional Services (DPSCS) to administer the survey questionnaire to

participants. An electronic survey completion site using SurveyMonkey.com was used to distribute the questionnaire. Participants had to receive an alphanumeric key to gain access to the questionnaire, ensuring that only those invited could answer questions, guaranteeing the validity of the information.

Prior to answering the survey questions, participants provided basic demographic information including gender, age, ethnicity, management level (supervisor, manager, or director), experiences within the past 30 days, and length of employment. Access to the questionnaire was embedded in the consent form. The questionnaire was reviewed and validated by a five-member panel of subject-matter experts comprised of three senior probation and parole agents and two supervisors. The questionnaire was confidentially protected, as all responses were anonymous. Furthermore, the parole and probation office that participated was not identified in any way within the collection and study of the statistical information.

The questionnaire, an 11-item instrument, was designed to measure the participants' perceptions regarding managerial support and management effectiveness in the workplace. The first ten Likert-type questions covered communication, collaboration, conflict resolution, training and education, provision of resources, and performance assessment. Responses to these questions were based on a 5-point rating scale (with 1 being *strongly disagree* and 5 being *strongly agree*). The 11th item (the only open-ended question) asked participants to rank issues faced by their clients (e.g., employment, housing, financial resources, family support, physical and mental health, and

transportation) in order of importance. Out of the 40 questionnaires that were distributed, a total of 31 were completed, yielding a final sample size of 15-30%.

I prepared the data for analysis by importing the survey responses from SurveyMonkey.com onto an Excel spreadsheet and then into Az-Testing Population Proportion-Excel Template software. Because of the small sample size, I used an Az-Testing Population Proportion-Excel Template from *Complete Business Statistics* (Aczel & Sounderpandian, 2008). Participants' questionnaire responses were placed into the Az-Testing database for evaluation and statistical analysis. I compared the data using *t* tests, and used frequency distribution analysis to identify the participants' responses to the survey questions. I also used frequency distribution analysis to identify the proportion of parole and probation officers who agreed or disagreed with the questions. I used a comparison of means analysis to evaluate (via rating) participants' perceptions of managerial support and management effectiveness. Finally, I used descriptive analysis to assess whether participants' agreement or disagreement with the questions predicted Az-Testing scores.

The following research questions guided this study:

1. How effectively do managers provide a positive overall work environment for parole and probation officers?
2. How effectively do managers effectively communicate with parole and probation officers?
3. How effectively do managers collaborate with employees?

4. How effectively do managers resolve interpersonal workplace conflicts with employees in a timely manner?
5. How effectively do managers assess employees' performance adequately?
6. How effectively do managers provide additional training services to parole and probation officers?
7. How effectively do managers provide adequate resources to parole/probation officers?

The results of the first two research questions supported the null hypothesis, while the results of Research Questions 3-7 rejected the null hypothesis. A significant proportion of respondents agreed that (1) managers provide a positive overall work environment for parole and probation officers and (2) managers effectively communicate with parole and probation officers. A significant proportion of respondents disagreed that managers (3) collaborate with employees, (4) resolve interpersonal workplace conflicts with employees in a timely manner, (5) assess employees' performance adequately, (6) provide additional training services to parole and probation officers, and (7) provide adequate resources to parole/probation officers. In response to the open-ended survey question, respondents ranked employment as the number one issue of importance, followed by education, housing/financial resources, family support, mental health, physical health, substance abuse treatment, and transportation.

Interpretation of the Findings

On the one hand, the study's participants rated their overall work environment as positive and felt that their supervisors communicate effectively. On the other hand, the participants also perceived many negative elements in their workplace, thus providing contradictory results. It is unclear why a significant number of respondents would state that managers with good communication skills do not collaborate with employees, resolve interpersonal conflicts in a timely manner, or assess employees' performance adequately. Perhaps the respondents felt that good communication outweighs these other problems. It also may be that the respondents felt that the inability to provide training and/or resources to employees is not their manager's fault, but the fault of the divisional administrators. This attitude could account for the perplexing findings.

One other factor that may have influenced the results is the order of the questions on the questionnaire itself. In general, as the questions were answered, the number of "strongly agree" and "agree" responses decreased and the number of "strongly disagree" and "disagree" responses increased, while "neutral" responses varied. This progression of increasing negative responses indicates a possible trend in the respondents' behavior while filling out the questionnaire: it may be that, if question 1 had been placed last rather than first, the majority of respondents would have disagreed with the statement that they had a positive work environment. A future study using this questionnaire could vary the order of the questions to see if that has an effect on the answers.

Regarding the participants' rankings of the issues facing re-entry offenders, it was interesting to note that the top-ranked issue—employment—was clearly important to all respondents, as those who did not rank it as number 1 ranked it no lower than 4th in importance, unlike any other issue on the list. The second-ranked issue, education, ranged in ranking by respondents from first to seventh in importance—also unlike any other issue on the list. Housing and financial resources were tied for third in importance, but their averages were very close to those of family support, mental health, and physical health. Close together in last place were substance abuse treatment and transportation. These issues will be discussed further below.

Limitations of the Study

As noted in Chapter 1, in this study I focused only on parole/probation officers, not rehabilitation counselors, social workers, prison wardens, or police officers. The sampling procedures were such that the findings are therefore not generalizable to groups other than parole and probation officers in the workplace. Additionally, there was some variation in participants' definitions of managerial dynamics. Subsequently, differences obtained from participants were based on individual definitions and perceptions of managerial dynamics. Additionally, the on-site government context was dependent on the location of the managing officials or apprentice assignment by the Maryland Parole and Probation Department. This may have been arbitrary or controlled by factors beyond the scope of participants in this research study. However, participants had the opportunity to use the internet through SurveyMonkey.com.

Another limitation was the number of participants in this study. The sample was limited to a percentage of all parole/probation officers, and the results may not be representative of all parole/probation officers in Baltimore County. A simple random-sampling technique was used to select participants. The success of this technique was dependent on the availability of participants who were knowledgeable about the topic being studied. While my familiarity with the MD P&P population in Baltimore County provided the opportunity to make conscious and unbiased decisions to garner respective participants who met the criteria, the use of random sampling was appropriate in order to minimize bias. These limitations could affect the internal and external validity of this study. Finally, other factors such as gender, ethnicity and age may have affected participants' responses to the survey questions; however, I did not account for these variables in the statistical analyses. In a study on perceptions of stress in probation officers, Wells, Colbert, and Slate (2006) found differences between males and females, suggesting that gender may play a role in employees' attitudes toward their work environment.

Recommendations

The following recommendations for further research are made based on the findings from this research study. First, there need to be more practical approaches to understanding and addressing the relationship between young, African American ex-offenders released from prison and the managerial dynamics involved in the rehabilitation of this group, as well as challenges that ex-offenders face during

incarceration and upon release from prison. For example, Fulton et al. (1997) found that parole and probation officers who had been involved in an intensive program of training and development were more likely to promote change in their ex-offender clients than officers who had not.

Second, existing programs and services need to be effective in ensuring reentry offenders' survival in the Baltimore community. In particular, a focus on fostering effective leadership styles in the parole and probation system will have a positive impact on employees who supervise ex-offenders, who will therefore be able to better help ex-offenders in reaching their behavioral goals. To achieve quality results among employees and ex-offenders, management must focus on the core issues of employees' performance by reinforcing a relationship that contributes to the mission and goals of the rehabilitation center or prison system. (See Slate et al. [2003] regarding the benefits of participatory management in alleviating employee stress in parole and probation officers).

Third, researchers need to provide a basis for anticipating and removing barriers in order to improve resources, promote quality rehabilitation, and enhance social services for male and female African American criminal ex-offenders in Baltimore County. These barriers exist within the criminal justice system and in the community and their removal will require collaboration among criminal justice workers (e.g., law enforcement, judges, and parole/probation officers), social service providers, churches, school administrators and teachers, and others who desire to help ex-offenders become well-rounded citizens. Archer and Williams (2006) call for a restoration of economic rights for ex-offenders,

explaining in detail how what they call “collateral sanctions” continue to punish ex-offenders by preventing access to resources and social services.

Finally, future research studies should be designed to measure possible gender differences in perceptions of parole and probation officers regarding managerial effectiveness. More women are entering this previously male-dominated field and may have different attitudes toward their workplace environment than men (Wells et al., 2006).

Implications for Social Change

The mission of Walden University is to develop, nurture and promote scholarly criminal justice and management experts whose purpose is to become leaders in their communities, which calls for positive social change. Walden University defines positive social change as “A deliberate process of creating and applying ideas, strategies, and actions to promote the worth, dignity, and development of individuals, communities, organizations, institutions, cultures, and societies. Positive social change results in the improvement of human and social conditions” (Walden University, 2014). The implications of this study for social change will lead to increased education of legislative officials, the community, courts, corrections officers, members of the criminal justice and law enforcement system, and ex-offenders in understanding criminalist behaviors and resources needed for reentry back into society.

The potential for social change within the Maryland Parole and Probation Office is illustrated in the contradictory results of this research study. In spite of the

respondents' perceptions of effective communication between managers and employees in the workplace, there appears to be organizational dysfunction of some sort, as evidenced by the findings of a positive work environment but lack of collaboration, lack of conflict resolution, etc. Ways to ameliorate this imbalance might be offering training workshops for managers on conflict resolution skills and how to do fair employee evaluations. The P&P Office administrators might also consider hiring a professional mediator to address employer/employee concerns.

Management needs to also address parole and probation officers' perceptions that they aren't given adequate resources, training, and education. It remains an unfortunate fact that publicly funded government institutions throughout the country are struggling for resources to support social services. However, if employees feel that they are not valued or supported, they may become discouraged and hopeless, which affects their ability to do their job effectively and in turn may have a negative effect on the clients they serve.

Specifically, reform models may significantly change parole and probation officers' management perceptions and practices. This will assist educators, law enforcement officials, courts, state and city officials, the government (federal, state, and district level), and the public, in making decisions regarding managerial support of parole and probation officers and in making recommendations for increased management effectiveness in the workplace.

We must find ways to provide opportunities for employment and education for ex-offenders. There unfortunately remains a big stigma in having a prison record, and having a record makes it hard to get a job, but employment has many benefits: self-esteem, financial independence, the ability to support one's family, etc. Being educated has many benefits as well, such as higher earning power, critical thinking skills, and an expanded perspective. Therefore, it is essential that parole and probation officers are given the resources they need to help their ex-offender clients get jobs and get educated so that they can be successful citizens.

Conclusion

In this study, I have evaluated past and current measurements of parole and probation officers' perceptions regarding managerial support and management effectiveness involved in the rehabilitation, the types of services offered, and suggestions on how to improve or create new rehabilitative programs for young, male and female African American ex-offenders in Baltimore County. This included establishing a process to implement cognitive-behavioral and social learning skills targeted at understanding criminal behavior and improving the reentry process of these individuals into their communities and society.

I measured parole and probation officers' perceptions of managerial support and management effectiveness in the workplace. The research results are of significance to court systems, the Maryland Parole and Probation Department, rehabilitation centers, and neighborhood communities that offer services to male and female African American

offenders before and after their release from prison. Present and future leaders and managers of various rehabilitation programs and prison management systems in Baltimore County must be skilled in dealing with criminal behavior, mental illness, and substance abuse. This quantitative study has, therefore, added to organizational leadership research by strengthening an understanding of community-based services to the population under study through effective managerial leadership and effectiveness in the workplace. The enhancement and implementation of innovative programs and services will increase organizational development of leadership performance for those individuals working with African American criminal offenders, such as parole and probation officers.

This research study was conducted to quantitatively measure parole and probation officers' perceptions of managerial support and management effectiveness in the workplace, focusing on positive work environment, communication, collaboration, conflict resolution, performance assessment, training and education, and provision of resources. Ultimately, managers and leaders in rehabilitation and prison organizations must increase the effectiveness of accountability approaches in ensuring that reentry ex-offenders receive adequate resources, assessment, and treatment in an attempt to reduce recidivism. Examining and measuring parole and probation officers' perceptions of managerial support and management effectiveness in the workplace may help to improve the provision of services to ex-offenders during and after their incarceration.

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APPENDIX A: WALDEN UNIVERSITY IRB APPROVAL NOTICE

E-mail : Notification of Approval to Conduct Research-Valencia Johnson - Mozilla Firefox (Private Browsing)

https://my.campuscruiser.com/em2PageServlet?pg=wreadmail&tg=BaseReadmail&cx=22.295-1.1000740188msgId=1250241770

Reply | Reply All | Forward | Delete | Move to Folder | Add to

Subject : Notification of Approval to Conduct Research-Valencia Johnson
Date : Thu, May 02, 2013 01:06 PM CDT
From : IRB <IRB@waldenu.edu>
To : valencia.johnson2@waldenu.edu <valencia.johnson2@waldenu.edu>
CC : Thomas Spencer <thomas.spencer@waldenu.edu>, Walden University Research <research@waldenu.edu>

Dear Ms. Johnson,

This email confirms receipt of the letter of cooperation for the community research partner and also serves as your notification that Walden University has approved BOTH your dissertation proposal and your application to the Institutional Review Board. As such, you are approved by Walden University to conduct research.

Please contact the Office of Student Research Administration at research@waldenu.edu if you have any questions.

Congratulations!

Jenny Sherer
Associate Director, Office of Research Ethics and Compliance

Leilani Endicott
IRB Chair, Walden University

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E-mail : Conditional IRB Approval-Valencia Johnson - Mozilla Firefox (Private Browsing)

https://my.campuscruiser.com/em2PageServlet?pg=wreadmail&tg=BaseReadmail&cx=22.295-1.100074018&msgId=1246439799

Reply | Reply All | Forward | Delete | Attachments | Move to Folder | Add to

Subject : Conditional IRB Approval-Valencia Johnson
Date : Tue, Apr 16, 2013 04:05 PM CDT
From : IRB <IRB@waldenu.edu>
To : valencia.johnson2@waldenu.edu <valencia.johnson2@waldenu.edu>
CC : Thomas Spencer <thomas.spencer@waldenu.edu>, Walden University Research <research@waldenu.edu>
Attachment : Johnson_Consent_Form.pdf

Dear Ms. Johnson,

This email is to notify you that the Institutional Review Board (IRB) has approved your application for the study entitled, "Parole and Probation Officers' Perceptions of Management Effectiveness in Baltimore County, Maryland." conditional upon the approval of the community research partner, as documented in a signed letter of cooperation. Walden's IRB approval only goes into effect once the Walden IRB confirms receipt of that letter of cooperation.

Your approval # is 04-16-13-0080514. You will need to reference this number in your doctoral study and in any future funding or publication submissions. Also attached to this e-mail is the IRB approved consent form. Please note, if this is already in an on-line format, you will need to update that consent document to include the IRB approval number and expiration date.

Your IRB approval expires on April 15, 2014. One month before this expiration date, you will be sent a Continuing Review Form, which must be submitted if you wish to collect data beyond the approval expiration date.

Your IRB approval is contingent upon your adherence to the exact procedures described in the final version of the IRB application materials that have been submitted as of this date. If you need to make any changes to your research staff or procedures, you must obtain IRB approval by submitting the IRB Request for Change in Procedures Form. You will receive confirmation with a status update of the request within 1 week of submitting the change request form and are not permitted to implement changes prior to receiving approval. Please note that Walden University does not accept responsibility or liability for research activities conducted without the IRB's approval, and the University will not accept or grant credit for student work that fails to comply with the policies and procedures related to ethical standards in research.

When you submitted your IRB application, you a made commitment to communicate both discrete adverse events and general problems to the IRB within 1 week of their occurrence/realization. Failure to do so may result in invalidation of data, loss of academic credit, and/or loss of legal protections otherwise available to the researcher.

Both the Adverse Event Reporting form and Request for Change in Procedures form can be obtained at the IRB section of the Walden web site or by emailing irb@waldenu.edu: http://inside.waldenu.edu/c/Student_Faculty/StudentFaculty_4274.htm

Researchers are expected to keep detailed records of their research activities (i.e., participant log sheets, completed consent forms, etc.) for the same

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APPENDIX B: QUESTIONNAIRE FOR ORGANIZATIONAL ASSESSMENT OF MANAGEMENT

Please complete the 11-item questionnaire, which measures parole and probation officers' perceptions regarding managerial support in the workplace, on a scale of 1 through 5, with 1 being "strongly disagree" and 5 being "strongly agree." In addition, question11 asks that you rank the issues facing reentry offenders that you think are most important. Note that there are no right or wrong answers; please answer honestly how ***you*** feel based on your experiences.

Positive work environment

1. Overall, managers provide a positive work environment for parole and probation officers.

1- Strongly Disagree 2- Disagree 3- Neutral 4- Agree
5- Strongly Agree

Communication

2. Managers effectively communicate with parole and probation officers.

1- Strongly Disagree 2- Disagree 3- Neutral 4- Agree
5- Strongly Agree

3. Managers are effective listeners and address parole and probation officers' concerns about issues facing re-entry criminal offenders.

1- Strongly Disagree 2- Disagree 3- Neutral 4- Agree
5- Strongly Agree

4. Managers keep parole and probation officers informed of new changes in Maryland laws, criminal justice and law enforcement technology.

1- Strongly Disagree 2- Disagree 3- Neutral 4- Agree
5- Strongly Agree

Collaboration

5. Managers collaborate with the parole and probation officers and outside law enforcement authorities to assist in developing educational programs that deal with community policing strategies and a hostile work environment.

   1- Strongly Disagree 2- Disagree 3- Neutral 4- Agree
   5- Strongly Agree

6. Managers are team players and consider parole and probation officers' ideas and input before making major decisions regarding policy.

   1- Strongly Disagree 2- Disagree 3- Neutral 4- Agree
   5- Strongly Agree

Conflict resolution

7. Managers resolve conflict with the parole and probation officers in a timely manner.

   1- Strongly Disagree 2- Disagree 3- Neutral 4- Agree
   5- Strongly Agree

Performance assessment

8. Management does a good job in assessing employees' performance regarding both positive and negative feedback that they receive from supervisors and offenders.

   1- Strongly Disagree 2- Disagree 3- Neutral 4- Agree
   5- Strongly Agree

Training & education

9. Managers provide additional training services to parole and probation officers, ensuring that the agents are trained in new strategies and ways to deal with re-entry offenders.

   1- Strongly Disagree 2- Disagree 3- Neutral 4- Agree
   5- Strongly Agree

Provision of resources

10. Managers provide adequate resources so that parole and probation officers can effectively conduct quality assessments and referrals for offenders.

    1- Strongly Disagree 2- Disagree 3- Neutral 4- Agree
    5- Strongly Agree

Ranking of issues

11. What issues facing reentry offenders do you think are most important? Rank these in order of importance, with 1 being most important and 9 being least important.

Housing	1	2	3	4	5	6	7	8	9
Education	1	2	3	4	5	6	7	8	9
Financial resources	1	2	3	4	5	6	7	8	9
Family support	1	2	3	4	5	6	7	8	9
Employment	1	2	3	4	5	6	7	8	9
Physical health	1	2	3	4	5	6	7	8	9
Mental health	1	2	3	4	5	6	7	8	9
Transportation	1	2	3	4	5	6	7	8	9
Substance abuse treatment	1	2	3	4	5	6	7	8	9

APPENDIX C: PERMISSION LETTER TO CONDUCT RESEARCH AT THE MARYLAND DIVISION OF PAROLE AND PROBATION IN BALTIMORE COUNTY

-----Original Message-----
From: Vernarelli, Mark <MVernarelli@dpscs.state.md.us>
To: Dr. Valencia Johnson <drvalenciajohnson@aol.com>
Sent: Fri, Jan 6, 2012 10:10 am
Subject: RE: Dissertation: Request Consent to Conduct Data Collection- APPROVED!

I sincerely congratulate you for all God has allowed you to accomplish. My best wishes for this program to be approved, and for your continued success. You have truly accomplished an amazing feat. I also pray for the health of your mother.

Mark A. Vernarelli
Director of Public Information
Maryland Department of Public Safety and Correctional Services
300 E. Joppa Rd. Suite 1000
Towson, MD 21286

Office: 410 339 5065
Pager for media emergencies: 410 407 1353
Communications Office: 410 339 5081

DPSCS - Visit us on the Web. | Become a fan on Facebook.. | Follow us on Twitter. | Sign-up forour e-newsletter Public Safety Stakeholder.

From: Dr. Valencia Johnson [mailto:drvalenciajohnson@aol.com]
Sent: Thursday, January 05, 2012 5:11 PM
To: Vernarelli, Mark; Allegra, Toni
Subject: Dissertation: Request Consent to Conduct Data Collection

Good evening Director Vernarelli and Director Allegra,

Please see attached dissertation information to conduct 25 surveys from Parole and Probation Agents. Also, please see attached email correspondence from Director Clocker and myself. This is a one day survey analysis and will not jeopardize the agents and agency. Please see attached Research Application and Consent Form to conduct the analysis. All I want to do is graduate and get my degree with on disruption.

This will be easy and painless. Please feel free to contact me if you need any additional documentation and further information regarding my study. This is a positive look at managing styles at the Division of Parole and Probation, and ONLY the numbers will be shown on my final dissertation and any person information. I would acknowledge Parole and Probation for their contribution and effort towards their participation in my dissertation and survey analysis. Thank you for your cooperation and understanding, and have a great evening.

Sincerely,

Ms. Valencia Johnson, PhD Candidate
Walden University- School of Management & Technology
2309 Elsinore Avenue
Baltimore, MD 21216-2119

Curriculum Vitae

Valencia T. Johnson

MARYLAND GOVERNOR APPOINTEE (VOLUNTEER/PUBLIC SERVICE) CURRENT EMPLOYMENT:

(Maryland Department of Human Resources (MD DHR)

- **(07/01/2011-Present), Board Member (Hearing Officer)**, MD Department of Human Resources- Citizens Review Board for Children (CRBFC), (Region #3-Baltimore County)- Appointed by the Governor of MD, consent from the Secretary of Human Resources and the Citizens Review Board for Children. **Appointment Expires**: 07/2015

Maryland Department of Labor, Licensing and Regulation (MD DLLR)

- **(07/01/2010-Present), Board Member (Hearing Officer)**, Office of Home and Mechanical Services- Heating, Ventilation, Air-Conditioning, Refrigeration Contractors (HVACR)- Appointed by the Governor of Maryland and confirmed by the Maryland Senate Executive Nominations Committee on February 14, 2011. **Appointment Expires**: 07/2013

MARYLAND GOVERNOR APPOINTEE (VOLUNTEER/PUBLIC SERVICE) PAST EMPLOYMENT:

- **(2010- 2011), Board Member (Hearing Officer)**, MD Department of Labor, Licensing and Regulation: Office of Financial Regulations- Maryland Banking Board
- **(2010- 2010), Board Member (Hearing Officer)**, MD Department of Labor, Licensing and Regulation: Office of Home and Mechanical Services- Maryland Board of Plumbing

PAST EMPLOYMENT:

- **(2011-2011), Precinct Captain/Organizer**, Candidate Mayor/MD State Senator Catherine Pugh Campaign
- **(2008- 2011), Management and Program Analyst**, Federal Bureau of Investigation- Criminal Investigative Division/Financial Crimes Section: Asset Forfeiture and Money Laundering Unit (AF/MLU)
- **(2008-2010), Adjunct Professor/Team Coordinator**, Baltimore County Community College
- **(2009-2009), Human Resources Specialist/Policy Reviewer (Generalist)**, Federal Bureau of Investigation: Human Resources Division: Executive Development Selection Program
- **(2008-2009), Asst. Chief HR Auditor (TDY: 120 Day Assignment)**, Federal Bureau of Investigation- Human Resources Division: Human Resources Management Section

- **(2008-2008), Human Resources Specialist/Generalist**, Federal Bureau of Investigation- Human Resources Division: Executive Development Selection Program
- **(2009-2009), Director of Job Training and Placement/IT Director**, Turn Around Turn About Community Center
- **(2009-2009), Team Coordinator**, Baltimore County Community College- Quality Matters
- **(2009-2009), Assistant Director of Operations**, Turn Around Turn About Community Center
- **(2008-2008), Deputy Organizer**, President Barrack Obama & Vice President Joe Biden Campaign
- **(2008-2008), Campaign Assistant**, Presidential Campaign/Secretary of State Hillary Rodham Clinton
- **(2008-2008), Team Coordinator**, Baltimore County Community College- Quality Matters
- **(2005-2008), Legal Administrative Specialist (Federal Retirement Claims Examiner)**, U.S. Office of Personnel Management
- **(2007-2008), Retirement Modernization Liaison**, U.S. Office of Personnel Management
- **(2007-2008), Acting EEO Advisory Chairperson**, U.S. Office of Personnel Management- American Federation of Government Employees (AFGE)
- **(2005-2006), LAS Trainee/Auditor**, U.S. Office of Personnel Management
- **(2005-2006), Graduate Assistant/Associate Lecturer**, Coppin State University
- **(2003-3005), Employer Reporting Specialist**, Social Security Administration- Office of Central Operations;
- **(2003-2005), Graduate Assistant**, Former State Senator Ralph M. Hughes- Maryland General Assembly
- **(2002-2003), Supervisor Assistant**, Maryland Division of Parole & Probation
- **(2002-2003), Probation officer (Case Manager**), Maryland Division of Parole & Probation
- **(1999-2002), Administrative Officer, IT Specialist and Management Analyst**, Maryland Division of Parole & Probation
- **(1998-1999), District Court Clerk**, District Court for Baltimore County
- **(1998-1998), File Clerk I**, Social Security Administration-Office of Disability and Office of Central Operations
- **(1996-1998), Internship/Teachers Assistant**, Maryland Department of Education- Baltimore County Public School System

EDUCATION:

- **JD, 2014-** California Southern University School of Law

- **LLM, 2013**- Thomas Jefferson University School of Law (*International Taxation*)
- **Ph.D., 2011**- Walden University (AMDS/Finance: *Highest Distinction*)
- **Ph.D., 2012**- Walden University (AMDS/Engineering Management-Change Specialization: *Highest Distinction*)
- **D.M. IST, 2008**- University of Phoenix, (Transferred/Completed: 16 credits)
- **M.S. 2006**- Coppin State University, (Criminal Justice Administration/Public Administration: *Magna Cum Laude*)
- **B.S., 2005**- Coppin State University (Criminal Justice/History-*Cum Laude*)

MOOT COURT COMPETITION- JUDICIAL PARTICIPATION:

- **(2011-2011), 2011: National Veterans Law Moot Court Competition at the George Washington University- School of Law in Washington, DC**

  - Judge, First Preliminary Round – U.S./Federal/Trial Level/Judge Advocate General (JAG) –Appellate
  - Judge, Second Preliminary Round – U.S./Federal/Trial Level/Judge Advocate General (JAG) –Appellate

- **(2011-2011), 2011: Federal Bar Association (FBA) - 16^{h} Annual Thurgood Marshall Memorial Competition held at the Superior Court of District of Columbia in Washington, DC**

  - Superior Court Chief Judge, First Preliminary Round – U.S./State/Trial Level/Superior Court –Appellate
  - Superior Court Associate Judge, Second Preliminary Round – U.S./State/Trial Level/Superior Court –Appellate

- **(2008-2008), 2008: American Bar Association (ABA) - Moot Court Competition held at the University of Baltimore-School of Law in Baltimore, MD**
  - Participant, First, Second Preliminary and Final Round – U.S./Federal/Trial Level –Appellate

PROFESSIONAL ASSOCIATIONS:

- **(2009-Present), Member**, National Criminal Justice Association- Lambda Alpha Epsilon
- **(2010- Present), Member**, National Association for State Judicial Educators (NASJE)
- **(2010- Present), Member**, California Bar Association (CBA)
- **(2011- Present), Member**, Washington Bar Association (DC Bar)

- **(2010- Present), Member**, Coppin Alumni Association
- **(2008- Present), Member**, Alpha Phi Sigma (National Criminal Justice Honors Society), Coppin State University
- **(2001-Present), Member**, United 93 Memorial Fund
- **(2010- 2011), Member**, National Black Prosecutors Association (NBPA)
- **(2010- 2011), Member**, NAACP (National Advancement Association for Colored People)
- **(2010- 2011), Member**, American Bar Association ABA)
- **(2010- 2011), Member**, Federal Bar Association (FBA), which includes the following: Maryland Chapter, Federal Career Division, Judicial Division and Young Lawyers Division
- **(2005- 2008), Member**, Toastmasters International, United States Office of Personnel Management
- **(2005- 2011), Member**, GLAAD and LGBT

PROFESSIONAL BILINGUAL:

- Spanish, French and Arabic

COMMENDATIONS AND VOLUNTEERISM:

- (**2001-Present), Volunteer**, Recycle (Save Our Planet)
- **(1998-Present), Donator**, Salvation Army
- **(2011-2011), Observer**, Baltimore County Police Department
- **(2008-2008), Donator/Contributor**, Letter of Commendation- Johns Hopkins Hospital Children's Center
- **(2009-2009), Baltimore Scholar Student**, University of Baltimore-School of Law- Baltimore Scholars Student Program
- **(2009-2009), Certified Researcher** , U.S. Department of Health & Human Services – National Institute of Health
- **(2006-2008), Certified Union Representative (Steward)**, United States Office of Personnel Management/American Federation of Government Employees (AFGE, Local #32)
- **(1998-2001), Volunteer**, Bea Gaddy "Can Good Drive"
- **(1998-2001), Volunteer**, Fruit Baskets for Baltimore County Nursing Homes
- **(1996-2001), Internship/Teachers Assistant**, Baltimore County Public School System
- **(1996-1998), Secretary**, Gwynn Oak United Neighborhood Association (**Formerly**: Garrison Boulevard United Neighborhood Association)

JUDICIAL, CRIMINAL JUSTICE AND LEGAL TRAINING:

- **(2011-Present),** Long & Foster Realty
- (2011-2011), **United States District Court- Central District of California**
- (2011- 2011), **The Supreme Court of Ohio, Judici***al eCademy: Jurist Program*
- **(2011-2011),** Community Mediation Center – Baltimore County
- **(2011-2011),** Council of California/Superior Court of Los Angeles- Administrative Office of the Courts Education Division/Center for Judicial Education and Research-Temporary Judges Program
- **(2010-2010),** United States Department of Justice: U.S. Office of the General Counsel (OGC)
- **(11/2010-11/2010),** USDA Graduate School
- **(11/2008-11/2010),** FBI Virtual Academy, Federal Bureau of Investigation- Headquarters
- **(09/2009-09/2009),** United States Department of Health & Human Services
- **(2008-2008),** United States Office of Personnel Management (AFGE)
- **(2002-2006),** University of Baltimore- School of Law

COMMITTEES AND ASSOCIATIONS:

- **(2008-2010), Faculty Member**, BCCC- Student Code and Conduct Review Committee; **Faculty Member**, BCCC- Graduation Committee
- **(2008-2009), Member**, American Finance Association
- **(2008-2009), Member**, Academy of Financial Services
- **(2008-2009), Member**, Financial Management Association
- **(2005-2006), Member**, Coppin Alumni Association
- **(2005-2006), Member**, NAACP (National Advancement Association for Colored People)
- **(2005-2006), Student Member**, Maryland Bar Association
- **(2005-2006), Student Member**, American Bar Association
- **(2005-2006), Member**, American Civil Liberties Union
- **(2005-2006), Member**, Coppin State University- Criminal Justice Association
- **(2005-2006), Member**, National Criminal Justice Association

NOTARY PUBLIC:

- **Commissioned Date: 02/25/2011, Commission Expires: 02/25/2015**
  - As a sworn State Official, I serve an important role in the prevention of fraud and protection of the parties involved in court disputes. Evaluate and analyze court documentation for validation. Notarize documents anywhere in the State of Maryland.

RESEARCH ASSISTANT (COPPIN STATE UNIVERSITY):

- **(2001-2006)**, Mr. John F. Donohue, Associate Professor; **(2001-2005)**, Dr. Evans Eze, Associate Professor; **(2001-2005)**, Dr. Ralph M. Hughes, Former State Legislator, Chairperson and Professor

POLITICAL TRAINING:

- **President Barrack Obama Training Camp (Chicago, IL and Baltimore, MD):**
  - **(2008-2008), Deputy Organizer –** Maryland, DC and Virginia area

PARTICIPANT IN DOCTORAL STUDIES:

- **(2011),** Walden University, **(2010),** Cornell University, **(2009),** Capella University

EDUCATIONAL PRESENTATIONS:

- **(2010-2010), Speaker**, Baltimore County Community College "Career Day"
- **(2008-2008), Adjunct Professor/Trainer**, (MCAPD) Maryland Consortium for Adjunct Professional Development Conference- Presentation: Learning Process of Effective Communication: Encouragement & Constructive Feedback-Giving and Receiving from Students.
- **(2006-2006), Graduate Student**, The MisEducation of the Negros by Dr. Carter G. Woodson, Coppin State University- School of Graduate Studies – Criminal Justice and Law Enforcement Department – **Special Guest**: Dr. Andre Bundley
- **(2005-2005), Speaker**, Coppin State University- Criminal Justice Day: **Special Guest**: Chief Justice Hon. Robert Bell, Court of Appeals – State of Maryland

SCHOLARLY RESEARCH PAPERS:

- **(2009-2009)**, Understanding Effective Financial Leadership: Qualitative Analysis in Research Strategies Advance Studies in Finance
- **(2009-2009)**, Assessing risk, liability and asset management investments among U.S. and Foreign banks: Bank of America, Wachovia, Wells Fargo, and the World Bank
- **(2009-2009)**, Enron Corporation Scandals and Financial Crisis that spark a major change on how financial corporations conduct business; Accessing High School Students learning behavior in Baltimore County Public School System
- **(2008-2008)**, Organizational Paradigm at Airbus Corporation
- **(2008-2008)**, Organizational Paradigm at Boeing Corporation
- **(2008-2008)**, Organizational Design and Effectiveness at AT&T
- **(2008-2008)**, Transformational Leadership Plan: CIO

- **(2007-2007)**, How Information Literacy impact on Scholarship, Practice, and Leadership within the human resources management sector
- **(2008-2008)**, Deconstruction of Leadership Assumptions
- **(2008-2008)**, Personal Response Assignment: Critical Thought
- **(2008-2008)**, Organizational Roles: Systems in Doctoral Learners Organization: U.S. Office of Personnel Management
- **(2008-2008)**, Database Cost vs. Benefits: Medicare Billing Codes at Johns Hopkins University

TRIALS AND HEARINGS:

(2000- 2005) Case Presentation Hearings (Parole and Probation Trials):
Cases presented in front of the following Judges in Anne Arundel District Court:

- Hon. James Dryden, Former Administrative Judge
- Hon. Vincent Muileri, Senior Judge Status
- Hon. Michael Wach, Former District Court Judge/Circuit Court Judge
- Hon. Megan Johnson, District Court Judge

(2000- 2005) Case Presentation Hearings (Parole and Probation Trials):
Cases presented in front of the following Judge in the Howard County District Court:

- Hon. Pamela Brown, District Court Judge

SPIRITUAL WORSHIP:

- **(2010-2011), Member**, Homestead United Methodist Church
- **(2009-2009), Member**, Beginning Baptist Church
- **(2009-2009), Member**, St. James United Methodist Church
- **(2009-2009), Member**, New Hope Deliverance Church
- **(1998-2009), Member**, Chariot of Fire Community Church of Christ
- **(1995-1998), Member**, Apostolic Bible Study Church

AWARDS AND HONORS:

- **(2011-2011), Received three (3) Governor's Citation**, Outstanding Academic and Professional Achievement
- **(2011-2011), Letter of Appreciation**, Honorable John Boehner (R), Speaker of the United States of House of Representatives

- **(2011- 2011) Honor Student**, Sigma Iota Epsilon/Zeta Rho Chapter (Honors Society in Management/Technology), Walden University
- **(2010- 2011) Honor Student**, Marquis Who's Who Among American College and Universities
- **(2009-2009), Faculty Member**, (2) Baltimore County Community College Academic News (March & June)
- **(2005-2006), Honor Student**, Maryland State Legislature Official Citations
- **(2005-2006), Honor Student**, Criminal Justice Award from Coppin State University
- **(2005-2006), Graduate Assistant**, Graduate Assistant Award from Coppin State University Highest Achievement "Institution" Award
- **(2005-2005), Honor Student**, Who's Who Among Students in Colleges and Universities Honors
- **(2001-2005), Honor Student**, Maryland State Scholarship for 4 years
- **(1999-2002), Office Secretary II (Supervisory)**, Exceed Standards/Employee of the Month Award for 3 years- MD Division of Parole and Probation
- **(1994-1998), Honor Student**, MESA Award (Mathematics, Science and Engineering Academics), Walbrook Senior High School
- **(1994-1998), Honor Student**, BETA Club Award, National Honors Society Award and PTO Award
- **(1994-1998), Honor Student**, Community Service Award and Harlow Fullwood Scholarship Award
- **(1994-1998), Honor Student**, School Improvement Team SIT Award, Walbrook Senior High School

BOARD OF DIRECTORS:

- **(2008-2009)- Destiny Angels Group Home for Battered Women and Girls**
  - **Board Member**, Board of Directors

PUBLISHED ARTICLES:

- **(09/11/2011)- Baltimore Examiner**
  - **Published Article**: Landing Stable Employment (Job v. Career)