

COMMONWEALTH OF PENNSYLVANIA
PENNSYLVANIA COMMISSION ON CRIME AND DELINQUENCY
3101 North Front Street, Harrisburg, Pennsylvania

**OPERATING STANDARDS FOR
ADULT PROBATION AND PAROLE DEPARTMENTS
IN PENNSYLVANIA**



SECOND EDITION

December 8, 2021

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INTRODUCTION

On June 9, 2021, the Pennsylvania Commission on Crime and Delinquency (PCCD) approved the original set of 81 Operating Standards for Adult Probation and Parole Departments in Pennsylvania. At the December 8, 2021, PCCD approved the 82 Operating Standards as contained herein, and are designated as the "Second Edition", as recommended by the County Adult Probation and Parole Advisory Committee (CAPPAC) in accordance with its obligations as established under Act 114 of 2019 (amending the act of November 22, 1978, P.L.1166, No.274, referred to as the Pennsylvania Commission on Crime and Delinquency Law).

BACKGROUND

Pursuant to its establishment under the CAPPAC, the Standards Subcommittee held its inaugural meeting on October 26, 2020. The Subcommittee's work focused on review and analysis of the 173 American Correctional Association's (ACA) 4th Edition Operating Standards previously adopted by the PA Board of Probation and Parole for County Adult Probation and Parole Field Service Departments. The adopted operating standards were previously reviewed by the Standards Committee established under the County Chief Adult Probation and Parole Officers Association of Pennsylvania (CCAPPOAP). As a result, following elimination of redundancies, language and other provisions deemed not applicable to adult probation departments in Pennsylvania, and after revising certain standards to contain requirements considered essential, (such as adding diversity and inclusion to recruitment efforts, ensuring offender participation in case plan development, specifying training timetables for new and current personnel, emphasizing de-escalation skills training for personnel and others), 81 Operating Standards were recommended to the CAPPAC for consideration and approval. Following the CAPPAC's endorsement in May 2021, the standards were elevated to the Commission for review and approval.

Afterward, the Standards Subcommittee, in cooperation with CCAPPOAP, conducted a thorough reexamination of Standards related to the implementation of evidence-based practices in county adult probation and parole supervision. The purpose was to refine language and wording to further enhance the ability of probation departments and staff to promulgate their own policies, and to execute community supervision of offenders, using a true, best-practices template. Revisions were recommended through the CAPPAC and approved by PCCD on December 8, 2021. Language to eight of the original Operating Standards was improved, and one new Operating Standard was added to the "Offender" Category, for a total of 82 Standards within the Second Edition.

In creating the Second Edition, it was recognized that the previous format of enumeration did not easily accommodate the addition of new Operating Standards, or potential elimination of them, over time. The Operating Standards in this Edition have been reformatted for ease of use. A Conversion Reference Guide has been added, and appears as Appendix A. The guide indicates any changes made between the original and Second Editions.

RATIONALE

These Operating Standards are divided into three major categories: "Community", "Offender", and "Agency". They are focused on effective, evidence-based practices in offender supervision, personnel management, probation/parole officer safety, and operational and organizational management. They are intended to provide reasonable and effective guidelines for County Adult Probation and Parole Departments in Pennsylvania. The language contained in each standard defines the *expected practice*. Following each standard is a listing of *process indicators* (primary and secondary forms of documentation), which explain how a department may demonstrate compliance with the standard. Commentary provided by the department during compliance monitoring may also serve to establish compliance.

A. COMMUNITY

A.1. Partnerships

The agency actively participates in partnerships with individuals, organizations, and agencies to prevent victimization, provide conflict resolution, promote public safety and problem solving through the sharing of information (consistent with applicable law) and education.

Process indicators:

- Policy and Procedure
- CJAB Membership-Participation (membership lists, meeting minutes); demonstrates probation is part of the process; sign off on MOUs with various departments
- Meeting Notes
- Agendas
- Pamphlets
- Brochures
- Reports available to the public
- Public speaking engagements
- Media exposure i.e.: Press Releases, Articles

A.2. Resources

The agency supports efforts to develop community resources that prevent crime.

Process indicators:

- Policy and Procedure
- Reentry Plans/Supervision Plans
- Task force participation
- Collaboration with other Law Enforcement
- Annual Report identifying activities/programs
- Specialized programs/courts

A.3. Public Information

The agency has a public information process that fosters contact with the public and the media. Employees and media representatives are informed of the process.

Process indicators:

- Policy and Procedure
- Newsletters
- Brochures/Pamphlets
- Discussion
- Example of Media Events

A.4. Citizen Complaints

The agency will acknowledge and investigate all written citizen complaints regarding offenders.

Process indicators:

- Policy and Procedure
- Discussion of Process
- Forms used
- Example of investigation requested

A.5. Interns and Volunteers

Intern and volunteer program: There is a system for recruitment (which includes diversity and inclusion of all cultural and socioeconomic segments of the community), selection, documented training/orientation program, term of service, termination of service, and definition of tasks, responsibilities, accountability, and authority of volunteers and interns. Volunteers and interns agree in writing to abide by all agency policies.

Process indicators:

- Policy and Procedure
- Application
- Discussion of Process
- Intern/Volunteer Handbook
- Program description/Duty description
- Orientation/Training materials/documentation
- Discussion of recruitment procedures
- Acknowledgement form

B. OFFENDER

B.1. Mission Statement

The agency's mission statement affirms that the supervision program is to provide necessary services to the offender with the goal of reducing the probability of continued criminal behavior on the part of the offender. The agency's mission statement is reviewed with all staff upon hiring.

Process indicators:

- Mission Statement
- Discussion

B.2. Assessment Process

The agency has an actuarial assessment process that identifies offender programming needs, risk of reoffending, and level of supervision. There are provisions for regular review. The assessment process includes the following:

- **An initial assessment of appropriate offenders using a standardized and validated third generation or newer assessment tool**
- **Referrals for additional assessments or evaluations when needed. (CRN, Drug and Alcohol, MH/ID, sex offender, domestic violence, etc.)**
- **personal interview with the offender**
- **assessment or reassessment results are recorded in the case file and communicated with the offender**

Process indicators:

- Policy and Procedure
- Discussion
- Types of assessment instruments
- Examples of assessment and reassessments

B.3. Category of Supervision

Offenders are placed in the appropriate supervision category within 30 to 60 days of their being assigned to a supervising officer. Offenders are reassessed at least every twelve months or if new circumstances dictate and reassessment reviews are documented in chronological order. Adjustments to the individual case plan are made based on reassessment and are made in accordance with the offender's performance in the community.

Process indicators:

- Policy and Procedure
- Discussion of Process
- Case Plan
- Date of probation/Date assigned supervision level
- Documentation in chronological record of supervision level and changes due to reassessment

B.4. Victim Input

Consistent with law in the jurisdiction, policy defines when and how victim input is sought before a probation/parole officer requests the court or the releasing authority to add, remove, or modify any of the court-ordered special conditions of supervision.

Process indicators:

- Policy and Procedure
- Request for modification
- Court Orders

B.5. Targeted Interventions

Offenders are provided with interventions targeted to those dynamic risk factors identified on the assessment.

Process indicators:

- Discussion
- Special Conditions
- Program Referrals
- Case Plan

B.6. Supervision Strategies

The agency supports supervision strategies and programs that have been scientifically demonstrated to enhance compliance with the court or releasing-authority-ordered conditions, and that reduce criminal behavior, such as use of practices including but not limited to the following:

- **Assess Actuarial Risk/Needs**
- **Enhance Intrinsic Motivation**
- **Target Interventions**
- **Skill Train with Direct Practice (CBT methods)**
- **Increase Positive Reinforcement**
- **Engage Ongoing Community Support**
- **Measure Relevant Processes/Practices**
- **Provide Measurement Feedback**

Process indicators:

- Policy and Procedure
- Case Plan
- Program utilization

B.7. Individualized Case Plan

An individualized case plan is developed for appropriate offenders as determined by the risk and need assessment. This plan is reviewed and approved by a supervisor. The offender receives a copy of the case plan. The case plan includes as appropriate:

- **the appropriate level of supervision as determined by the offender's risk and need**
- **development of goals and objectives that address community safety and offender needs to reduce recidivism**
- **objectives to be met by the offender and the field officer**
- **services that address the offender's needs**

Process indicators:

- Policy and Procedure
- Case Plans
- Offender participation in development of case plan

B.8. Case Plan Development

Staff and offender jointly develop and complete the individualized case plan within 60 days of the completion of the risk and need assessment. The case plan includes measurable criteria of expected behavior and accomplishments, a time schedule for achieving specific objectives and goals, and scheduled progress reviews. The case plan is documented with staff and offender signatures. Any change in an individualized case plan is reviewed and discussed with the offender.

Process indicators:

- Policy and Procedure
- Case Plans (signed)
- Documentation of review including signatures

B.9. Case Plan Review, Reassessments

Agency policy governs the time frame for the review, re-assessment, and modification of the individualized case plan and level of supervision. The offender's progress in achieving objectives is documented.

Process indicators:

- Policy and Procedure
- Assessment forms
- Case notes
- Modified Case Plans

B.10. Closing Summary

A closing summary or a final progress report is prepared that summarizes the performance of the offender during the entire period of supervision. The closing summary or final progress report remains in the offender's supervision record.

Process indicators:

- Policy and Procedure
- Closing Summary

B.11 Conditions of Supervision

Conditions of supervision are explained and furnished in writing to offenders. If a communication problem (such as illiteracy, foreign language) prevents an offender from understanding the conditions, an officer assists in explaining the conditions. Conditions are translated to the language spoken by the offender.

Process indicators:

- Policy and Procedure
- Signed Conditions
- Non-English Conditions
- Resources utilized for non-English speaking offenders
- Discussion

B.12. Violation of Conditions

Alleged violations of the conditions are investigated, and the results are documented in the case record. Substantiated violations are reviewed by the supervisor or as indicated by agency policy.

Process indicators:

- Policy and Procedure
- Violation Reports/Forms
- Supervisory approval of violation reports, warrants, etc.

B.13. Violation Types

In accordance with law and with authorization of the court or releasing authority, agency policy dictates what types of violations must be reported to the court or releasing authority and what types may be resolved internally.

Process indicators:

- Policy and Procedure
- Sanction Process
- Hearing reports

B.14. Warrants for Arrest/Detention

Warrants for the arrest and detention of offenders are only requested upon adequate evidence of:

- **serious and/or repetitive violation of the conditions; or**
- **commission of a new offense, or**
- **risk to public safety posed by the offender's continued presence in the community.**

Process indicators:

- Policy and Procedure
- Discussion of Process
- Arrest reports

B.15. Notification of Probable Cause Hearing

The offender is notified in writing of the probable cause hearing at least three days in advance. The notice includes the time and place of the hearing, and the offender's right to:

- **disclosure of evidence**
- **present evidence and favorable witnesses**
- **confront adverse witnesses**
- **effective assistance of counsel, appointed if indigent**
- **request postponement of the hearing**

Process indicators:

- Policy and Procedure
- Notice of Hearing/Rights
- Continuance/Waiver forms

B.16. Conducting Probable Cause Hearing

Administrative staff or a field officer may, at the request of the releasing authority, conduct the probable cause hearing and make findings as to the probable cause for revocation.

Process indicators:

- Policy and Procedure
- Discussion

B.17. Alternatives to Revocation/Incarceration

When violations occur, alternatives to revocation and incarceration are considered and utilized to the extent that public safety allows.

Process indicators:

- Policy and Procedure
- Discussion of Sanctioning Process/Alternatives
- Violation reports

B.18. Absconders: Continued Supervision

When permitted by law, absconders who have committed no new crimes and who do not pose an undue public safety risk, may be continued under supervision in the community.

Process indicators:

- Policy and Procedure
- Court Orders
- Violation reports/recommendations

B.19. Community Residential Centers

The supervising agency encourages the use of community residential centers for pre-release programs and for crisis situations.

Process indicators:

- Policy and Procedure
- Discussion

B.20. Assistance to Offenders

Assistance to Offenders:

- **The agency maintains a current inventory of community agencies, Re-entry coalitions and/or Specialists that provide financial and other assistance to offenders. This inventory is readily available to field staff and offenders.**
- **The agency devotes specific resources to assist employable offenders in finding suitable employment.**
- **The agency supports the enrollment and support of offenders in educational programs and vocational training.**

Process indicators:

- Policy and Procedure
- Community Agency Directory
- Discussion
- Annual report

B.21. Drug Testing

If the agency conducts drug testing, policies are provided for collecting, processing, and disposing of samples, interpreting results, and responding to violations. The policy should include chain-of-custody and preservation-of-evidence procedures.

Process indicators:

- Policy and Procedure
- Confirmation reports
- Chain of Custody report

B.22. Graduated Responses to Compliance/Non-compliance

The agency has a series of graduated and proportionate responses to address compliance and non-compliance with conditions of supervision.

Process indicators:

- Policy and Procedure
- Response to Compliance Process
- Response to Non-compliance Process

B.23. Victim Restitution

The agency places priority on services and opportunities that encourage offenders to make restitution to the victim(s) of their crime(s) and/or to the community.

Process indicators:

- Policy and Procedure
- Restitution Payment records
- Verification of Community Service

B.24. Grievance Procedure

A grievance procedure that includes at least one level of appeal is available to all offenders. The grievance procedure is evaluated at least annually to determine its efficiency and effectiveness. The quantity and nature of offender grievances are aggregated and analyzed annually. All offenders are informed of the grievance program available to them at the time of the initial interview.

Process indicators:

- Policy and Procedure
- Discussion
- Grievance Procedure
- Method of conveying process to offender i.e.: conditions, handbook, etc.
- Documentation of any Grievances

B.25. Consideration of Employment and Other Appointments

The Agency will develop a policy around visits with offenders and incorporating the use of technology where appropriate. Consideration and accommodation will be given for, but not limited to, employment, education and health related matters when scheduling offender contacts.

Process indicators:

- Policy and Procedure
- Discussion

C. AGENCY

C.1. Entry Level Requirements

An entry level probation or parole officer possesses a minimum of a bachelor's degree or has completed a career development program that includes work-related experience, training, or college credits providing a level of achievement that is equivalent to a bachelor's degree.

Process indicators:

- Policy and Procedure
- Job description
- Staff records

C.2. Criminal Records Checks

In accordance with state and federal laws, a criminal record check is conducted on all new or prospective employees, contract personnel, interns, and volunteers to ascertain whether there may be criminal convictions that would affect job performance or delivery of services.

Process indicators:

- Policy and Procedure
- CLEAN log

C.3. Physical Examination for Use of Force/Arrest Power

Employees whose jobs involve use of force or include power of arrest receive a physical examination prior to job assignment to show they can successfully perform the essential functions of this job.

Process indicators:

- Policy and Procedure
- Staff records

C.4. Screening Prior to Authorization to Carry Weapons

All personnel authorized to carry a weapon other than a chemical agent receive a medical/physical evaluation, a mental health screening, and substance abuse testing prior to being issued such a weapon. All new full-time employees receive at least 40 hours of orientation before undertaking assignments. Orientation includes at a minimum the following: orientation to the mission goals, policies, and procedures of the agency; orientation to the working conditions and regulations; office and field safety instruction, to include de-escalation training; instruction on employees' rights and responsibilities; education on the code of ethics; an overview of the criminal justice system and the particular job requirements.

Process indicators:

- Policy and Procedure
- Staff records
- Orientation Checklist
- Training Plan
- Employee Manual

C.5. Training Program Coordination and Review

The agency's training program for all employees is specifically planned, coordinated, and supervised by a qualified employee at the supervisory level, and is reviewed annually.

Process indicators:

- Policy and Procedure
- Discussion
- Job Descriptions
- Annual review report
- Designated Individual

C.6. Training Program Needs Assessment/Updates

Training programs are based on needs assessment and a job/task analysis, incorporate measurable performance-based learning objectives, and are updated annually.

Process indicators:

- Policy and Procedure
- Training Records
- Training Surveys
- Syllabuses

C.7. Agency Trainers

At a minimum, full-time agency training personnel complete a 40-hour train-the-trainers course. All persons who deliver training receive instruction in adult learning theory.

Process indicators:

- Policy and Procedure
- Training Curriculum or Training Plans
- Instructor Certification
- Training Records

C.8. Training Curriculum Content

The training curriculum is developed based on clear, concise, and measurable written statements of intended learning outcomes. The content and instructional methods selected for a training program are consistent with the stated learning objectives, sequenced to facilitate learning, and incorporate strategies to evaluate the learning.

Process indicators:

- Policy and Procedure
- Lesson Plans
- Syllabus

C.9. Assessment/Review by Agency Administrator

The agency administrator annually assesses personnel needs and plans for recruitment, training and staff development.

Process indicators:

- Policy and Procedure
- Discussion
- Budget Requests

C.10. Training Plan Development/Implementation

The agency develops and implements a comprehensive training plan that describes the methods to be used to ensure that each staff member, intern, and volunteer has the needed knowledge, skills, and abilities to perform his or her assigned duties. The training plan is reviewed at least annually and is updated as needed.

Process indicators:

- Policy and Procedure
- Training needs assessment
- Training records
- Discuss process for review

C.11. Supervisory/Management Training

All newly appointed supervisors and managers receive supervisory training within one year of their appointment with an Introductory Level Course to be completed within 90 days of assignment to a supervisory/management position. This training covers at a minimum the following areas: supervisory skills, diversity/equity/inclusion/cultural competency/bias; general management; labor law; employee-management relations; relationships with other service agencies, and evidence-based practices for effective offender intervention. Forty hours of relevant training is received each year thereafter.

Process indicators:

- Policy and Procedure
- Training records

C.12. Clerical/Support Staff Training

All clerical/support employees receive 16 hours of training during their first year of employment and at least 16 hours of training each year thereafter.

Process indicators:

- Policy and Procedure
- Training records

C.13. Training Timetable: Minimum Requirements

All probation/parole officers and other professional employees receive 10 hours of training during the first 30 days after their appointment and 30 hours of training in the following 6 months with a mandate of 40 hours of annual training each year thereafter.

Process indicators:

- Policy and Procedure
- Training records

C.14. Part-time Employee Training

All part-time employees working less than 35 hours per week receive training appropriate to their assignment.

Process indicators:

- Policy and Procedure
- Training records

C.15. Training Program Oversight

The agency shall designate a person(s) to oversee the administrative function of the agency's training programs to ensure that training needs and goals are attained.

Process indicators:

- Policy and Procedure
- Training evaluations

C.16. Professional Development

The agency encourages employees to attend professional meetings, seminars, and similar work-related activities and provides administrative leave and/or reimburses employees for expenses connected with these activities.

Process indicators:

- Policy and Procedure
- Documentation of meetings/seminars attended i.e.: agendas, seminar outline, etc.
- Training records

C.17. Firearms/Other Weapons: Written Policy

The agency has written policy that outlines the authorization, training, use, safety, care and revocation of firearms and other less lethal weapons.

Process indicators:

- Policy and Procedure
- Training Curriculum
- Training Records

C.18. Defensive Tactics Training

The agency provides mandatory annual self-defense/defensive tactic training based on staff work assignment. The training is mandatory for all field officers and any staff authorized by law to effect arrests.

Process indicators:

- Policy and Procedure
- Training Curriculum
- Training Records

C.19. Case Reviews

The agency systematically conducts case reviews with field staff to ensure that agency goals and statewide strategic plan goals are achieved.

Process indicators:

- Policy and Procedure
- Discussion of review process
- Supervision case review forms
- Other relevant records i.e.: case management system

C.20. Firearms/Other Weapons: Situational Carry/Use Policies

Where officers are authorized to carry firearms and/or less lethal weapons in the performance of their duties, policy specifies those situations where agency personnel may carry and use these weapons.

Process indicators:

- Policy and Procedure
- 18 Pa. C.S.A. Section 501 and Section 508
- 61 Pa. C.S.A. Chapter 63
- Discussion

C.21. Use of Force: Written Policy/Training/De-escalation Skills

The agency has written policy that guides the use of force. Officers are trained annually on the use of force continuum and their duty to intercede and report observations of another officer using unreasonable force. Officers are trained annually on de-escalation skills.

Process indicators:

- Policy and Procedure
- Firearms Policy
- Inspection records
- Training records
- Use of Force Policy

C.22. Training Prior to Issuance of Firearms/Other Weapons

Prior to the issuance of a firearm or other less lethal weapon, the agency shall provide training to ensure that officers are proficient in the use of each weapon to include the completion of all certification requirements as designated by the agency and as designated by applicable law.

Process indicators:

- Policy and Procedure
- Course Syllabus
- Training records

C.23. Revocation of Authorization to Carry Firearms/Other Weapons

A supervisor may revoke the authorization to carry a firearm and/or less lethal weapon when reasonable cause exists. If the weapon belongs to the agency, it is seized and secured.

Process indicators:

- Policy and Procedure
- Discussion

C.24. Physical/Pharmacological Conditions Affecting Abilities/Performance

Officers notify the agency of physical and pharmacological conditions that could affect the ability to perform their duties or carry a firearm and/or less lethal weapon safely. The agency takes steps consistent with law with respect to such disclosure and adopts and implements necessary procedures to safeguard such information.

Process indicators:

- Policy and Procedure
- Discussion
- Drug-testing policy

C.25. Use of Force Continuum: Training/Implementation

All officers are trained to implement the use-of-force continuum/matrix that is authorized by the agency. Training addresses the practices and use of equipment authorized by the agency as well as de-escalation techniques.

Process indicators:

- Policy and Procedure
- Use of Force Policy
- Curriculum
- Training records

C.26. Office Safety Plan

The agency has an office safety plan that includes training, office configuration, and public contact.

Process indicators:

- Policy and Procedure
- Observation of office layout

C.27. Field Safety Plan

The agency has a field safety plan that includes communication with the agency and/or other law enforcement agencies.

Process indicators:

- Policy and Procedure
- Methods i.e.: two-way radio, cell phone, etc.
- Observation

C.28. Pre-arrest Briefing

A pre-arrest briefing is conducted prior to a planned arrest, with all officers and other law enforcement agencies participating in the action.

Process indicators:

- Policy and Procedure

C.29. Actions Required to Locate Absconders

The types of action required to locate and recover absconders are specified by the agency and are disseminated to all staff members.

Process indicators:

- Policy and Procedure
- Police or NCIC notifications
- Warrant process

C.30. Searches/Chain of Custody/Seized Items/Evidence Preservation

Agency policy and statute 42 Pa. C.S.A. 9912 governs the search of offenders, the chain of custody, the disposition of seized items, and preservation of evidence.

Process indicators:

- Policy and Procedure
- Confiscation reports
- Requests for disposition of property
- Court Orders

C.31. Confidentiality

The agency ensures confidentiality of information, consistent with state and federal laws and regulations. Staff, contractors, interns, volunteers and others who work with offenders are trained in and agree, in writing, to abide by confidentiality requirements.

Process indicators:

- Policy and Procedure
- Release of information forms
- Confidentiality Agreement

C.32. Agency Function/Responsibility Defined

Responsibilities and functions of the agency are specified by law or are administratively defined.

Process indicators:

- Policy and Procedure
- Mission Statement
- 42 Pa C.S.A. Section 2302

C.33. Agency Administration/Organizational Chart

The agency is administered by a single administrative officer whose authority, responsibility, and function are specified by law or whose role is administratively defined by the parent organization and is represented through an organizational chart.

Process indicators:

- Policy and Procedure
- Organizational chart
- Job description

C.34. Mission Statement/Goals and Objective/Policies: Administrative Oversight

The agency administrator ensures that the preparation of a mission statement, measurable goals and objectives, and policies are reviewed at least annually and updated, if needed. The agency submits changes to their governing authority annually.

Process indicators:

- Policy and Procedure
- Mission statement
- Annual report with goals and objectives
- Discussion
- Budget

C.35. Mission Statement/Goals and Objective/Policies: Staff Participation

All levels of staff participate in the development and review of the organizational mission, goals, policies, procedures, rules and regulations.

Process indicators:

- Policy and Procedure
- Documentation of staff participation
- Staff meeting minutes
- Annual report

C.36. Agency Goals and Objectives: Internal Assessment

There is an internal system for assessing and documenting achievement of agency goals and objectives. They are reviewed at least annually, and program changes are implemented in response to findings as necessary.

Process indicators:

- Policy and Procedure
- Method of internal monitoring
- Program audit reports

C.37. Internal Monitoring of Operations and Programs

There is an internal system to monitor operations and programs at least annually through inspections and reviews by the agency administrator or designated staff.

Process indicators:

- Policy and Procedure
- Annual report
- Discussion
- Method of assessing operations and programs

C.38. Annual Reports

The agency administrator publishes a report at least biennially that includes goals, objectives, outcome measurements, programs, budget, major developments, and plans. The report also describes services furnished to the courts, releasing authority, offenders and the community.

Process indicators:

- Policy and Procedure
- Annual report

C.39. Equipment

Staff is provided with equipment necessary to perform their assigned duties. All equipment is maintained in good working order and is replaced, as needed. There is a review of needs at least annually.

Process indicators:

- Policy and Procedure
- Discussion
- Inventory form
- Disposal form
- Life cycle replacement plan
- Purchase orders
- Budget requests

C.40. Agency Administrator: Authority/Responsibilities Defined

The qualifications, authority, tenure and responsibilities of the agency administrator are specified by law, rules or regulations, or are otherwise administratively defined.

Process indicators:

- Policy and Procedure
- Job description

C.41. Agency Administrator: Qualifications

The qualifications of the agency administrator are specified in writing by the appointing authority and include, at a minimum, a bachelor's degree, five years of related experience, and demonstrated administrative ability and leadership.

Process indicators:

- Policy and Procedure
- Job description

C.42. Collaboration with Colleges/Universities

The agency collaborates with colleges and universities to provide educational opportunities, internships and research.

Process indicators:

- Policy and Procedure
- Intern Handbook
- Research projects or agreements
- Training projects

C.43. Written Performance Reviews

There is a written performance review of all employees that is based upon defined criteria and is reviewed and discussed with the employee. This review includes an appraisal of the knowledge, skills, and abilities that are required for each employee's job assessment, and identification of additional education or training that is needed.

Process indicators:

- Policy and Procedure
- Employee Performance Review

C.44. Funds Collected from Offenders: Oversight

When funds are collected from offenders, the agency administrator ensures the appropriate collection, safeguarding, and disbursement of all monies, consistent with law, policies, and directives. Staff is trained in these processes.

Process indicators:

- Policy and Procedure
- Discussion

C.45. Use of Case Management System

The agency uses a case management system that permits for data collection, dissemination in reports for use in evaluation, research, and organization management.

Process indicators:

- Policy and Procedure
- Type of system used
- Discussion of case management use
- Method of collection i.e.: case management system, manual spreadsheets, etc.
- Annual report summarizing activities

C.46. Collaboration with Other Law Enforcement Agencies

Consistent with law and regulations, the agency collaborates with other justice system agencies and human service agencies in information gathering, exchange, and standardization. Agency policy dictates what information can be accessed and disseminated.

Process indicators:

- Policy and Procedure
- Efforts in collaborations i.e.: Meeting minutes
- Example of agencies i.e.: Criminal justice advisory boards, human services agencies, JNET, correctional facilities

C.47. Personnel Policy Manual: Content/Availability

There is a personnel policy manual that covers the following subjects as a minimum:

- **Organizational chart**
- **Recruitment procedures**
- **Equal employment opportunity provisions/laws**
- **Job qualifications, descriptions and responsibilities**
- **Basis for determining salaries**
- **Benefits, holidays, leave and work hours**
- **Personnel records**
- **Employee evaluation**
- **Staff development including in-service training**
- **Sexual harassment and hostile work environment regulations and laws**
- **Promotion**
- **Physical fitness policy**
- **Retirement, resignation and termination**
- **Laws and Rules relating to political activities**
- **Employee-management relations**
- **Disciplinary procedures**
- **Grievance procedures**
- **Insurance and professional liability requirements**

A copy of this manual is available to each employee, changes are provided to all employees.

Process indicators:

- Policy and Procedure
- County Human Resource Manual
- Employee Handbook

C.48. Employee Access to Personnel File

Employees have access to and are permitted to challenge information in their personnel file and have it corrected or removed if it is proven inaccurate.

Process indicators:

- Policy and Procedure
- Union agreements

C.49. Use of Force Policy

Physical force is used only in instances of justifiable self-defense, protection of others, and in accordance with appropriate statutory authority. Only reasonable and necessary force is employed.

Process indicators:

- Policy and Procedure
- Use of Force Policy/Continuum
- Incident reports

C.50. Use of Force: Reporting

All incidents involving use of physical force are reported fully, promptly, and in writing to administrative staff for their information and review. All injuries are treated promptly and reported in writing.

Process indicators:

- Policy and Procedure
- Incident reports

C.51. Transportation of Offenders

When probation/parole officers transport offenders, the officers are equipped with authorized restraining and vehicle-safety equipment and are trained in transport procedures before being allowed to transport.

Process indicators:

- Policy and Procedure
- Equipment inventory or observation
- Training curriculum
- Training records

C.52. Critical Incidents

The agency has a process for immediate response, investigation, and further action and support in the event of a critical incident involving any employee.

Process indicators:

- Policy and Procedure
- Critical incident protocol
- Critical incident report form
- Discussion of critical incident

Appendix A: Conversion Reference Guide

Original Operating Standard Number	CATEGORY Operating Standards for Adult Probation and Parole Departments in Pennsylvania	SECOND EDITION Operating Standard Number	Comments
	A. COMMUNITY		
1	Partnerships	A.1.	No change
2	Resources	A.2.	No change
3	Public Information	A.3.	No change
4	Citizen Complaints	A.4.	No change
5	Interns and volunteers	A.5.	No change
	B. OFFENDER		
6	Mission Statement	B.1.	No change
7	Assessment Process	B.2.	Language revised
8	Category of Supervision	B.3.	Language revised
9	Victim Input	B.4.	No change
10	Targeted Interventions	B.5.	Language revised
11	Supervision Strategies	B.6.	Language revised
12	Individualized Case Plan	B.7.	Language revised
13	Case Plan Development	B.8.	Language revised
14	Case Plan Review, Reassessments	B.9.	Language revised
15	Closing Summary	B.10.	No change
16	Conditions of Supervision	B.11.	No change
17	Violation of Conditions	B.12.	No change
18	Violation Types	B.13.	No change
19	Warrants for Arrest/Detention	B.14.	No change
20	Notification of Probable Cause Hearing	B.15.	No change
21	Conducting Probable Cause Hearing	B.16.	No change
22	Alternatives to Revocation/Incarceration	B.17.	No change
23	Absconders: Continued Supervision	B.18.	No change
24	Community Residential Centers	B.19.	No change
25	Assistance to Offenders	B.20.	No change
26	Drug Testing	B.21.	No change
27	Graduated Responses to Compliance/Non-compliance	B.22.	Language revised
28	Victim Restitution	B.23.	No change
29	Grievance Procedure	B.24.	No change
N/A	Consideration of Employment and Other Appointments	B.25.	NEW
	C. AGENCY		
30	Entry Level Requirements	C.1.	No change
31	Criminal Records Checks	C.2.	No change
32	Physical Examination for Use of Force/Arrest Power	C.3.	No change
33	Screening Prior to Authorization to Carry Weapons	C.4.	No change
34	Training Program Coordination and Review	C.5.	No change
35	Training Program Needs Assessment/Updates	C.6.	No change

36	Agency Trainers	C.7.	No change
37	Training Curriculum Content	C.8.	No change
38	Assessment/Review by Agency Administrator	C.9.	No change
39	Training Plan Development/Implementation	C.10.	No change
40	Supervisory/Management Training	C.11.	No change
41	Clerical/Support Staff Training	C.12.	No change
42	Training Timetable: Minimum Requirements	C.13.	No change
43	Part-time Employee Training	C.14.	No change
44	Training Program Oversight	C.15.	No change
45	Professional Development	C.16.	No change
46	Firearms/Other Weapons: Written Policy	C.17.	No change
47	Defensive Tactics Training	C.18.	No change
48	Case Reviews	C.19.	No change
49	Firearms/Other Weapons: Situational Carry/Use Policies	C.20.	No change
50	Use of Force: Written Policy/Training/De-escalation Skills	C.21.	No change
51	Training Prior to Issuance of Firearms/Other Weapons	C.22.	No change
52	Revocation of Authorization to Carry Firearms/Other Weapons	C.23.	No change
53	Physical/Pharmacological Conditions Affecting Abilities/Performance	C.24.	No change
54	Use of Force Continuum: Training/Implementation	C.25.	No change
55	Office Safety Plan	C.26.	No change
56	Field Safety Plan	C.27.	No change
57	Pre-arrest Briefing	C.28.	No change
58	Actions Required to Locate Absconders	C.29.	No change
59	Searches/Chain of Custody/Seized Items/Evidence Preservation	C.30.	No change
60	Confidentiality	C.31.	No change
61	Agency Function/Responsibility Defined	C.32.	No change
62	Agency Administration/Organizational Chart	C.33.	No change
63	Mission Statement/Goals/Objective/Policies: Admin. Oversight	C.34.	No change
64	Mission Statement/Goals/Objective/Policies: Staff Participation	C.35.	No change
65	Agency Goals and Objectives: Internal Assessment	C.36.	No change
66	Internal Monitoring of Operations and Programs	C.37.	No change
67	Annual Reports	C.38.	No change
68	Equipment	C.39.	No change
69	Agency Administrator: Authority/Responsibilities Defined	C.40.	No change
70	Agency Administrator: Qualifications	C.41.	No change
71	Collaboration with Colleges/Universities	C.42.	No change
72	Written Performance Reviews	C.43.	No change
73	Funds Collected from Offenders: Oversight	C.44.	No change
74	Use of Case Management System	C.45.	No change
75	Collaboration with Other Law Enforcement Agencies	C.46.	No change
76	Personnel Policy Manual: Content/Availability	C.47.	No change
77	Employee Access to Personnel File	C.48.	No change
78	Use of Force: Justifiable; Reasonable and Necessary	C.49.	No change
79	Use of Force: Reporting	C.50.	No change
80	Transportation of Offenders	C.51.	No change
81	Critical Incidents	C.52.	No change