

Contents

| | |
|--------------------------------|-----------|
| <i>List of tables</i> | ix |
| <i>Acknowledgements</i> | x |
| <i>The author</i> | xi |
| INTRODUCTION | 1 |
| Definitions | 2 |
| <i>Workload</i> | 2 |
| <i>Workload measurement</i> | 3 |
| <i>Workload management</i> | 3 |
| Rationale | 4 |
| <i>Stress</i> | 5 |
| Context | 6 |
| <i>Workloads and stress</i> | 7 |
| <i>Workloads and rationing</i> | 8 |
| <i>Workloads and cost</i> | 10 |
| Current concerns | 11 |
| Conclusion | 12 |
| 1 WORKLOAD MEASUREMENT | 13 |
| Introduction | 13 |
| Workload Measurement Models | 14 |
| <i>Case review system</i> | 14 |
| <i>Caseload management</i> | 16 |
| <i>Assessment of need</i> | 18 |

| | |
|---|-----------|
| <i>Frequency of contact</i> | 19 |
| <i>Priority based rationing systems</i> | 20 |
| <i>Workload management schemes</i> | 21 |
| <i>Time per task systems</i> | 23 |
| Conclusion | 25 |
| 2 DEFINING THE TASK | 27 |
| Introduction | 27 |
| Researching workloads | 27 |
| <i>Implications for workers</i> | 29 |
| <i>The research task and its implications</i> | 31 |
| Researching the social work task | 34 |
| <i>Social inquiry reports</i> | 36 |
| Conclusion | 39 |
| 3 PROBATION SERVICE WORKLOADS | 40 |
| Introduction | 40 |
| Background | 41 |
| The research project | 43 |
| <i>Design</i> | 44 |
| <i>Evaluation</i> | 48 |
| Conclusion | 50 |
| 4 NEGOTIATING RESEARCH | 51 |
| Introduction | 51 |
| Negotiating the research | 51 |
| Pilot study | 53 |
| Consultation with the teams | 54 |
| Research process | 57 |
| <i>Team A: court team</i> | 57 |
| <i>Team B: generic team</i> | 59 |
| <i>Questionnaire to defendants</i> | 59 |
| Independent evaluation | 60 |
| Conclusion | 61 |
| 5 COURT REPORTS AND WORKLOAD MEASUREMENT | 62 |
| Introduction | 62 |
| Description of the sample | 63 |
| <i>Writers of the reports</i> | 63 |
| <i>Subjects of the reports</i> | 64 |
| <i>Offences</i> | 64 |
| Time taken to prepare reports | 66 |
| <i>Analysis of the total sample</i> | 66 |
| <i>Who takes the most time?</i> | 67 |
| Factors influencing the time taken | 68 |

| | |
|---|-----|
| <i>Destination of the report</i> | 68 |
| <i>Highest previous disposal</i> | 68 |
| <i>Sentence</i> | 69 |
| <i>Offences</i> | 72 |
| Effectiveness | 73 |
| <i>Take up of recommendations</i> | 73 |
| <i>Officer satisfaction</i> | 73 |
| <i>Consumer satisfaction</i> | 74 |
| <i>Independent assessment</i> | 76 |
| Activities involved in the preparation of SIRs | 77 |
| <i>Interviews with defendants</i> | 77 |
| <i>Home visits</i> | 78 |
| <i>Interviewing other members of defendant's family</i> | 78 |
| <i>Contacting other professionals</i> | 78 |
| <i>Consulting related documents</i> | 79 |
| <i>Writing the report</i> | 80 |
| <i>Consulting with senior or colleagues</i> | 81 |
| <i>Court attendance</i> | 81 |
| Conclusion | 81 |
| 6 WORKLOADS: MEASUREMENT AND MANAGEMENT | 83 |
| Introduction | 83 |
| Workload weighting implications | 84 |
| <i>Timings</i> | 84 |
| <i>Seriousness</i> | 86 |
| <i>Activity</i> | 86 |
| <i>Writing reports</i> | 88 |
| <i>What is measured</i> | 89 |
| Workload management | 91 |
| <i>Allocation</i> | 92 |
| <i>Management tasks</i> | 92 |
| <i>Management role</i> | 94 |
| <i>Workload rationing</i> | 95 |
| Conclusion | 96 |
| 7 THE WIDER CONTEXT | 98 |
| Introduction | 98 |
| Background | 99 |
| Information systems | 101 |
| National Probation Survey | 106 |
| Information systems and information technology | 108 |
| Workloads and industrial action | 110 |
| Conclusion | 112 |

| | |
|--|------------|
| CONCLUSION | 113 |
| <i>Appendix - Probation workload measurement - revised</i> | 120 |
| <i>References</i> | 126 |

List of tables

| | | |
|-----|--|----|
| 5.1 | Offences committed by offenders in the sample | 65 |
| 5.2 | Time taken to prepare reports (total sample) | 66 |
| 5.3 | Causes of officer dissatisfaction | 74 |
| 5.4 | Contributory factors to the feeling of dissatisfaction | 74 |
| 5.5 | Contact with other professionals | 78 |
| 5.6 | Documentary sources consulted | 79 |
| 5.7 | Time taken to produce the written document | 80 |