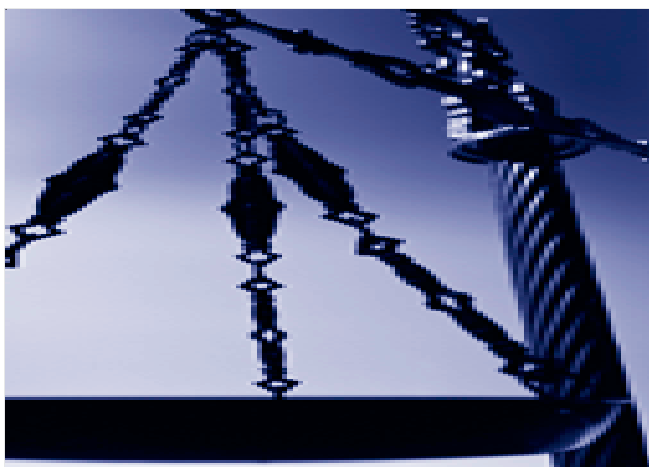


THE IMPACT OF CORRECTIONAL ORIENTATION ON SUPPORT FOR THE OFFENDER REENTRY INITIATIVE

West Virginia Offender Reentry Initiative: Report I

March, 2005



INTRODUCTION

Over 600,000 prisoners are released from prisons and jails each year in the US. Of these released prisoners, approximately two-thirds will be re-incarcerated within three years of their release. The sheer number of offenders admitted and released from correctional institutions each year, coupled with statistics on recidivism among released offenders, has renewed interest in offender reentry and reintegration programming across the nation and here at home. As a result, West Virginia recently implemented a comprehensive strategy designed to better prepare offenders for release from prison and assist them as they reintegrate back into their communities.

Implemented in July 2004, the West Virginia Offender Reentry Initiative (WVORI) is designed to provide a continuum of reentry services to offenders as they transition from prison to the community. To better prepare prisoners for release and reintegration into the community, the West Virginia Division of Corrections (WVDOC) worked to develop and implement a comprehensive, new prescriptive case management system. The newly developed case management system incorporates the use of empirically-based offender assessment and classification tools as well as innovative prisoner programs and services.

This report is the first in a series of research publications designed to convey the results of an ongoing process evaluation of the WVORI. The central purpose of the process evaluation is to systematically evaluate the WVORI in terms of both coverage and delivery. That is, to determine the extent to which the

Introduction	1
Offender Reentry: A National Perspective	3
WV Division of Corrections	5
WV Offender Reentry Initiative.....	6
The Empirical Research on Correctional Staff Orientations....	8
Data and Methods	10
Sample	10
Measures	11
Results	14
Support for Reentry	14
Demographic and Employment Characteristics	16
Correctional Staff Orientations	16
Multinomial Analysis	21
Probability of High Support for Reentry	24
Discussion and Conclusions	26
References	28

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offender reentry initiative is reaching its intended target population and to assess the degree of congruence between the reentry program plan and actual service delivery. In short, this research is designed to ascertain the degree to which the WVORI has been fully implemented in accordance with the WV Offender Reentry Program Plan developed by the WVDOC.

This first report focuses on one key aspect of program implementation — the level of support for the WVORI among WVDOC correctional staff. More specific, the research examines the influence of various demographic and employment characteristics as well as the impact of correctional staff attitudes and orientation on support for the WVORI. As a result, this report underscores the degree to which those who are charged with implementing the WVORI actually support it and sheds light on the factors that may shape correctional staff's level of support.

This information is important because prior research tells us that attributes of correctional staff can both positively and negatively impact program implementation. Often in the implementation of new programs, the role of staff attitudes, correctional orientations, and skills are overlooked by program planners. Yet, previous research demonstrates that these staff characteristics are a critical component to successful program implementation.

Staff characteristics can further impact outcomes for offenders or inmates. Research informs us that various correctional staff characteristics can influence the quality of staff interaction and communication with inmates, staff receptiveness to training, and level of organizational commitment — all of which may subsequently influence case outcomes. Thus, staff attitudes and correctional orientation as well as their demographic and employment characteristics may be important factors for determining the success or outcomes of offenders that participate in WVORI programs and services.

Given that level of reentry support among correctional staff has been shown to impact program implementation and offender outcomes, it is anticipated that such information will be useful to agency planners as they develop future training modules and assess the extent to which the reentry program goals and objectives have been met. In particular, we anticipate that this research will assist WVDOC program planners in identifying specific subgroups of staff especially

supportive or resistant to the WVORI. This will, in turn, enable program planners to develop a targeted approach for future training efforts.

The current evaluation is unique because it reports on responses from a wide range of correctional staff responsible for the implementation and delivery of services under the WVORI. Prior research on the impact of attitudes and orientation of staff on implementation and outcomes has focused heavily on corrections and probation/parole officers. Few studies to date, however, have compared the impact of these attributes across occupational subgroups as diverse as counselors, case managers, and parole officers.

The current study involves a sample of WVDOC correctional staff prior to the completion of training and implementation of the WVORI. The data for this study was obtained by administering a survey to a sample of case managers, parole officers, and counselors at a series of reentry training sessions.¹ Based on extant research, the survey was designed to measure variables believed to influence service delivery and implementation of programs similar to the WVDOC's offender reentry plan. The WV Correctional Staff Survey (WVCSS) assesses the level of staff support for organizational change and agreement with new directions in the provisions of services to prisoners; thereby, helping to identify subgroups of staff who are particularly supportive or resistant to the organizational agenda.

The WVCSS survey includes a variety of demographic (e.g., age, gender, educational attainment, etc.) and employment (e.g., employment position, length of service, etc.) characteristics of correctional staff. Multiple measures of correctional staff attitudes and orientation are also examined such as level of empathy toward inmates, job satisfaction, punitive/rehabilitative orientation, and others. Given the importance of controlling for organizational-level variables in this type of research, the security level of the institutions in which the correctional staff are employed is also measured.

It is anticipated that an examination of pre-implementation and training data, may help program

Offender reentry refers to adults or juveniles incarcerated in jails, pre-trial detention, state and federal institutions, and juvenile correctional facilities returning to society. In this report, reentry is defined as the process of preparing and supporting offenders incarcerated in WV correctional facilities for reintegration back into society.

¹ The larger research design for the process evaluation includes a post-survey of line staff, a survey of prisoners just prior to release and data from the WVDOC on a number of service delivery measures.

planners identify the subgroups of staff who are particularly supportive or resistant to offender reentry. Moreover, an assessment of the differences among staff members and their support for reentry, may allow management to make the changes necessary to maximize the effectiveness of training and ultimately improve program implementation and service delivery.

Using previous research as a foundation, the following research questions provide the empirical focus for this study:

- To what extent do correctional staff support the WV Offender Reentry Initiative (WVORI)?
- To what extent does correctional staff support for offender reentry vary by type of employment position?
- What demographic and employment characteristics are associated with support for the offender reentry initiative?
- What correctional staff attitudes are associated with support for the reentry initiative?
- Controlling for the demographic and employment characteristics of correctional staff, what correctional staff attitudes are most predictive of support for the reentry initiative?

This report begins with a discussion of trends in the US correctional population and prisoner recidivism that served as an impetus to the renewed focus on offender reentry across the nation. This is followed by a description of the WV prison population and recent trends in incarceration in the state. These discussions serve as a prelude to an overview of the WVORI and the empirical research that informs this study. Finally, this report concludes with a presentation of the results and a discussion of the primary conclusions that can be drawn from the report findings.

[Prison Expansion, Released Offender Recidivism, and the Need for Reentry Programming: A National Perspective](#)

The West Virginia Offender Reentry Initiative (WVORI) is a product of a national strategy to address the high rate of recidivism among offenders released from state and federal prisons. In 2003, the US Departments of Justice, Labor, Housing and Urban Development, and Health and Human Services established the Serious and Violent Offender Reentry Initiative (SVORI). The SVORI is a large-scale program designed to reduce recidivism as well as improve

Report Highlights...

The sheer number of inmates released from prison each year, the proportion of offenders who will eventually recidivate, and recognition of the decline in the traditional mechanisms used to assist offenders as they return to the community has accentuated the need for better programs to prepare offenders for release.

The number of individuals released from prison annually has increased an estimated 250% from 1980 to 2000 in the US.

Longer sentence lengths exacerbate many of the problems faced by prisoners returning to society, such as strain on family relationships, severed community ties, and limited employment opportunities.

The influx of prisoners returning to communities is occurring at a time when traditional mechanisms for reentry have been significantly weakened.

Research indicates that recently released prisoners are less likely to have participated in prison programs compared to the past.

employment, housing, as well as health outcomes for offenders released from state and federal prisons.

Fundamental research on the use of incarceration in the US and nature of offender recidivism served as an impetus for the national offender reentry initiative. Information on the sheer number of inmates released from prison each year, the proportion of offenders who will eventually recidivate, and recognition of the decline in the traditional mechanisms used to assist offenders as they return to the community has accentuated the need for better preparing offenders for release. Thus, the renewed interest in offender reentry and reintegration has surfaced for a number of reasons.

First, the total number of prisoners being released from prison and returning to communities across the nation has increased substantially in recent years. The mass incarceration over the past two decades has resulted in the corresponding increase in the number

of offenders released from prison. The numbers of individuals being released from prisons far exceeds any we have seen in US history (Petersilia, 2000). From 1980 to 2000, it is estimated that the number of offenders released from prison annually increased by 250% (Bynum and McManus, 2003). Approximately, 600,000 to 700,000 prisoners are released from correctional institutions each year in the US. The increase in the number of individuals released from prison has prompted policy-makers to question issues of public safety. Specifically, how can parole deal with the influx of prisoners and insure public safety as well as help offenders with the transition back into society? Moreover, how can communities absorb and reintegrate the returning prisoners?

Second, offenders sent to prison are serving comparably longer sentences than in the past. The increase in prison populations has resulted from several policy initiatives aimed at getting tough on crime. For example, increases in sentence lengths mean that more prisoners are serving longer sentences than in the past (Lynch and Sabol, 2001). In fact, a larger proportion of released offenders have served longer terms than in the past (Lynch and Sabol, 2001: 6). Longer sentences exacerbates many of the problems faced by prisoners returning to society, such as strain on family relationships, severed community ties, and limited employment opportunities (Petersilia, 2000). Research by Lynch and Sabol (2001: 2) indicates that “longer stays in prison are associated with declining frequency of contact with family members, and contact with family members is believed to facilitate reintegration into the community.” Longer sentences may also lessen employment opportunities for returning ex-offenders.

Questions regarding the efficacy of parole supervision and criticism regarding the arbitrary nature of parole decision-making combined with get-tough on crime policy initiatives have impacted the nature and function of parole. Today, fourteen states and the federal government have abolished discretionary parole (Petersilia, 2001). Consequently, there is an increase in the proportion of inmates being released with no post release supervision. About one in five state prisoners leave prison with no post release supervision (Travis, 2000). While not much is known about this population, some research suggests that it includes some of the most serious offenders (Petersilia, 2000).

Third, there is a larger proportion of “churners” in the reentry population compared to the past. The released prisoner pool consists of more churners (e.g., prisoners who have had a previous unsuccessful release because of a technical violation or commission of a new crime). As many as one-third of new prison

admits are parole violators, many of whom will soon be re-released (Travis, 2000). Some research suggests that the increase in the number of churners is due in part to the surveillance-oriented practices of parole (Lynch and Sabol, 2001). The emphasis of contemporary parole has shifted to surveillance and control rather than support and reintegration. In fact, parole revocation is sometimes interpreted as the efficiency of the system rather than failure (Feeley and Simon, 1992). Churners present a unique challenge to treatment and supervision staff because they have proven to be difficult to reintegrate (Lynch and Sabol, 2001: 10).

Fourth, the traditional mechanisms for assisting inmates with reentry have declined. The influx of prisoners returning to communities is occurring at a time when traditional mechanisms for reentry have been significantly weakened. According to Bynum and McManus (2003: 2), “the tremendous growth in prison populations has resulted in the straining of correctional resources.” This has resulted in less inmate participation in programs prior to release. Recent research indicates that released prisoners are less likely to have participated in prison programs compared to the past (Lynch and Sabol, 2001). In other words, a greater number of prisoners have not had the opportunity to participate in correctional programs that address educational, vocational, and substance abuse needs (Petersilia, 2000). Moreover, parole officers manage larger caseloads now than in the past and can generally offer only rudimentary assistance to released inmates. It is estimated that the average caseloads have nearly doubled since the 1970s (Petersilia, 2000). In short, returning prisoners can expect little pre-release preparation within the institution and little support upon release.

Lastly, a large proportion of offenders are returning to communities ill-equipped to deal with the influx of large numbers of returning prisoners. Communities that cannot, or will not, aid offenders with reentry further exacerbate problems faced by returning prisoners. Communities may not want all offenders back or may not be able to deal with the influx of a large number of returning prisoners. Most offenders return to the communities where they resided prior to incarceration. Consequently, cohorts of returning prisoners are concentrated within a few core counties within states. Both the volume and concentration of prisoners returning to core counties have increased over time (Lynch and Sabol, 2001). These core areas are often characterized by poverty and social disorganization. Research suggests that communities have thresholds (or “tipping points”) beyond which they can no longer

Report Highlights...

West Virginia has one of the smallest but fastest growing inmate populations in the nation.

Over the past several years, the West Virginia prison population has grown at a rate that is considerably higher than the national average.

WV had the fourth largest percentage of state prisoners held in local or regional jails in the nation due to overcrowding in 2002.

positively influence community norms and behavior (Petersilia, 2000). In socially disorganized communities traditional informal supports are weakened. Informal supports such as, family, friends, neighbors, employers, and faith-based groups are influential to successful reentry. Many communities lack many of the resources needed for successful reintegration.

Travis (2000) argues that if the problems related to offender reentry are to be addressed it will require a cohesive effort between criminal justice agencies and communities. Managing successful offender reentry requires the coordinated efforts within the institution with efforts with those organizations and individuals responsible for managing offender reentry in the community. Travis (2000: 3) further argues that, “reentry requires a *reconsidering* [italics added] the traditional functions of parole—the integration of activities inside and outside the prison, and the articulation of a rationale for setting the conditions and timing of the prisoner’s release.” In other words, offender reentry planning should begin at sentencing and extend beyond release.

Communities must also be strengthened in order to help facilitate successful reentry. Managing successful offender reentry requires informal supports as well as formal supports from criminal justice agents and treatment staff. In other words, it involves the support of everyone who has an interest in the ex-offender remaining law abiding.

The Serious and Violent Offender Reentry Initiative (SVORI) provides funding to develop, implement, enhance, and evaluate model reentry programs that first engage the offenders while incarcerated, and then provides support services upon release. The SVORI supports programming that includes dynamic

assessment tools to identify areas of risk and need to address using a range of correctional services and strong case management approaches. The goal is to reduce recidivism by focusing on high-risk offenders. The WVDOC Reentry Initiative and the current evaluation are funded under the SVORI.

Against this backdrop, the West Virginia Division of Corrections (WVDOC) developed an offender reentry program. Implemented in July 2004, the West Virginia Offender Reentry Initiative (WVORI) is designed to provide a continuum of reentry services to offenders as they transition from prison to the community. The next section describes the WVDOC, the WV prison population, and recent trends in incarceration. This is followed by an overview of the WVORI and WV’s efforts to assist offenders as they make the transition from prison to home.

The West Virginia Division of Corrections: Institutional Confinement and Population Characteristics

The West Virginia Division of Correction (WVDOC) is comprised of 13 institutions divided between the southern and northern regions of the state. Both the northern and southern region has correctional institutions with security levels that range from the least restrictive type of confinement to maximum levels of security. The WVDOC is also responsible for managing 2 work-release centers in the cities of Huntington and Charleston. In 1937, the Huttonsville Correctional Center was the first WV facility to open and currently houses medium and close security level inmates. However, a total of 6 of the 10 correctional institutions currently housing inmates in WV only came into operation in the past eleven years or since 1993.

West Virginia has one of the smallest but fastest growing inmate populations in the nation. Based on 2002 estimates, Hutzler, Lester, and Naro (2003) reported that the state had the eighth lowest incarceration rate in the U.S. In 2003, WV ranked 40th in the nation at 260 inmates incarcerated per 100,000 residents (Lester and Haas, 2005). In contrast, the national rate of incarceration was 482 inmates per 100,000 persons in 2003. Nevertheless, the inmate population has continued to increase rapidly in recent years and is expected to grow at a faster pace than the national average in the coming years.

Over the past several years, the West Virginia prison population has grown at rates that are considerably higher than the national average. According to the Bureau of Justice Statistics (BJS), WV was ranked 3rd in the nation in average percent change in the state prison population between 1995 and 2003. Between

Report Highlights...

The WV Offender Reentry Initiative (WVORI) embodies a case management system designed to ensure the continuity of services and programming for serious and violent offenders from the point of intake into prison to release and reintegration back into the community.

Phase One:

The primary objectives for phase one is to gain greater consistency in the application of initial diagnostic and classification systems across WVDOC facilities.

Phase Two:

Phase two focuses on preparing offenders for making the transition from the institutional setting to parole supervision in the community.

Phase Three.

Phase three is characterized by efforts to increase the autonomy of offenders prior to release from parole, while assisting the offender in building relationships with community agencies and establishing a strong social support system.

1996 and 2003, the incarceration rate for the nation increased by 12.9%, from 427 to 482 persons per 100,000 residents. During this same period of time, however, WV's rate of incarceration increased by 73.3%, 150 to 260 inmates per 100,000 residents (Lester and Haas 2005). As a result, between 1993 and 2003 the prison population more than doubled in size from 2,110 to 4,758 inmates. This increase translated into an average increase of 265 inmates per year (Lester and Haas, 2005).

As a result of the growth over the past decade, WV had the fourth largest percentage of state prisoners held in local or regional jails in the nation due to overcrowding in 2002. Nearly one-quarter (21.3%) of state prisoners were being held in local and regional jails due to a lack of bed space. The FY 2003-2004 Corrections in West Virginia Annual report published by the WVDOC indicated that inmates housed in county or regional jails due to a lack of bed space in WVDOC facilities increased by a total of 507 inmates since 1992.

In terms of the characteristics of the confined prison population, it appears that the WVDOC houses a greater proportion of violent and property offenders compared to other states. The differences are most pronounced for property offenders. The most recent figures from BJS indicate that property offenders comprised 19.3% of prisoners nationally in 2001. Meanwhile, property offenders comprised 27.4% and 27.2% of WV's prison population in 2002 and 2004, respectively (Lester and Haas, 2005). Based on 2002 figures, WV inmates convicted of violent offenses comprised 56.0% of the prison population compared to the national average of 49.0%.

These trends in population growth as well as the nature of offenders housed in WV prisons underscore the need for new and improved correctional programming, offender reentry strategies, and reintegration services for serious and violent offenders in the state. Hence, as part of the national Serious and Violent Offender Reentry Initiative (SVORI) sponsored by the Bureau of Justice Assistance (BJA), WV recently implemented a comprehensive strategy designed to better prepare offenders for release from prison and assist them as they reintegrate back into their communities. The WV Offender Reentry Initiative (WVORI) embodies a case management system designed to ensure the continuity of services and programming for serious and violent offenders from the point of intake into prison to release and reintegration back into the community. The following section describes the purpose and scope of the WVORI.

The West Virginia Offender Reentry Initiative (WVORI)

Similar to reentry initiatives throughout the country, the WV Offender Reentry Initiative (WVORI) includes an institutional phase, a transition period from the institution to parole services, and a community reintegration phase. These three phases are characterized by extensive institution-based programs, enhanced relationships between institution staff and parole personnel, and strong offender ties with community support systems. The primary goal of the WVORI is to develop a case management system that ensures the continuity of services and programming from the time the offender enters secure confinement until the offender is ultimately reintegrated back into society.

The WVORI required the West Virginia Division of Corrections (WVDOC) to develop and apply an entirely new prescriptive case management system that incorporated the use of different classification

instrument and a variety of newly-developed and innovative programs. As a result, the WVDOC administrative staff recognized the need for extensive training of corrections personnel who would be given the responsibility of conducting the daily activities that comprise the WVORI. Thus, training on the new reentry initiative and its components began September 2003 and continued through December 2004. Examples of specialized sessions included training on the proper application of the LSI-R, the prescriptive case management system and use of the Standard Reentry Program Plan Form, victim safety training, faith-based mentoring and other treatment programs.

The WVORI officially began in July 1, 2004. Given the magnitude of changes in programming and case management services under the new reentry initiative, the implementation plan called for the gradual phasing in of offenders who were eligible to participate in reentry services. In July 2004, the WVORI began with all new intake offenders and all offenders currently housed within the WVDOC with parole eligibility dates between 2004 and 2007. In subsequent years, the program will expand to encompass offenders with parole eligibility dates beyond 2007. The following discussion provides a brief description of all three phases of the WVORI.

Phase One. Making a Plan: Protect and Prepare: Institutionally-Based Programs

The primary objective for this phase is to gain greater consistency in the application of initial diagnostic and classification systems across WVDOC facilities. In addition, there are efforts to utilize case management practices in a manner that allows for the appropriate matching of offenders to specific programs based their needs. Based on an assessment of past practices, WVDOC administrators identified a need to streamline all diagnostic testing so that every institution would use the same assessment tools. Likewise, WVDOC administrators felt it was important to develop a standardized reentry program plan format that would be used by all case management staff when developing treatment plans for offenders. It was anticipated that these new strategies would enhance the continuity of services provided to offenders and improve the effectiveness of WVDOC services through targeted treatment programming.

Thus, Phase One includes a series of diagnostic assessment tools and a newly developed prescriptive case management system. The diagnostic assessments instruments used at this phase include, but are not limited to the Minnesota Multiphasic Personality Inventory-2 (MMPI-2), the Minnesota Sexual Offending Screening Tool- Revised (MnSOST-R), the Rapid Risk Assessment for Sex Offender Recidivism

(RRASOR), the Addiction Severity Index (ASI), the Violence Risk Appraisal Guide (VRAG), a Social History Interview, the Wide Range Achievement Test – Revision 3 (WRAT III), and the Level of Service Inventory-Revised (LSI-R). To facilitate the standardization of case management practices, WVDOC staff is required to complete the Standard Reentry Program Plan Form. This form details the classification and assessment information of offenders, the treatment plan, and serves as mechanism for documenting an offender's progress through the reentry plan.

During this phase, all offenders are also offered a variety of programming services that include basic education, substance abuse treatment, affective, social, and life skills programs as well as religious services, and recreational services. Phase One is offered to all offenders who enter a WVDOC facility (or were currently housed in a WVDOC facility) on July 1, 2004.

Phase Two. Coming Home- Control and Restore: Community-Based Transition

Phase Two focuses on preparing offenders for making the transition from the institutional setting to parole supervision in the community. An emphasis is placed on providing a continuity of services as the offender transitions from the institution to parole. This phase is characterized by increased involvement and cooperation between case managers and the program providers in the institution and parole officers. The purpose of this increased collaboration is to systematically prepare the offender for release while identifying available community resources and programs to address the individual offender's needs. To assist in this process, an assessment of each offender's risk level and specific needs is repeated at this phase.

Since the primary aim is to offer reentry planning to prepare and monitor the reintegration of the most serious and violent offenders, Phase Two specifically targets only those offenders scoring medium or high in terms of risk using the LSI-R: SV (i.e., LSI-R short version). This process provides for a more rational allocation of agency resources by providing services to offenders who need them the most and are likely to represent the most serious threat to public safety. Nevertheless, an option of an override is reserved for offenders who do not have medium or high risk scores, but are deemed by WVDOC staff to be of substantial risk based on institutional behavior or other relevant factors.

Phase Two includes a host of pre-release services and transition programs to offenders. These services include the development of a relapse prevention plan and portfolio, an infectious disease course, a parole

orientation course, the scheduling of regular contacts with case managers and parole officers to establish expectations and discuss a continuum of services upon release from the institution. In addition, this phase will also serve to link the offender to various community programs that include education, substance abuse treatment, affective, social, and life skills programs, and religious services. It is anticipated that these pre-release services and transition programs will not only prepare the offender for release but will help to reintegrate the offender into the community and prevent a relapse back into a pattern of offending. Phase Two begins six months prior to release from the institution, and continues through the offender's parole supervision.

Phase Three. Staying Home – Responsibility and Productivity: Community-based Long-term Support Supervision

Phase Three of the WVORI begins approximately six months prior to release from parole supervision and encompasses all offenders under parole supervision. This phase is characterized by efforts to increase the autonomy of offenders prior to release from parole while assisting the offender in building relationships with community agencies and establishing a strong social support system.

The objectives are to effectively transition offenders from parole supervision to release, help offenders build appropriate social supports, and continue necessary programming. During this phase, the responsibility and productivity levels of offenders are assessed through the capacity of offenders to pay court ordered commitments, maintain employment as well as their willingness to regularly participate in treatment programming and remain violation free.

The Attitudes and Orientations of Correctional Staff: A Summary of the Empirical Research

While most of the research that examines correctional staff attitudes and orientations pertains to corrections and parole officers, this research underscores the impact that particular staff attributes can have on program implementation. The research on correctional officers, probation and parole officers has identified a number of variables thought to influence the attitudes and correctional orientations of line staff in corrections. Most of the literature on correctional staff attitudes and role orientations can be organized into two models -- the importation-differential experiences model and the work role-prisonization model.

The importation-differential experiences model argues that individual attributes (e.g., age, race, sex, gender, and education) affect work perceptions and

Report Highlights...

Research suggests that important differences in attitudes and orientation may exist across subgroups of correctional staff.

Previous research indicates that staff attitudes and orientations are a critical component to successful program implementation.

Research has also found work adjustment and job satisfaction can impact program implementation.

Pre-training measures of correctional attitudes and work adjustment can provide an important vehicle for assessing the level of staff support for offender reentry and agreement with new objectives and strategies.

experiences because individuals bring with them or "import" to the job different orientations and statuses which in turn influence their work experiences (Van Voorhis et al., 1991). The work role-prisonization model argues that correctional officer attitudes are more likely to be influenced by role demands of correctional work such as role conflict, the occupation's isolation from mainstream society, and the paramilitary and disciplinary reinforcement of in-group solidarity (Hepburn, 1985; Haney, Banks and Zimbardo, 1973). In other words, organizational factors are argued to strongly influence all workers. Both models have received support in the literature suggesting that it is a combination of individual and organizational characteristics that influence the attitudes and correctional orientations of correctional workers (Jurik, 1985; Van Voorhis et al., 1991).

This research on correctional service staff is applicable to our research and informs the measures we include in the WV Correctional Staff Survey (WVCSS). Although much of the research has focused on correctional officers, the findings are germane to our study because our study includes a sample of correctional service providers who interact regularly with inmates prior to and following release from prison (e.g., case managers, correctional counselors, and parole officers) and are in a sense line staff.

Nevertheless, there may be differences across the subgroups of the correctional service staff in our study

sample. Prior research suggests that important differences in attitudes and orientation may exist across occupational groupings (Robinson, Porporino and Sigmourd, 1996; Lariviere and Robinson, 1996). For instance, Lariviere and Robinson (1996) found that correctional officers were less empathetic, more punitive, and less supportive of rehabilitation than case managers and other support personnel.

These authors hypothesized that parole officers may experience more role conflict regarding their responsibilities as “custodian” and “social worker” and therefore may exhibit greater variability in their attitudes and role orientations (Hepburn and Albonetti, 1980). On the other hand, case managers and correctional counselors have traditionally been assigned more “treatment” oriented roles with fewer supervisory functions. Therefore, case managers and correctional counselors are not expected to experience role conflict and are not likely to have much variation in their attitudes and role orientations. Examination across these subgroups may be informative to both the current process evaluation and future outcome evaluations.

The role of staff attitudes, correctional orientations, and skills are often overlooked in the implementation of new programs. Yet, previous research indicates that these staff characteristics are a critical component to successful program implementation (Van Voorhis, Cullen, and Applegate, 1995; Robinson, Porporino, and Sigmourd, 1993). Staff characteristics have been found to influence the quality of staff interaction and communication with inmates, staff receptiveness to training, and level of organizational commitment — all of which may subsequently influence case outcomes. Research has shown, for example, that probation officer attitudes are important predictors of the decisions they make in dealing with offenders, particularly the decision to revoke (Katz, 1982). Moreover, parole officers with greater punitive orientations have been found to be more likely than their less punitive counterparts to revoke and recommend a return to prison offenders (Dembo, 1972). Thus, staff attitudes and correctional orientation may be an important predictor of offender success and outcomes when examining the implementation of West Virginia's Offender Reentry Initiative.

Research has also found work adjustment and job satisfaction can impact program implementation. For instance, researchers have found that correctional staff's work adjustment (e.g., job satisfaction, job stress, and organizational commitment) can also influence the level of support for organizational change (Robinson, Porporino, and Sigmourd, 1996). It is evident that the level of support and commitment exhibited for organizational change are important factors to the

successful implementation of new programming (Robinson, Porporino, and Sigmourd, 1993; 1996).

Pre-training measures of work adjustment can provide an important vehicle for assessing the level of staff support for offender reentry and agreement with new objectives and strategies. For example, many correctional service staff may hold correctional orientations and attitudes towards inmates that conflict with the goals of offender reentry thus compromising implementation. Others may be supportive of the goals of offender reentry and embrace the new objectives. Still others may be supportive of the goals of reentry but not supportive of the organization. It is important to identify these factors so that potential problems with implementation can be addressed administratively through additional training and morale building. Lariviere (2001) recommends that future research consider how staff attitudes and work adjustment influence offender behavior and their successful reintegration into the community.

Related to the role of staff characteristics and the implementation of correctional programming is the issue of organizational responsivity. Organizational responsivity refers to the degree to which an organization is committed to a particular program, practice or philosophy. The overall philosophy of an organization can influence the attitudes and behavior of correctional workers (Clear and Latessa, 1993). Research suggests that comprehensive training can instill in correctional workers attitudes more favorable to rehabilitation and promoting behavioral change (Fulton, Stichman, Travis and Latessa, 1997; Lindquist and Whitehead, 1986; Whitehead and Lindquist, 1989). These findings underscore the need to examine staff attitudes, role orientations, organizational commitment and organizational responsivity.

This research provides a foundation for our examination of the impact of correctional staff orientation on support for the WVORI. Using responses obtained from the WVCSS, we measure a host of variables found in previous research to impact service delivery and implementation of correctional programming. Our interest is in determining the extent to which such characteristics influence the level of support for the WVORI among a sample of correctional staff.

Given that level of reentry support among correctional staff can impact program implementation, this research will assist WVDOC program planners in identifying particular subgroups of staff particularly supportive or resistant to the agency agenda. This will, in turn, enable program planners to develop a targeted approach for future training efforts. The following section provides a description of the data and methods utilized in the present study.

DATA AND METHODS

The data for this study was obtained by administering a survey to a sample of case managers, parole officers, and counselors at a series of reentry training sessions. The survey was designed to measure individual views regarding the West Virginia Offender Reentry Initiative (WVORI), the training they had received up to the date of this study, and attitudes regarding inmates, the role of treatment as well as other services in the WVDOC. Most items were developed from pre-existing measures found in the criminological literature (see Measures section).

The surveys were distributed to the trainees who attended one-week training sessions during the period of May-June 2004. The purpose of the sessions was to train WVDOC employees on the application of the newly developed prescriptive case management system and its role in the reentry initiative. Many of the study participants had received other forms of training related to reentry prior to this session on prescriptive case management, including specific sessions related to the application of the LSI-R.

Upon administration of the survey, WVDOC participants were read a statement that provided the general purpose for the study and provided detailed instructions for completing the survey. The study participants were informed that the study was being conducted by a group of outside researchers and WVDOC administrative personnel would not see the individual responses to the survey. In addition, the subjects were informed that their decision to participate or not participate in the study would not impact their job in any way and that their responses would be both anonymous and confidential.

Since the survey measured personal views of the WVORI as well as the training they had received from WVDOC administration, both the researchers and WVDOC administrative staff felt that it was important to have an individual trainee to be responsible for the dissemination and collection of the questionnaires to ensure the validity of the responses. To underscore the anonymity and confidentiality of the survey responses for WVDOC participants, a trainee was designated to be responsible for the dissemination and collection of the completed questionnaires from the study participants.

At the beginning of the first day of each one-week training session, a WVDOC employee was selected from the group of trainees to disseminate and collect the completed questionnaires. The trainee was given a pre-stamped, addressed envelope and was asked to immediately seal and mail the envelope to the Mountain State Criminal Justice Research Services (MSCJRS)

staff upon completion of the surveys. A total of 171 WVDOC employees attended the series of training sessions during May and June of 2004. Of the 171 trainees, a total of 162 volunteered to participate in the study. This resulted in a 94.7% response rate.

Sample Description

Tables 1 and 2 describe the general demographic and work-related characteristics of the study participants. The WVDOC respondents are largely white, males below the age of 39 years. Ninety-five percent of the personnel who took part in this study were white. Fewer than five percent (3.1%) were African-American and less than two percent (1.9%) represented some other racial group. Roughly two-thirds (64.6%) of the respondents were male.

Most of the respondents reported that they were married, live in a small town, and obtained at least a four-year degree from a higher education institution (see Table 1). Over two-thirds (67.9%) of WVDOC employees indicated that they were married at the time of the study while slightly greater than ten percent (11.9%) indicated that they were single. A vast majority of respondents reported that they resided in areas characterized as small towns or cities. In fact, over ninety percent (91.3%) of WVDOC employees indicated that they lived in communities that contained a population less than 50,000 residents. Of this ninety percent, over forty percent (44.4%) indicated that they lived in small towns made up of fewer than 2,000 residents.

In terms of education, most of the respondents had received some level of education beyond high school and a majority had obtained a bachelor's degree (see Table 1). Nearly seventy percent (68.3%) of the study participants indicated that they obtained a post-high school degree. Of this seventy percent, over fifty percent (52.8%) had received a four-year degree from a higher education institution. Meanwhile, approximately ten percent (9.9%) had received master's degree. For those survey respondents who had obtained degrees after high school, nearly two-thirds (58.4%) reported that their education was in criminal justice or security. This was followed by the academic majors of sociology or social work (12.4%), psychology (9.4%), and education (7.1%).

Table 2 displays the corrections experience and current employment characteristics of WVDOC respondents. As noted above, the target groups for the prescriptive case management training were case managers, counselors, and parole officers. All three groups are heavily represented in the sample of respondents. However, half of the study participants were counselors (50.0%). Case managers and parole

Table 1. Demographic Characteristics of the DOC Respondents

Demographic Characteristics	N	% ^a
Age (Mean= 39.8; SD = 10.8)		
24 to 29	24	16.0
30 to 39	67	44.7
40 to 49	23	15.3
50 and over	36	24.0
Total	150	100.0
Race/Ethnicity		
White/Caucasian	152	95.0
Black/African American	5	3.1
Other ^b	3	1.9
Total	160	100.0
Gender		
Male	104	64.6
Female	57	35.4
Total	161	100.0
Marital Status		
Married	108	68.0
Not Married ^c	51	32.0
Total	159	100.0
Highest Degree Achieved		
High School Degree	44	27.3
Associate's Degree	8	5.0
Bachelor's Degree	85	52.8
Master's Degree	16	9.9
PhD	1	.06
Other ^d	7	4.3
Total	161	100.0
Academic Major		
Criminal Justice/Security ^e	66	58.4
Sociology/Social Work	14	12.4
Psychology	11	9.7
Education	8	7.1
Other	14	12.4
Total	113	100.0
Population of Residence		
Small Town (under 2,000)	72	44.4
Town (2,001 to 10,000)	43	26.5
Small City (10,001 to 50,000)	33	20.4
Suburban (around city)	7	4.3
Metropolis (over 50,000)	7	4.3
Total	162	100.0

^a Percents may not total 100.0 due to rounding.

^b Other races include American Indian, Alaskans Natives, Asians, Hawaiian, Pacific Islander and multiracial.

^c Not married includes individuals never married, divorced, separated and widowed.

^d There was no information reported for "other" degrees.

^e One respondent reported a degree in security.

officers comprised 29.1% and 18.4% of the survey respondents, respectively. It appears that many of these respondents have been in their current employment positions for at least five years. While almost two-thirds (57.7%) reported being in their current position for four years or less, over forty percent (42.3%) indicated that they had been employed in their current position for five or more years.

In addition, these employees further appear to work in areas that resemble where they live in terms of population. A vast majority of WVDOC employees indicated that the institutions in which they work are located in areas with populations less than 50,000. Similar to where they live, nearly fifty percent (48.1%) of the respondents reported working at institutions located in communities characterized as small towns (under 2,000 residents).

Lastly, it appears that this sample of WVDOC employees has considerable experience in the field of corrections. Over eighty percent (82.7%) of the study participants reported having up to fourteen years of experience in the field of corrections. Of this eighty percent, over one-third (36.9%) reported between five and nine years of corrections experience. Similarly, it appears that much of this experience was gained while working in WV. Over eighty-five percent (86.6%) indicated that they had up to fourteen years of experience as an employee in the field of corrections for the state of West Virginia. Nearly half of these respondents indicated that they had between five and nine years of experience working in the field of corrections in WV.

Measures

This study includes multiple measures of correctional orientation and attitudes. These include: level of LSI support, punitiveness, support for rehabilitation, human service orientation, job satisfaction, empathy, and the staff's perception of organizational responsiveness. Support for reentry is the dependent variable. All items that comprised each attitudinal or correctional staff orientation scale were measured on a five-point Likert scale. Respondents were asked to indicate the degree to which they agreed or disagreed with a series of statements (e.g., strongly agree, agree, undecided, disagree, and strongly disagree). Each of the scales used to measure the attitudes and orientation of WV correctional staff are described below.

LSI-R Support. This refers to the degree to which the staff support the use of the LSI-R assessment tool and feel that it is adequate for the WV population of prisoners. This concept is measured by a two item scale. Both items were developed by the authors.

Table 2. Employment Characteristics of DOC Respondents

Employment Characteristics	N	%^a
Current Employment Position		
Case Manager	46	29.1
Counselor	79	50.0
Parole Officer	30	19.0
Other ^b	3	1.9
Total	158	100.0
Years in Current Employment Position (Mean = 4.8; SD = 4.8)		
0 to 4	90	57.7
5 to 9	51	32.7
10 to 14	8	5.1
15 to 19	4	2.6
20 and over	3	1.9
Total	156	100.0
Years of Corrections Experience (Mean = 9.3; SD = 7.0)		
0 to 4	39	24.8
5 to 9	58	36.9
10 to 14	33	21.0
15 to 19	14	8.9
20 and over	13	8.3
Total	157	100.0
Years of Corrections Experience in WV (Mean = 7.9; SD 6.5)		
0 to 4	46	29.3
5 to 9	73	46.5
10 to 14	17	10.8
15 to 19	10	6.4
20 and over	11	7.0
Total	157	100.0
Population of Work		
Small Town (under 2,000)	78	48.1
Town (2,001 to 10,000)	48	29.6
Small City (10,001 to 50,000)	25	15.4
Suburban (around city)	1	0.6
Metropolis (over 50,000)	10	6.2
Total	162	100.0
Security-Level^c		
Minimum Security	18	12.3
Medium Security	50	34.4
Maximum Security	29	19.7
Other Security ^d	49	33.6
Total	146	100.0

^a Percents may not total 100.0 due to rounding.

^b "Other" current position is unknown for 2 of the respondents and 1 is a correctional officer.

^c Security level was determined as the security level for the institution where the respondent was assigned.

^d "Other security" refers to staff from institutions with other or mixed security levels and parole officers.

Punitiveness. This measure refers to the degree to which correctional workers support retribution and punishment as important correctional goals. The items were adapted from Bazemore and Dicker's (1994) punitive orientation scale and Melvin, Gramling, and Gardner's (1985) attitude toward prisoners scale.

Support for Rehabilitation. This scale measures the degree to which correctional workers believe in the efficacy of treatment and support it as a correctional goal. This construct is measured by a five item scale adapted from Cullen, Lutze, Link, and Wolfe's (1989) rehabilitation orientation scale.

Human Service Orientation. This dimension examines the extent to which staff like working with people and identify with a human service career orientation. It is one of the major predictors of support for programming and rehabilitation (Robinson, Porporino & Simourd, 1992). This scale was adapted from Robinson, Porporino, and Simourd's (1992) human service orientation scale.

Job Satisfaction. This global measure captures the individual's overall adjustment in the job and the extent to which he/she finds satisfaction in their work. Job satisfaction is measured with a five item scale adapted from the work of Larivière (2001) and the Correctional Services Canada Correctional Staff Survey (1996).

Empathy. This scale estimates a correctional service provider's willingness to understand the role of an inmate including measures of trust, compassion, and advocacy for offenders. Empathy is measured with a five-item scale. Two of the items are borrowed from the Correctional Services Canada Correctional Staff Survey (1996). Three items were adapted from Melvin et al. (1985) scale to measure attitudes toward prisoners.

Organizational Responsivity. This scale measures the staff's perception that the WVDOC is interested in staff well-being and is committed to staff training and professional development. Organizational responsivity is measured by a five-item scale adapted from the work of Larivière (2001) and the Correctional Services Canada Correctional Staff Survey (1996).

Support for Reentry. This scale measures the degree to which staff support the WV Offender Reentry Initiative (WVORI). It is measured by staff ratings on four items on a five-point Likert scale. The items were developed by the authors.

A detailed process of scale construction was utilized in this study. Most of the scales used in this study were modified from an original source found in the criminological literature. To increase the level of parsimony among the variables, scales were originally constructed from the initial items. Eight scales emerged with varying degrees of strength and cohesion.

Table 3. Descriptive Statistics for the Correctional Orientation and Support for Reentry Scales

Scales	Minimum	Maximum	Mean	SD	Alpha
Punitiveness	0	20	13.9	4.57	.671
Support for Rehabilitation	0	25	14.7	5.32	.646
Human Service Orientation	0	35	18.2	5.48	.675
Empathy	0	25	15.3	4.63	.596
Job Satisfaction	0	25	15.1	6.45	.824
Organizational Responsivity	0	25	10.6	5.00	.652
LSI-R Support	0	10	4.0	3.63	.846
Support for Reentry	0	20	10.4	5.76	.789

All items and scales were examined to determine the extent of face validity present. Three separate, yet simultaneous assessments were conducted. Once face validity was established and items were selected, Cronbach alpha reliabilities were computed for each scale. Confirmatory principle components analyses were then conducted to provide additional support for the alpha estimates.² Once the final selection process was concluded, the final scales were constructed. For all of the attitudinal and orientation scales, higher values represent stronger and typically more positive attitudes.

The descriptive statistics for all of the correctional staff attitude and orientation scales are presented in Table 3. The minimum and maximum values possible vary for each scale. The human orientation scale contained the most items and the greatest possible range in values. For most of the measures, the mean values are greater than the midpoint on the scales indicating that the distribution is slightly skewed toward higher scores. In particular, the mean values on the punitiveness (mean = 13.9), empathy (mean = 15.3), and job satisfaction (mean = 15.1) scales are slightly skewed toward higher scores. The punitiveness scale is most skewed toward higher scores. This suggests that these correctional staff persons, as a whole, may hold more punitive attitudes toward the handling of prisoners or inmates.

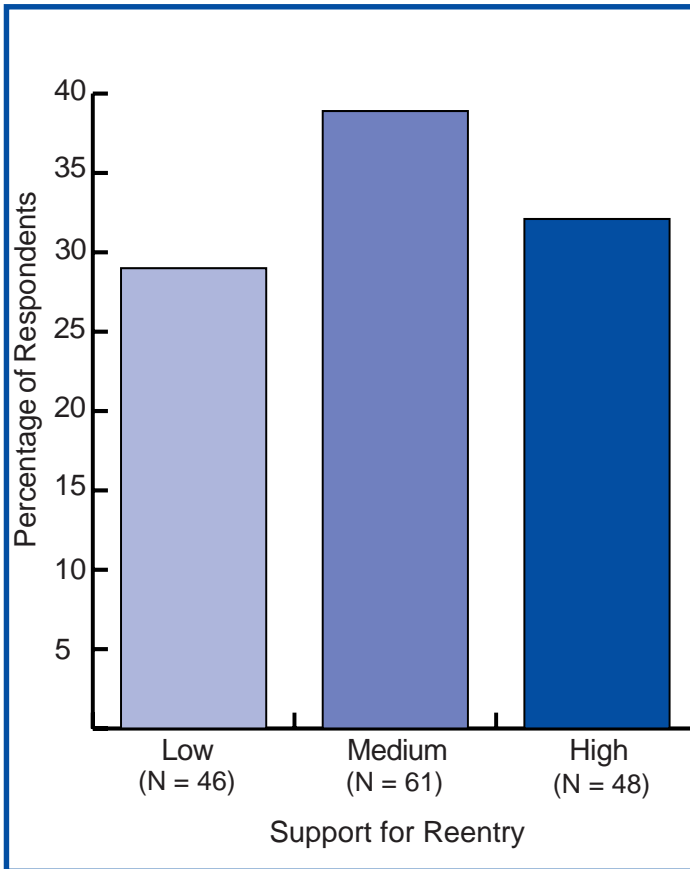
² The principle components analyses utilized a varimax rotation. Eigenvalues were evaluated based on the Kaiser criterion (Kaiser, 1960), along with a scree examination. If any discrepancies existed, the Kaiser criterion was utilized due to its more liberal inclusion of items and the large number of items available in the current data. One exception to this process did emerge. The human orientation scale actually produced two factors with Eigenvalues higher than 1.0 (violating the Kaiser criterion). However, a large increase in Cronbach's alpha was produced by keeping the scale as one (.587 to .675).

On the other hand, the mean values on both the organizational responsivity and LSI-R support scales are slightly lower than might be expected. This denotes that the distribution on these two scales is slightly skewed toward lower scores. As a result, indicating lower support for the LSI-R and less belief on the part of correctional staff that the WVDOC is interested their well-being and committed to staff training and professional development.

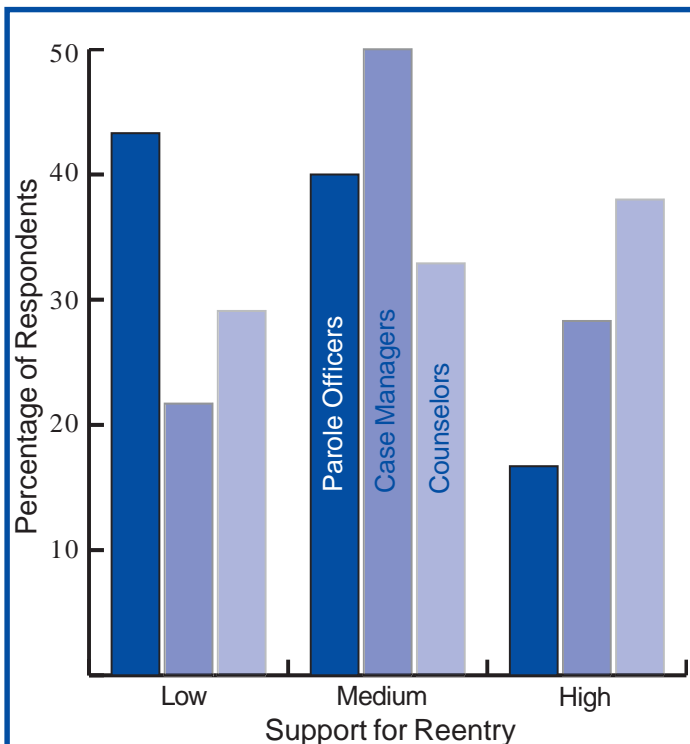
The support for LSI-R scale developed by the authors has the strongest alpha (alpha = .846). This scale examined in the bivariate analyses because of the recent implementation of the Level of Service Inventory-Revised (LSI-R) under the WVORI. Since it is a central component of the newly developed case classification and management system, the LSI-R support scale may be a useful indicator of staff support for the reentry initiative.

Job satisfaction was the second strongest scale (alpha = .824). The job satisfaction scale contained five items. Support for reentry was also found to have a strong reliability estimate (alpha = .789). This scale contained four items and provided the basis for the dependent variable in these analyses. The following section presents the results for this study.

Graph 1. Support for Reentry (N = 162)



Graph 2. Support for Reentry by Correctional Staff Current Employment Position (N = 155)^a



^aDue to the low frequency of "other" correctional staff they were excluded from this analysis (N = 3). Employment position is not known for four of the respondents.

RESULTS

This section seeks to provide answers to the research questions for the study. The initial analyses provide descriptive results regarding the level of support for the reentry initiative among correctional staff. Support for the reentry initiative is examined for the total sample of correctional staff as well as for different occupational subgroups. Since prior research indicates that support for reentry may vary by occupational subgroups, we assess the degree to which support for the reentry initiative varies across different employment positions (e.g., counselors, parole officers, and case managers).

This analysis is followed by an examination that demonstrates how the various demographic, employment, and attitudinal characteristics of correctional staff are related to reentry support. Using analysis of variance (ANOVA), we assess whether there is variation in the mean level of support for reentry across selected demographic and employment characteristics of correctional staff. Moreover, we examine how support for reentry differs based on the correctional orientation of staff. These analyses are followed by a multivariate analysis that allows us to determine the relative importance of each correctional staff characteristics for influencing support for the reentry initiative. But first, we begin with an analysis that illustrates the degree to which there is support for the reentry initiative for the total sample of correctional staff.

Correctional Staff Support for the WV Offender Reentry Initiative (WVORI)

Graph 1 displays the percentage of WVDOC correctional staff that report high, medium, and low levels of support for the reentry initiative. As noted in the previous section, the support for reentry scale has a minimum score of 0 and a maximum score of 20. The mean score is 10.4. For ease of interpretation, the support for reentry scale is collapsed into high, medium, and low categories.

As shown in Graph 1, the results indicate that support for reentry is rather evenly distributed across the different categories for the total sample of correctional staff. The largest proportion of correctional staff report only a moderate level of support for the reentry initiative. Nearly forty percent (39.4%) of correctional staff are categorized as having a medium level of support. However, roughly an equal proportion of correctional staff are represented in the low and high categories for reentry support.

Approximately one-third of the total sample of correctional staff are categorized as having both high and low support for the reentry initiative. Slightly above thirty percent (31.0%) of all correctional staff report a high level of support, compared to 29.7% of the respondents in the low category. While approximately 7 in 10 correctional staff persons have at least a moderate level reentry support, these results reveal that nearly one-third of the staff charged with implementing the reentry activities have a low opinion of the reentry initiative.

Given that prior research suggests that support for correctional programming can vary by occupational subgroup, Graph 2 compares the level of support for reentry across the different employment positions. The results reveal that there is variation in the level of support between subgroups. Simply put, parole officers hold the least favorable attitudes toward reentry while counselors and case managers tend to be somewhat more supportive of the reentry initiative.

Parole officers are clearly the least likely occupational subgroup to support the reentry initiative. As the level of support for reentry moves from low to high, the proportion of parole officers represented in each category decreases rather dramatically. While parole officers represent the majority of correctional staff having low support for reentry at 43.3%, they comprise only 16.7% of correctional staff who highly support the reentry initiative. As a result, parole officers are the least likely group to report high support for reentry.

In contrast, case managers and counselors tend to be highly represented in the medium and high categories for reentry support. While parole officers make up only 56.7% of correctional staff in the medium and high support categories, case managers and counselors comprise 78.3% and 70.9%, respectively. Accordingly, roughly three-quarters of case managers and counselors have at least moderate or high levels of support for the reentry initiative compared to just over one half of parole officers.

Case managers are the most likely occupational subgroup to report a moderate level of support for the reentry initiative. Precisely one half or 50.0% of all case managers report a medium level of reentry support. This is compared to 40.0% of parole officers and 32.9% of counselors. On the other hand, correctional staff employed as counselors are the most likely occupational subgroup to be highly supportive of the WVDOC's reentry efforts. Nearly forty percent (38.0%) of correctional counselors indicate that they have a high degree of support for the reentry initiative. Only 28.3% of case managers and 16.7% of parole officers report a high level of reentry support.

These results are useful for illustrating the overall level of support for the reentry initiative among the total sample of correctional staff as well as by type of employment positions. The results clearly show comparatively low support for the reentry initiative among parole officers. At the same time, however, it is equally evident that a large majority of case managers and counselors have moderate to high levels of support for the initiative. Now we turn to an examination of the various demographic, employment, and attitudinal characteristics of correctional staff and their relationship to reentry support.

Report Highlights...

The largest proportion of correctional staff report a moderate level of support for the reentry initiative.

Nearly one-third of the staff charged with implementing the reentry activities report low support for the reentry initiative.

Parole officers represent the majority of correctional staff who report low support for the reentry initiative at 43.3% and they comprise only 16.7% of correctional staff who report high support for the reentry initiative.

Case managers and counselors comprise 78.3% and 70.9%, respectively of staff reporting high support for the reentry initiative.

Counselors are the most likely occupational subgroup to be highly supportive of the WVDOC's reentry efforts. Nearly forty percent (38.0%) of correctional counselors indicate that they have a high degree of support for the reentry initiative.

Correctional Staff Characteristics and Support for the WV Offender Reentry Initiative (WVORI)

This section offers a comprehensive examination of various correctional staff characteristics thought to influence opinions about correctional programs, including such efforts as the WVORI. The purpose is to identify those characteristics significantly related to different levels of reentry support. A greater understanding of such factors and how they impact support for the reentry initiative, may assist WVDOC program planners in identifying specific groups of correctional staff that are acutely resistant to the implementation of reentry services. Using analysis of variance (ANOVA), the following series of analyses assess the degree to which support for reentry varies by selected demographic, employment, and attitudinal characteristics of correctional staff.

Demographic and Employment Characteristics Associated with Support for the Offender Reentry Initiative

The results of the one-way analysis of variance (ANOVA) for reentry support by demographic and employment characteristics are shown in Table 4. This analysis determines whether there is variation in mean levels of support for reentry by selected demographic and employment characteristics. The following staff characteristics are examined: gender, age, highest degree achieved, field of study, current employment position, length of time working for the WVDOC, and security level of the institutions at which they are employed.

In terms of demographic characteristics, slightly higher mean levels of support for reentry are present for older, female correctional staff persons that have obtained a bachelor's degree or higher in a field outside of criminal justice. As the age of the correctional staff person increases, so does their level of support for the reentry initiative. Correctional staff 39 years old and older have higher mean levels in terms of reentry support compared to younger age groups.

In the same regard, support for reentry appears to increase slightly with education and by field of study. Slightly higher mean levels of support for reentry were found for correctional staff that possessed at least a four-year degree. In addition, correctional staff that hold a degree in fields such as sociology/social work, psychology, and education reported slightly higher mean levels of support for reentry.

In spite of these results, only the difference in support between males and females is statistically significant. The mean level of support for reentry is

much greater for females compared to males. As shown in Table 4, females are significantly more likely than males to indicate that they support the reentry initiative.

Support for the reentry initiative also tends to vary by selected employment characteristics. In particular, the results indicate that support varies considerably by the security level of the institution at which the correctional staff person is employed. Correctional staff working in maximum security level institutions are significantly more likely to support the reentry initiative compared to their counterparts in less secure facilities.

Finally, there are small differences in support for reentry based on the type of job correctional staff perform in their respective institutions. Although not statistically significant at the $p < .05$ probability level, case managers and counselors reported high levels of support for the reentry initiative compared to parole officers. No difference in support is present between correctional staff based on their length of time employed at the WVDOC.

Correctional Staff Orientation and Support for the Offender Reentry Initiative

Table 5 presents the results of the one-way ANOVA for correctional staff attitudes and orientations. Similar to the previous analyses, these results illustrate the degree to which various correctional staff attitudes and orientations are associated with reentry support. To do so, scores on each attitudinal and orientation measure are grouped into high, medium, and low categories. These analyses compare the mean level of support for reentry across each group. Mean levels of support for reentry are assessed across six attitude/orientation measures. These include: level of punitiveness, job satisfaction, human service orientation, support for rehabilitation, empathy, and organizational responsiveness.

Table 5 also displays the percentage of all correctional staff who score high, medium, or low on each of the attitudinal and orientation measures. This descriptive analysis illustrates the percentage of correctional staff that score in high, medium, and low categories across each of the attitudinal measures. This section begins with a discussion of the percent distribution across each measure of correctional staff attitude and orientation.

Analysis of Descriptive Results. A simple examination of the percent distribution of correctional staff across the attitudinal measures yields some interesting results. For instance, the findings show that a vast majority of correctional staff support the use of the Level of Supervision Inventory-Revised (LSI-R) for the management and classification of inmates. Given

Table 4. One-way ANOVA of Support for Reentry by Demographic and Employment Characteristics

	Support for Reentry		
	Mean	SD	N
Demographic characteristics			
<i>Gender</i>			
Male	9.7	5.87	104
Female	11.8	5.20	57
F-ratio		5.000*	Total 161
<i>Age</i>			
24 to 31	9.8	6.66	33
32 to 38	10.3	4.83	51
39 and up	11.2	5.76	66
F-ratio		.714	Total 150
<i>Highest Degree</i>			
Less than Bachelor's Degree	10.1	6.25	52
Bachelor's Degree or Higher	10.7	5.53	102
F-ratio		.313	Total 154
<i>Educational Major</i>			
Criminal Justice	10.4	5.82	65
Other ^a	10.9	5.34	48
F-ratio		.235	Total 113
Employment characteristics			
<i>Current Employment Position</i>			
Parole Officer	8.3	5.62	30
Case Manager	11.4	5.10	46
Counselor	10.3	6.02	79
F-ratio		2.599	Total 155
<i>Length of Time at WVDOC</i>			
Less than 4.9 years	10.2	5.93	46
5 years or more	10.4	5.78	111
F-ratio		.048	Total 157
<i>Security-Level</i>			
Minimum Security	10.2	6.55	18
Medium Security	9.9	5.72	50
Maximum Security	12.9	5.64	29
Other Security ^b	9.2	5.37	49
F-ratio		2.785*	Total 146

* p < .05

^a"Other" includes psychology, sociology, social work, security, education and other majors reported by the respondents.

^b"Other security" refers to staff from institutions with other or mixed security levels and parole officers.

Table 5. One-way ANOVA of Support for Reentry by Correctional Attitudes and Orientations

	Support for Reentry				
	Mean		SD	N	% ^a
Correctional Attitudes and Orientations					
<i>LSI Support</i>					
Low	6.3		4.35	15	14.3
Medium	9.8		5.19	30	28.6
High	13.5		4.63	60	57.1
F-ratio		16.498***		Total 105	100.0
<i>Punitiveness</i>					
Low	6.7		4.98	12	7.6
Medium	10.3		5.77	47	29.7
High	11.1		5.61	99	62.7
F-ratio		3.341*		Total 158	100.0
<i>Job Satisfaction</i>					
Low	7.4		5.29	23	14.4
Medium	9.9		5.75	68	42.0
High	11.7		5.63	69	42.6
F-ratio		5.381**		Total 160	100.0
<i>Human Service Orientation</i>					
Low	8.3		5.32	56	34.6
Medium	10.3		5.62	50	30.9
High	12.5		5.60	56	34.6
F-ratio		8.333***		Total 162	100.0
<i>Support for Rehabilitation</i>					
Low	7.4		5.28	47	34.1
Medium	9.3		5.78	32	23.2
High	13.4		4.66	59	42.8
F-ratio		19.162***		Total 138	100.0
<i>Empathy</i>					
Low	8.3		5.62	29	17.9
Medium	10.1		5.21	66	40.7
High	11.5		6.12	67	41.4
F-ratio		3.388*		Total 162	100.0
<i>Organizational Responsivity</i>					
Low	8.9		5.84	43	26.5
Medium	10.4		5.50	55	34.0
High	12.4		5.51	64	39.5
F-ratio		6.754**		Total 162	100.0

* < .05; ** < .01; *** < .001

The ANOVA is significant (F = 6.754, p = 002) with an alpha of .652. Means are Low (8.87), Medium (10.41) and High (12.42).

^aPercents may not total 100.0 due to rounding.

that the LSI-R is a principal component of the reentry implementation plan and the WVDOC's new case management system, this is an important finding as it relates to the proper implementation of the offender reentry initiative.

The descriptive results in Table 5 further show that most correctional staff report medium to high levels of job satisfaction, but are slightly less convinced of the organizational responsiveness of the WVDOC. For instance, nearly eighty-five percent (84.6%) of correctional staff report at least medium levels of job satisfaction. One half of this eighty-five percent, also report high levels of job satisfaction. However, a smaller percentage of correctional staff are sure of the WVDOC's commitment to the reentry process and goals in terms of staff training, program development and resource allocation (e.g., caseload size, availability of programming, etc.). Roughly one-quarter (26.5%) of all correctional staff scored low on the organizational responsiveness measure.

In term of the general orientation measures of correctional staff, the results indicate that a vast majority of correctional staff have a punitive orientation, but are somewhat empathetic to the role of inmates. Two-thirds (62.7%) of correctional staff scored high on the punitiveness scale, while fewer than ten percent (7.6%) scored low on the punitiveness scale. These results suggest that, for the most part, correctional staff identify with the correctional goals of retribution and punishment. On the other hand, a majority of correctional staff also have compassion for inmates and are willing to advocate to some extent for inmates. Roughly 8 out of every 10 correctional staff had at least medium levels of empathy toward inmates. Over forty percent (41.4%) scored high on this measure of empathy.

Finally, a rather large percentage of correctional staff do not believe in the efficacy of treatment for inmates and are not oriented toward a human service career. Over one-third (34.1%) of all correctional staff score low in terms of their support for rehabilitation as a correctional goal. Likewise, many correctional staff do not identify with a human service orientation. Similar to the results for rehabilitation support, over one-third (34.6%) of correctional staff score low on the human service orientation scale.

Analysis of Variance Results (ANOVA). The primary purpose of the analysis displayed in Table 5 is to determine the extent to which support for reentry varies across the different correctional staff attitude and orientation measures. To do this, we use ANOVA to compare the mean level of reentry support across each category of the independent variable (i.e., attitude and orientation measures). If there are large differences in

the mean levels of support for reentry for each category of any given attitudinal measure (e.g., level of job satisfaction), then we can conclude that level of support for reentry is influenced by that particular correctional staff characteristics.

As shown in Table 5, all of the attitudinal and orientation measures of correctional staff are

Report Highlights...

Females are significantly more likely than males to indicate that they support the reentry initiative.

Correctional staff working in maximum security institutions are significantly more likely to support the reentry initiative compared to their counterparts in less secure facilities.

A vast majority of correctional staff support the use of the Level of Supervision Inventory-Revised (LSI-R) for the management and classification of inmates.

Most correctional staff report medium to high levels of job satisfaction, but are slightly less convinced of the organizational responsiveness of WVDOC to staff training and professional development for the reentry initiative.

A majority of correctional staff (62.7%) scored high on the punitiveness scale.

Roughly 8 out of every 10 correctional staff had at least medium levels of empathy toward inmates. Over forty percent (41.4%) scored high on this measure of empathy.

Over forty percent (42.8%) of all correctional staff scored high in terms of their support for rehabilitation as a correctional goal.

Over one-third (34.6%) of correctional staff scored high on the human service orientation scale.

Table 6. Summary of Correctional Staff Characteristics Associated with Support for Reentry

<i>Factors associated with high support for reentry</i>		
<u>Demographic Characteristics</u>	<u>Employment Characteristics</u>	<u>Correctional Orientation</u>
Female	Maximum Security	High Punitiveness High Job Satisfaction High Human Service Orientation High Support for Rehabilitation High Levels of Empathy High Organizational Responsivity
<i>Factors associated with low support for reentry</i>		
<u>Demographic Characteristics</u>	<u>Employment Characteristics</u>	<u>Correctional Orientations</u>
Male	Medium Security Other Security	Low Punitiveness Low Job Satisfaction Low Human Service Orientation Low Support for Rehabilitation Low Levels of Empathy Moderate Organizational Responsivity

significantly related to reentry support. Thus, support for reentry varies depending on the degree to which correctional staff score high, medium, or low on each of the attitudinal measures. All of the results are in the expected direction, except for level of punitiveness. That is, high scores on all of the attitudinal measures are associated with greater support for reentry. Correctional staff that score high on organizational responsivity, empathy, support for rehabilitation, human service orientation, and job satisfaction are more likely to report supporting the reentry initiative. Unexpectedly, staff that score high on the punitiveness measure are also slightly more likely to support the reentry initiative. Given the degree to which the responses on the punitiveness scale are skewed toward higher scores, however, caution should be used when interpreting these results.

Support for rehabilitation, human service orientation, organizational responsivity, and job satisfaction appear to be particularly influential on reentry support at the bivariate level. Correctional staff that believe in the efficacy of treatment and support it as a correctional goal are significantly more likely to report higher levels of support for reentry. Similarly, greater levels of support for reentry is significantly associated with staff who indicate that they like working with people and tend to identify with a human service career orientation. As a result, it is clear that the degree to which correctional staff support the reentry initiative is significantly related

to their level of support for rehabilitation in general and the extent to which they want to help others.

The results in Table 5 further indicate job satisfaction and the perceived responsivity of the WVDOC to the process and goals of the reentry initiative are also significantly related to support. Simply put, correctional staff that like their jobs are more likely to be supportive of the reentry agenda. Those correctional staff that score high on the job satisfaction scale also have significantly higher levels of reentry support.

In the same regard, correctional staff who believe that the WVDOC is committed to staff in terms of training, professional development, and resources are significantly more likely to support the reentry initiative. As shown in Table 5, staff that score high on the organizational responsivity scale have significantly higher mean levels of support for reentry. High scores on the empathy and punitiveness scales are also associated with support for reentry. As anticipated, those correctional staff that show a willingness to understand the role of inmates and express levels of trust, compassion, and advocacy for prisoners are more likely to support the reentry initiative. On the other hand, the relationship between the punitiveness scale and support for reentry runs counter to what is theoretically expected. This may be due to the relatively small number of correctional staff that scored low on this measure. Thus, caution should be used when interpreting this relationship given the small number of

number of correctional staff who scored low on the punitiveness scale.

Table 6 summarizes the results of the bivariate analysis. Characteristics of correctional staff significantly associated with both high and low support for reentry are grouped by demographic, employment, and attitudinal or orientation categories. As shown in Table 6, gender is the only demographic characteristic significantly related to support for reentry at the bivariate level. Females tend to be associated with high support, while the mean level of support for reentry is much lower for males. In terms of employment characteristics, the security level of the institution is the only significant variable associated with reentry support. Correctional staff employed in maximum security settings are significantly more likely than their counterparts in less secure institutions to support the reentry initiative. Low support for reentry is associated with employees that work in medium security level and lower institutions.

The bivariate results clearly show that support for the reentry initiative is influenced by the individual attitudes and orientations of correctional staff. That is, support for reentry varies considerably depending on the nature of individual attitudes and orientations of correctional staff. For instance, correctional staff who support the notion of rehabilitation, like to work with others, like their job, are empathetic toward inmates, and believe the WVDOC is committed to staff training and professional development are significantly more likely to indicate that they support the reentry initiative. On the other hand, those who do not support rehabilitation as a correctional goal, do not identify with a human service orientation, are less satisfied in their job, are less convinced that the WVDOC is firmly committed to the reentry initiative, and less empathetic to the plight of prisoners are much less likely to support the current initiative.

Impact of Correctional Staff Attitudes on Support for Reentry: A Multinomial Analysis of Outcomes

Although the bivariate results are useful for assessing the degree to which particular staff characteristics are associated with reentry support, they do not tell us which characteristics are most predictive of support – after the effects of all other factors are taken into account. To fully isolate the effects of correctional officer orientation on support for the reentry initiative, it is necessary to control for the influence of both demographic and employment characteristics. This requires the use of multivariate statistical techniques which allow for the assessment of all the attitudinal measures while holding constant the effects

of correctional staff demographic and employment characteristics.

This study uses multinomial logistic regression to assess the relative influence of correctional staff attitudes and orientations on support for reentry. Multinomial logistic regression allows for multiple levels of reentry support to be examined simultaneously. In this case, the degree to which correctional staff indicate low, medium, or high support for the reentry initiative. With the use of multinomial logistic regression, we can assess the relative impact of correctional staff's attitudes and orientation as well as demographic and employment characteristics for each level of reentry support.

The results of the multinomial logistics regression analysis for correctional staff orientation and the other control variables are reported in Table 7. To interpret these findings, it is useful to view the results as a series of binary logistic regressions. Multinomial logistic regression compares multiple groups – in this case different levels of support for reentry – through a combination of binary logistic regressions. For each pair of outcomes (i.e., low versus medium; low versus high support), multinomial regression provides a set of regression coefficients (b). Each regression equation can be used to compute the odds (and probability) that a particular outcome will occur for each correctional

Report Highlights...

Support for rehabilitation, human service orientation, organizational responsiveness, and job satisfaction appear to be particularly influential on reentry support at the bivariate level.

The degree to which correctional staff support the reentry initiative is significantly related to their level of support for rehabilitation in general and the extent to which they want to help others.

Correctional staff who score high on the job satisfaction scale also report significantly higher levels of reentry support.

Correctional staff who believe that WVDOC is committed to staff in terms of training, professional development, and resources are significantly more likely to support the reentry initiative.

Table 7. Multinomial Logistic Regression Analysis of Factors Associated with Support for Reentry

	Low support for reentry versus					
	Medium Support			High Support		
	<i>Exp(b)^a</i>	<i>b</i>	<i>p</i>	<i>Exp(b)</i>	<i>b</i>	<i>p</i>
<i>Demographic Characteristics</i>						
Male ^b	.408	-.898	.099	.370	-.994	.090
Age ^c						
24-31	.316	-1.152	.092	.826	-.191	.792
32-38	1.333	.287	.617	.889	-.117	.857
<i>Employment Position</i>						
Case manager/Counselor ^d	.377	-.975	.163	1.494	.401	.632
<i>Security Level</i>						
Medium security or lower ^e	.245	-1.407	.016	.509	-.675	.261
<i>Length of Service at WVDOC</i>						
Less than 4.9 years ^f	1.166	.154	.782	1.114	.108	.855
<i>Correctional Orientation</i>						
Punitiveness	.977	-.023	.829	.959	-.041	.633
Job Satisfaction	1.042	.041	.315	1.048	.047	.307
Human Service Orientation	1.044	.043	.455	1.110	.105	.134
Support for Rehabilitation	1.118	.111	.074	1.174	.161	.031
Empathy	.960	-.041	.492	1.059	.057	.421
Organizational Responsivity	1.038	.037	.524	1.095	.091	.127

**Model Significance .000, Chi-square = 56.662

***Pseudo R² estimates are as follows: Cox and Snell = .333; Nagelkerke = .375; McFadden = .185.

^a The exponentiated beta or odds ratio refers to the odds of a particular outcome occurring.

^b Referent category is female.

^c Referent category is aged 39 and over.

^d Referent category is parole officer.

^e The category of “medium security or lower” includes the security levels of medium, minimum and community (e.g., the Charleston Work Release and Huntington Work Release).

^f Referent category is 5 years or more.

staff characteristic. That is, each regression equation can be used to examine the likelihood of having low, medium, or high support depending upon the various characteristics of correctional staff (e.g., demographic, employment, and orientation).

For this study, logistic regression coefficients are used to identify the likelihood or odds [Exp(b)] of having low, medium, or high support for the reentry initiative given the characteristics of correctional staff. The interpretation of regression coefficient (b) is based on its ability to distinguish between receiving each outcome (i.e., low, medium, or high support) and the contribution it makes in changing the odds for being in one outcome category versus another. For instance, the odds of

having low support for reentry versus high support for reentry.

Odds [Exp(b)] are simply a comparison of the probability of falling into one group (for instance, low support for reentry) to the probability of not falling into that group. If a given correctional staff characteristic is found to be statistically significant for determining whether a staff person falls into one group versus another, then it can be said that the staff characteristic (e.g., gender, employment position, level of empathy, etc.) significantly changes the odds of that particular outcome occurring.³ The individual logistic regression coefficients (b) signify an increase (+) or decrease (-)

³ Logistic regression tests whether the odds ratio is significantly different from 1.0.

in the odds of being in each group based on level of support for reentry.⁴ A positive regression coefficient (b) indicates that staff with a specific characteristic are more likely to belong to a particular group (low, medium, or high support) rather than the group for which it is being compared. A negative regression coefficient indicates that correctional staff are less likely to belong to a given group as it relates to support for the reentry initiative.

The results of the regression analysis in Table 7 compares medium and high support to having low support for the reentry initiative. The chi-square statistic indicates that the model explains a significant amount of variation in reentry support (Model $\chi^2 = 56.622$; $p < .001$). Simply put, the combined effect of all the staff characteristics in the model do a decent job of explaining why staff have different levels of support for the reentry initiative. The pseudo R^2 estimates further show that the model is able to explain between 19.0% and 38.0% of the variation in reentry support. These results imply that the correctional staff characteristics included in the model, in fact, do help explain differences in the level of reentry support.⁵

The first set of regression coefficients compare the importance of each correctional staff characteristic to the likelihood of having low versus medium support for the reentry initiative. The results reveal that only one correctional staff characteristic significantly distinguishes between medium and low levels of reentry support. Only the security level of the institution in which correctional staff are assigned is a significant predictor of reentry support.

Correctional staff in medium security level institutions or lower are 75.5% less likely to have a moderate level of support for the reentry initiative. On the contrary, correctional staff working in maximum security institutions are over *four times* more likely to have medium levels of support for the reentry initiative compared to their counterparts in lesser security level institutions.⁶ This finding implies that there are large differences in level of support for the reentry initiative across correctional staff working in medium and less

⁴ It is important to note the basic difference between probability and odds. The odds ratio is calculated as the chance of a particular outcome will occur divided by the chance of that outcome not occurring. Probability is the chance a particular outcome will occur as a fraction of the total number of possible outcomes.

⁵ Since the Level of Supervision Inventory (LSI-R) is a central component of the reentry program and not indicative of general attitudes or correctional orientation, it was excluded from the multivariate model. When LSI-R support is included in the model, however, it is a strong and significant predictor of reentry support.

security level institutions versus maximum security prisons.

Other correctional staff characteristics that are not statistically significant based on traditional social science criteria, but show some promise for increasing support for the reentry initiative include: the attitudinal measure of support for rehabilitation, gender, and age.⁷ The findings suggest that correctional staff who support the notion of rehabilitation as a correctional goal are more likely to have a medium level of support for the reentry initiative. The direction of the relationship suggests that as support for rehabilitation increases, so does the odds that correctional staff will fall into the medium versus low category for reentry support. For each unit change in support for rehabilitation, the odds of correctional staff having a medium level of support for reentry increases by 7.4%.

The results further indicate that correctional staff 39 years and older and females have higher levels of support for reentry. Correctional staff 39 years old and greater are over three times more likely to have medium levels of support for reentry compared to staff 31 years of age or less. Similarly, female correctional staff are nearly two and one half times more likely to have a medium versus low levels of support category. Although these results are not statistically significant, they do indicate that younger, male correctional staff are considerably less likely to support the current reentry initiative.

The second column of regression coefficients illustrates the importance of correctional staff characteristics to the likelihood of having low versus high support for the reentry initiative. The security level of the institution in which correctional officers are employed is no longer a significant predictor of reentry support. Support for rehabilitation, however, becomes a significant factor for differentiating between low and high support for reentry. Simply put, correctional staff that support the notion of rehabilitation in general are

⁶ To determine the odds of correctional staff working in maximum security institutions falling into the medium level of reentry support group controlling for the same factors, we take the reciprocal of the odds ratio. That is, $1.0/.245 = 4.082 =$ odds of having medium support for the reentry initiative for correctional staff in maximum security institutions.

⁷ The traditional level of significance or expected error social scientists are willing to tolerate in drawing conclusions from such statistical analyses is .05. When the probability (p) of a result is less than .05, researchers conclude that the result is statistically significant in that the finding is not likely to have occurred by chance alone. For the purposes of this study, however, we also refer to variables that "show promise" when the probability is less than .10.

Report Highlights...

Correctional staff working in maximum security institutions are over four times more likely to have medium levels of support for the reentry initiative compared to their counterparts in lesser security level institutions.

Correctional staff 39 years old and greater are over three times more likely to have medium levels of support for reentry compared to staff 31 years of age and less.

For each unit change in support for reentry, the odds of correctional staff being in the high versus low support category increases by 17.4%.

Females are over two and one half times more likely to report high levels of support for the reentry initiative compared to males.

significantly more likely to indicate high levels of support for reentry. For each unit change in support for reentry, the odds of correctional staff being in the high versus low support category increases by 17.4%. Support for rehabilitation is the only measure of correctional staff attitude or orientation significantly related to reentry support.

Similar to the comparisons between low and medium levels of support for reentry, gender is an important variable for differentiating between low and high levels of support. Although gender is not significant based on traditional social science criteria, it appears that males and females differ considerably in their support for the reentry initiative. Males are 63.0% less likely to fall in the high reentry support category than females. As a result, females are over two and one half times more likely to report high levels of support for the reentry initiative compared to males.

In short, the correctional staff characteristics included in the model explain a significant amount of the variation in the attitudes toward reentry. However, only a few of the individual predictors are either statistically significant or particularly important for influencing support for the reentry initiative. Based on these results, the demographic and employment characteristics of age, gender, and security level of the

institution in which correctional staff are employed show some promise for increasing support for the reentry initiative. Lastly, it appears correctional staff that are oriented toward supporting the notion of rehabilitation as a correctional goal are significantly more likely to report high support for the reentry initiative.

Probability of High Support for Reentry and Correctional Orientation

A benefit to the use of multinomial logistic regression analysis is that the individual regression coefficients can be used to ascertain the likelihood or odds [Exp(b)]. In this case, the likelihood of falling into low, medium, or high reentry support categories for specific correctional staff characteristics. Based on the odds of a particular outcome, however, we can further ascertain the actual probability of an outcome in relation to all other possible outcomes.

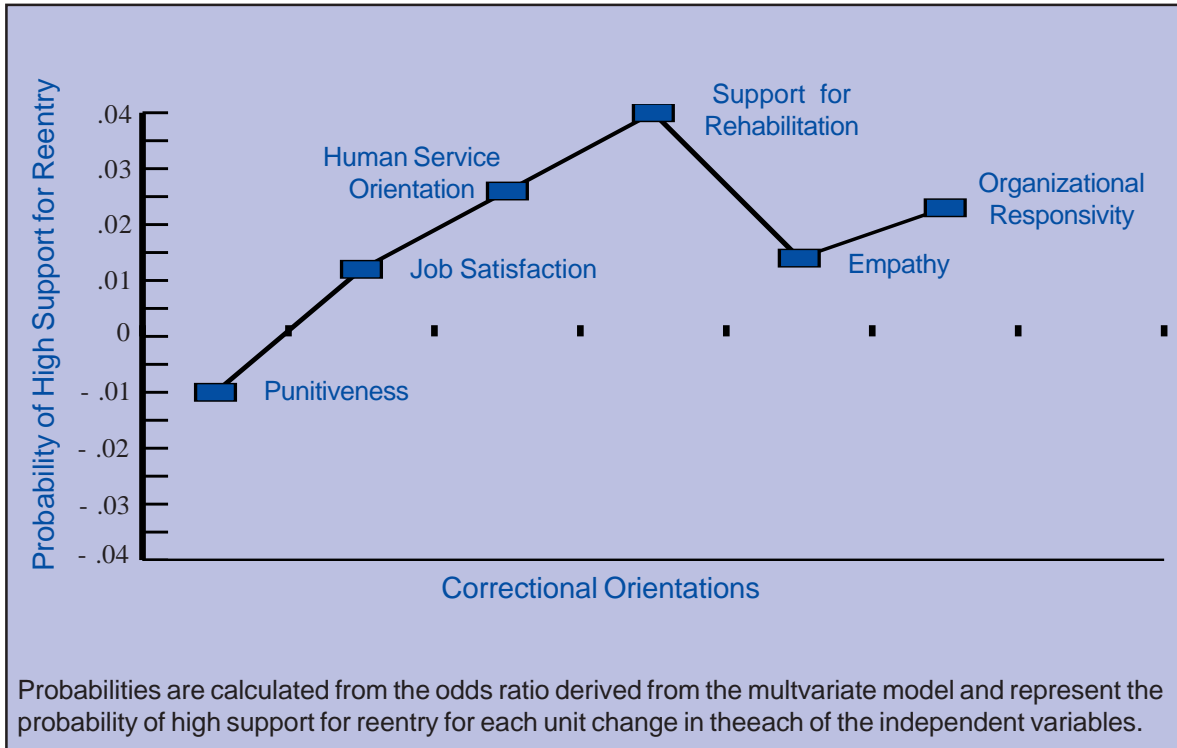
Although most of the attitude and orientation measures for correctional staff are not statistically significant in the multivariate model, all were significant at the bivariate level. Moreover, all of them were associated with reentry support in the expected direction. That is, correctional staff attitudes were related to reentry support as we might expect. For instance, the multinomial regression (as well as the bivariate) results indicated that as job satisfaction and human service orientation increased, so did the likelihood that correctional staff would support the reentry initiative.

To illustrate the importance of such characteristics for changing the likelihood that correctional staff will support the reentry initiative, Graph 3 depicts the probability of highly supporting reentry for each unit change in attitude and orientation.⁸ As shown in Graph 3, the probability of high support for reentry increases for each unit change in 5 of the 6 attitudinal measures. Clearly, high scores on support for rehabilitation, human service orientation, and organizational responsiveness measures are associated with increases in the probability that correctional staff will have a high level of support for the reentry initiative.

For each unit change on the support for rehabilitation scale, the probability of correctional staff being represented in the high support group for reentry increases by 4.0%. Thus, the degree to which correctional workers believe in the efficacy of treatment and support it as a correctional goal is positively

⁸ Hanushek and Jackson (1977) provide the formula for calculating probabilities from odds ratios as $(\text{odds}/\text{odds} + 1) - .50$.

Graph 3. The Probability of High Support for Reentry by Correctional Orientation



associated with support for the reentry initiative. Said differently, as support for the concept of rehabilitation increases among correctional staff, so does their support for the reentry initiative.

Similar to support for rehabilitation, correctional staff that score high on the human service orientation and organizational responsivity scales are also more likely to report high support for the reentry initiative. For each unit change in human service orientation and organizational responsivity measures, the probability of correctional staff highly supporting the reentry initiative increases by 3.0% and 2.0%, respectively.

These results underscore the notion that the more staff like working with people and identify with a human service career orientation, the more probable it is that they will also support the reentry initiative. In terms of organizational responsivity, these findings show that staff's perception of the WVDOC and their commitment to staff training and professional development may be important for influencing attitudes toward the reentry program. For each unit change in correctional staff's perception that the WVDOC is committed to staff well-being, the probability of high support for the reentry initiative increases by 2.0%.

Graph 3 further reveals that job satisfaction and the degree to which staff empathize with the role of inmates can influence the probability of reentry support. For each unit change in these measures, there is a 1.0%

increase in the likelihood that correctional staff highly support the reentry initiative.

In contrast, the degree to which correctional staff hold punitive attitudes toward inmates is inversely related to reentry support. This means that as punitive attitudes increase on the part of correctional staff, the less likely they are to have high support the reentry initiative. As a result, the more staff support the concepts of retribution and punishment as important correctional goals, the less likely they are to report high support for reentry. For each unit change in punitiveness, correctional staff are 1.0% less likely to indicate high support.

Finally, it is important to reiterate the influence of the various demographic and employment characteristics of correctional staff and their role in changing the likelihood of reentry support. Similar conversions of the odds to probabilities for these measures show that males are 23.0% less likely than females to report high support for the reentry initiative. Meanwhile, case managers and counselors are 10.0% more likely than parole officers to denote high reentry support. In the same regard, correctional staff employed in medium security level institutions and lower are 16.0% less likely than their counterparts in maximum security prisons to highly support the reentry initiative. Lastly, correctional staff 31 years of age and younger are 5.0% less likely to support reentry compared to their colleagues 39 years old and older.

DISCUSSION AND CONCLUSIONS

Given that WV has one of the smallest but fastest growing prison populations in the country, the need for improved programming for offenders released from WV state correctional institutions is obvious. Recent research shows that the WV prison population more than doubled in size from 2,110 to 4,758 inmates between 1993 and 2003 (see Lester and Haas, 2005). As a consequence, WV's prison population has grown at a rate considerably higher than the national average.

These trends are expected to continue in the coming years. Based on recent correctional population projections, the WV prison population is forecasted to continue growing at a rate of 3.2% per year over the next decade. The growth in the prison population has resulted in a substantially greater number of inmates being released from WV correctional facilities. Between 2000 and 2004, the number of inmates released from WVDOC custody increased by 61.7% from a total of 1,208 in 2000 to 1,953 in 2004. These figures underscore the need for new and improved offender reentry strategies and reintegration services for serious and violent offenders in the state.

Implemented in mid-2004, the West Virginia Offender Reentry Initiative (WVORI) represents a comprehensive, statewide effort to better prepare offenders for release from prison and assist them as they reintegrate back into their communities. As a product of the Serious and Violent Offender Reentry Initiative (SVORI) at the national level, the WVORI is in response to research that underscores the expansive increase in the number of inmates released from prison each year *and* the proportion of those offenders who will eventually recidivate. Thus, the primary goal of the WVORI is to provide a continuum of services that will better prepare offenders for the transition from prison to home and ultimately reduce recidivism rates among offenders released from WVDOC facilities.

The success of the WVORI, however, is contingent upon proper implementation and service delivery. Simply put, prior research tells us that proper implementation is a *necessary condition* of correctional programs and services that are designed to reduce recidivism (as well as improve employment, housing, health, and other quality of life outcomes for offenders). Thus, it is important for program planners to be aware of the factors that have been shown to impact the implementation of similar correctional programs in previous research. There should also be an effort on the part of program planners to assess the degree to which these factors may be impacting the current WVORI.

To obtain a better appreciation for the factors that may impact implementation of the WVORI, this report is the first in a series of reports designed to convey the results of an ongoing process evaluation. As an initial step toward a comprehensive assessment of the WVORI and its implementation, this report centers on one key aspect known to impact successful program implementation — the attitudes and orientation of correctional staff. In particular, this report examines the impact of staff orientation on support for the WVORI. It is anticipated that this research will assist program planners in identifying specific subgroups of staff uniquely supportive or resistant to the WVORI.

Our results clearly illustrate that not all occupational subgroups of correctional staff are equally supportive of the reentry initiative. Of all correctional staff, parole officers held the least favorable views toward the current initiative. The results revealed that while parole officers represented the majority of correctional staff having low support for reentry at 43.3%, they comprised only 16.7% of correctional staff who highly supported the reentry initiative. Given the importance of parole officers for assisting offenders as they transition from prison life to the community, WVDOC administrators and program planners may want to determine the source(s) for this resistance. Such efforts may assist agency planners in identifying ways to diminish opposition to the initiative across all correctional staff subgroups.

Relative to parole officers, case managers and counselors were found to be much more supportive of the reentry initiative. Nearly three-quarters of case managers and counselors had moderate to high levels of reentry support. Even among these correctional staff, however, counselors were the most likely occupational subgroup to have high support for the WVDOC's reentry efforts. In fact, nearly forty percent (38.0%) of correctional counselors reported high support for the reentry initiative, compared to only 28.3% of case managers and 16.7% of parole officers.

Given that not all correctional staff were uniformly supportive of the WVORI, program planners may want to further investigate the factors that contribute to the high support among correctional counselors as well as low support among parole officers. It might be discovered that specific staff attributes that foster support and/or resistance to reentry may vary by occupational subgroup. For example, these attributes may pertain to specific attitudes and/or orientations or general educational and employment characteristics that separate counselors from the other correctional staff. Identification of such differences may contribute to the development of training modules and curricula that supplant attitudes/orientations or learned practices that run counter to the goals and objectives of the reentry

initiative. In addition, future research should also examine in greater detail how these subgroups differ in terms of attitude/orientation and other background factors such as education and experience.

This report also described correctional staff in terms of both attitudes and orientation and how these characteristics were related to reentry support for the total sample. Directly related to a principal component of the offender reentry implementation plan was the finding that most correctional staff were supportive of the use of the LSI-R for the management and classification of inmates. Moreover, as support for the use of the LSI-R increased, so did the level of support for the reentry initiative. Given the importance of the LSI-R for generating a standardized reentry program plan for offenders, this is an encouraging result for reentry planners. This finding, in effect, indicates that there is little resistance among staff to the implementation of a critical piece of the WVORI.

The results further show differing levels of resistance and support for the reentry initiative based on other attitudinal and orientation measures of correctional staff. In short, those staff who support the notion of rehabilitation, like to work with others, like their job, are empathetic toward inmates, and believe the WVDOC is committed to staff training and professional development are significantly more likely to indicate that they support the reentry initiative. On the other hand, those who do not support rehabilitation as a correctional goal, do not identify with a human service orientation, are less satisfied in their job, are less convinced that the WVDOC is firmly committed to the reentry initiative, and less empathetic to the plight of prisoners are much less likely to support the current initiative.

A particular problem for WVDOC administrators and reentry planners, however, is that a notable proportion of correctional staff actually possess attributes associated with less support for the reentry initiative. For instance, while most correctional staff reported that they were at least moderately satisfied with their jobs, many correctional staff were not convinced of the organizational responsiveness of the WVDOC. That is, many correctional staff were unsure of the WVDOC's commitment to the reentry process and goals in terms of staff training, program development and resource allocation (e.g., caseload size, availability of programming, etc.).

The perception that the agency is not interested in the well-being of staff in terms of training and professional development may manifest itself in the form of resistance to *any* programs deemed to be important by the organization. WVDOC administrators may want to conduct a review of how resources are allocated and identify extant training and resource needs

as they pertain to the delivery of reentry services. Such efforts may help alleviate resistance on the part of some staff and further underscore the importance of improved reentry programming for offenders as a long-term commitment for the agency.

In addition, the results of this study revealed that a large majority of correctional staff had a punitive orientation toward offenders. Moreover, that a rather sizeable percentage of staff did not believe in the efficacy of treatment and many were not oriented toward a human service career. Obviously, these attitudes and orientations run counter to the goals and objectives of the offender reentry initiative and these attributes were found to be associated with less support for the reentry initiative. While our results show that these attitudinal characteristics are moderately related to support for the initiative, the impact of these orientations on support for reentry may vary considerably between parole officers, case managers, and correctional counselors. Thus, future research should explore the degree to which such attitudes impact support for the reentry initiative across the different occupational subgroups. As program planners consider the focus of future workshops, they may consider integrating content designed to offset beliefs that work against reentry support.

Lastly, our findings identified specific factors predictive of reentry support, even after the effects of all other variables were controlled. These factors included: gender, age, security level of the institution, and support for the correctional goal of rehabilitation. To briefly summarize, older female correctional staff employed in maximum security facilities that also supported the notion of rehabilitation as a correctional goal were substantially more likely to report higher levels of reentry support. More resistant staff included younger males working in less secure institutions who did not believe in the efficacy of rehabilitation as a correctional goal.

Based on these results, future efforts to foster support for the reentry initiative on the part of program planners should focus on younger male rather than older female staff. Moreover, it is interesting that correctional staff in maximum security institutions were considerably more likely to report support for the reentry compared to their colleagues in less secure facilities. Program planners should seek to identify any unique environmental factors and/or staff characteristics that separate these facilities and/or staff from other institutions. Finally, our findings illustrate that support for rehabilitation and support for reentry are closely linked. Further efforts should focus on building support for the correctional goal of rehabilitation, which may have the added benefit of increasing support for the programming activities associated with the WVORI.

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