

ICPSR 27382

**Criminal Justice Drug Abuse
Treatment Studies (CJ-DATS):
National Criminal Justice
Treatment Program (NCJTP)
Survey in the United States,
2002-2008**

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S4A: Survey of Correctional, Probation, and
Parole Staff, Codebook

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NCJTP: S4A Codebook

Missing Value Codes: Unless otherwise noted in the Values column of the codebook, missing values are coded as follows:

Missing Value	Explanation
-7	Unknown
-6	Varies
-5	Not Applicable
-4	Multiple Response
-3	Missing
-2	Don't Know
-1	Refused

VARIABLE NAME	FORMAT	VARIABLE LABEL	VALUES
BGR_ID	F8.2	S3A BGR ID	
S4AQ1	A50	What is the Exact Title of Your Position	
S4AQ2	F8.2	How Long Have You Worked in Your Current Job?	
S4AQ3	A50	What is the Title of Your Supervisor	
S4AQ4	F11	Does your Supervisor Work in this Facility/Location?	(1)Yes (2)No
S4AQ5A	F1	Rotating Shift	(0)No (1)Yes
S4AQ5B	F1	Day	(0)No (1)Yes
S4AQ5C	F1	Evening	(0)No (1)Yes
S4AQ5D	F1	Night	(0)No (1)Yes
S4AQ5E	F1	Weekends	(0)No (1)Yes
S4AQ5F	F1	Other	(0)No (1)Yes
S4AQ5FS	A50	Specify Other Hours You Work	
S4AQ6	F11	What Population(s) Does Your Agency Serve	(1)Adults only (2)Juveniles only (3)Adults and Juveniles
S4AQ7A	F1	Governor/Chief Executive	(0)No (1)Yes
S4AQ7B	F1	Commissioner/Director of Corrections/Secretary	(0)No (1)Yes
S4AQ7C	F1	Other Executive Agency Director	(0)No (1)Yes
S4AQ7D	F1	Deputy Director of Corrections	(0)No (1)Yes
S4AQ7E	F1	Administrative Judge/Judiciary	(0)No (1)Yes
S4AQ7F	F1	Other (Specify)	(0)No (1)Yes
S4AQ7FS	A50	Specify Other Central Office Administration	
S4AQ7G	F1	Treatment Agency Board of Directors	(0)No (1)Yes
S4AQ7H	F1	Treatment Agency Director	(0)No (1)Yes
S4AQ7I	F1	Regional Clinical Director in Community	(0)No (1)Yes
S4AQ7J	F1	Social Work Manager	(0)No (1)Yes
S4AQ7K	F1	Program Manager	(0)No (1)Yes

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S4AQ7L	F1	Case Management Supervisor	(0)No (1)Yes
S4AQ7M	F1	Services Supervisor	(0)No (1)Yes
S4AQ7N	F1	Other(Specify)	(0)No (1)Yes
S4AQ7NS	A50	Specify Other Health Services Administration	
S4AQ7O	F1	Regional/Local Director of Corrections	(0)No (1)Yes
S4AQ7P	F1	Other Regional/Local Director	(0)No (1)Yes
S4AQ7Q	F1	Warden/Facilities Director	(0)No (1)Yes
S4AQ7R	F1	Assistant Warden	(0)No (1)Yes
S4AQ7S	F1	Hearing Officer Supervisor	(0)No (1)Yes
S4AQ7T	F1	Case Management/ Treatment Accountability for Safer Communities (TASC)	(0)No (1)Yes
S4AQ7U	F1	Other (Specify)	(0)No (1)Yes
S4AQ7US	A50	Specify Other Regional/Local Administration	
S4AQ7NA	F1	Number 7 Not Answered	(0)No (1)Yes
S4AQ8S	A50	Specify Other Level of Education	
S4AQ9A	F1	Business	(0)No (1)Yes
S4AQ9B	F1	Criminal Justice	(0)No (1)Yes
S4AQ9C	F1	Law	(0)No (1)Yes
S4AQ9D	F1	Medicine	(0)No (1)Yes
S4AQ9E	F1	Political Science	(0)No (1)Yes
S4AQ9F	F1	Psychology	(0)No (1)Yes
S4AQ9G	F1	Sociology	(0)No (1)Yes
S4AQ9H	F1	Social Work	(0)No (1)Yes
S4AQ9I	F1	Other (Specify)	(0)No (1)Yes
S4AQ9S	A50	Specify Other Degree Fields	
S4AQ10A	F1	Prisons/Jails	(0)No (1)Yes
S4AQ10B	F1	Law Enforcement	(0)No (1)Yes
S4AQ10C	F1	Prosecution	(0)No (1)Yes
S4AQ10D	F1	Substance Abuse Treatment	(0)No (1)Yes
S4AQ10E	F1	Probation/Parole	(0)No (1)Yes
S4AQ10F	F1	Military	(0)No (1)Yes
S4AQ10G	F1	Health Provider	(0)No

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			(1)Yes
S4AQ10H	F1	Social Work	(0)No (1)Yes
S4AQ10I	F1	Other (Specify)	(0)No (1)Yes
S4AQ10IS	A50	Specify Other Organization or Work Settings	
S4AQ11	F11	Gender	(1)Female (2)Male (99)Not Answered
S4AQ13S	A50	Specify Other Race	
S4AQ14A	F1	I am an Appointed Official/Employee	(0)No (1)Yes
S4AQ14B	F1	I am a Volunteer	(0)No (1)Yes
S4AQ14C	F1	I am in Recovery	(0)No (1)Yes
S4AQ14D	F1	I am a Civil Servant	(0)No (1)Yes
S4AQ14E	F1	I am a Contractual Employee	(0)No (1)Yes
S4AQ15	F11	Indicate the Setting in Which You Work	(1)Jail (2)Prison (3)Other Institutional Corrections (4)Probation/Parole Facility (5)Other Community Correcton (6)Halfway House (7)Community-based Program (8)Other
S4AQ15S1	A50	Specify Other Setting	
S4AQ16A1	F1	Substance Abuse Treatment: During My Career	(0)No (1)Yes
S4AQ16A2	F1	Substance Abuse Treatment: Currently Work with at this Facility/Location	(0)No (1)Yes
S4AQ16B1	F1	Work Release/Job Training or Readiness: During My Career Measurement Level: Scale	(0)No (1)Yes
S4AQ16B2	F1	Work Release/Job Training or Readiness: Currently Work with at this Facility/Location	(0)No (1)Yes
S4AQ16C1	F1	Education, GED: During My Career	(0)No (1)Yes
S4AQ16C2	F1	Education, GED: Currently Work with at this Facility/Location	(0)No (1)Yes
S4AQ16D1	F1	Life Skills and/or Criminal Thinking: During My Career	(0)No (1)Yes
S4AQ16D2	F1	Life Skills and/or Criminal Thinking: Currently Work with at this Facility/Location	(0)No (1)Yes
S4AQ17A	F1	None Provided	(0)No (1)Yes
S4AQ17B	F1	Was Provided a Manual or Other Document Describing the program	(0)No (1)Yes
S4AQ17C	F1	Met with the Program Administrator or a Volunteer to Learn about the	(0)No (1)Yes

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		Program	
S4AQ17D	F1	Attended a ½ to 1 Day Workshop on the Program	(0)No (1)Yes
S4AQ17E	F1	Attended a Workshop for Two or More Days on the Program	(0)No (1)Yes
S4AQ17F	F1	Attended a Workshop for Two or More Days on the Program with the Program's Treatment Staff	(0)No (1)Yes
S4AQ17G	F1	Other (Specify)	(0)No (1)Yes
S4AQ17GS	A50	Specify Other Amount of Training Received	
S4AQ18A	F1	Case Management	(0)No (1)Yes
S4AQ18B	F1	Housing Assistance	(0)No (1)Yes
S4AQ18C	F1	Mental Health Counseling	(0)No (1)Yes
S4AQ18D	F1	Family Therapy or Counseling	(0)No (1)Yes
S4AQ18E	F1	HIV/AIDS Testing and/or Counseling	(0)No (1)Yes
S4AQ18F	F1	Child Care	(0)No (1)Yes
S4AQ18G	F1	Legal Assistance	(0)No (1)Yes
S4AQ18H	F1	Crisis Intervention	(0)No (1)Yes
S4AQ18I	F1	Counseling for Co-Occurring Disorders	(0)No (1)Yes
S4AQ18J	F1	Medical Care	(0)No (1)Yes
S4AQ18K	F1	Other (Specify)	(0)No (1)Yes
S4AQ18KS	A50	Specify Other Service	
S4AQ19A	F1	Good Time Credits	(0)No (1)Yes
S4AQ19B	F1	Certificate of Completion	(0)No (1)Yes
S4AQ19C	F1	Graduation Ceremony	(0)No (1)Yes
S4AQ19D	F1	Praise	(0)No (1)Yes
S4AQ19E	F1	Tokens/Points Redeemable for Material Items	(0)No (1)Yes
S4AQ19F	F1	Other (Specify)	(0)No (1)Yes
S4AQ19FS	A50	Specify Other Incentive	
S4AQ20A	F1	Extra Work Duty	(0)No (1)Yes
S4AQ20B	F1	Extra Homework/Written Response	(0)No (1)Yes
S4AQ20C	F1	Wearing Signs	(0)No (1)Yes
S4AQ20D	F1	Time Outs/Hot Seats	(0)No (1)Yes
S4AQ20E	F1	Loss of Privileges/ Points	(0)No (1)Yes
S4AQ20F	F1	Report to Court/Parole Boards	(0)No (1)Yes
S4AQ20G	F1	More Time Added to Sentence	(0)No

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			(1)Yes (0)No (1)Yes
S4AQ20H	F1	Terminations from Treatment	(0)No (1)Yes
S4AQ20I	F1	Other (Specify)	(0)No (1)Yes
S4AQ20IS	A50	Specify Other Sanction	
S4AQ21	F11	In Your Estimation How Often are Program Activities Interrupted Because of Security or Facility Procedures	(1)Never (2)Occasionally (3>About half the time (4)Most of the time (5)All of the time (6)Unsure
S4AQ22A	F11	Computer Information Systems are Essential for Tracking Offenders' Assessment History and Their Involvement in Programs	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ22B	F11	Realistically, Offenders Have Very Few Strengths Upon Which to Build an Effective Treatment Plan	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ22C	F11	Seriousness of the Current Offense Should be the Primary Determinant in Considering Type of Treatment	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ22D	F11	Treatment Cannot Address the Offender's Motivation for Change	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ22E	F11	It is Important for Prison Treatment Programs to Invest in Efforts to Link Inmates to Community-Based Programs That They Can Attend After Their Release	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ22F	F11	Investing Time in Learning a Computer Information System is Not Worth	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ22G	F11	People Who Use Drugs and People Who Sell Drugs Should Get the Same Treatment	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ22H	F11	Counselors Working With Offenders After They Return to the Community Should Know About the Treatment Provided to Inmates in Prison	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ22I	F11	Inmates Who Complete an Intensive	(1)Strongly disagree

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		Prison Treatment Program Generally Won't Need Further Treatment in the Community	(2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ22J	F11	It is Necessary to Formulate a Comprehensive and Individualized Assessment of Each Offender's Situation, Needs, and Goals	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ22K	F11	The Main Function of Computer Information Systems is for Supervisors to Keep Track of Line Staff	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ22L	F11	It is Not the Treatment Program's Responsibility to Motivate Offenders to Change Their Behavior	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ22M	F11	It is Impractical for Treatment Programs to Provide Services that are Tailored to Individual Offenders	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ22N	F11	Offenders can Only Really be Helped if They Come to the Program Motivated and Ready for Treatment	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ22O	F11	All Substance0Abusing Offenders Should Participate in the Same Treatment Regimen	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ23A	F11	We have Few Difficulties in Adequately Staffing Our Facility/Location	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ23B	F11	We Have Trouble Retaining Highly Competent Staff in this Facility/Location	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ23C	F11	Our Staff Frequently Say That They are Overworked and/or Don't Have Enough Time to Get Done What They need to Do.	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ23D	F11	We Have Enough Staff to Meet the Needs of This Facility/Location	(1)Strongly disagree (2)Disagree (3)Neither agree nor

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			disagree (4)Agree (5)Strongly agree
S4AQ23E	F11	Our Staff Lack Access to the Training and Development Programs They Need	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ23F	F11	Our Staff Integrate New Knowledge and Techniques into Their Work to Improve the Way in Which Services are Provided	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ23G	F11	Our Staff Stay Current with New Techniques that Relate to Their Jobs	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ23H	F11	The Training and Development Programs for Our Staff are of Very High Quality	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ23I	F11	Attending Training and Development Programs is Made a Priority for Our Staff	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ23J	F11	We Have Funding Available to Introduce New Programs and/or Initiatives if They are Needed	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ23K	F11	We Have Had to Cut or Significantly Reduce Programs and/or Services Due to Funding Constraints	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ23L	F11	We Would Significantly Expand/Enhance Certain Programs and/or Services if Funding were Available	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ23M	F11	Our Physical Facilities are Designed to Meet the Specific Needs of Most of the Important Services and Programs We Run	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ23N	F11	Our Offices and Other Facilities are Well Maintained and Kept Fully Functional	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree

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			(5)Strongly agree
S4AQ23O	F11	We Have the Necessary Physical Space for the Services and Programs We Run	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ23P	F11	We Have Computer and information Technology Tools/Resources to Efficiently Access Offender Records	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ23Q	F11	Our Staff Feel Very Comfortable Using Computers and Information Technology Tools to Do Their Jobs	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ23R	F11	Our Staff Lack the Computer Skills Necessary to Proficiently Access Offender Records	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ23S	F11	We Regularly Integrate New Services, Programs, and/or Initiatives into Our Operations at This Facility/Location	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ23T	F11	Our Programs, Services, and/or Initiatives are Designed to Address Multiple Offender Needs	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ23U	F11	We Have a High Level of Coordination Across Units, and/or Departments When it Comes to Delivering Services and Programs to Offenders	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ23V	F11	We Have Significant Challenges in Generating the Necessary Political Support for Important Priorities, New Programs, and/or Initiatives for Offenders	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ23W	F11	We Have the Support We Need From Communities for Important Priorities, New Programs, and/or Initiatives for Offenders	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree
S4AQ23X	F11	We Have Extensive Collaborations/ Partnerships with External Groups (e.g., Outside Service Providers) That Facilitate Important Priorities, New Programs, and/or Initiatives for Offenders	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly agree

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S4AQ24A	F11	Do You Work in a Substance Abuse Treatment Program?	(1)Yes (2)No
S4AQ24B	A50	If Yes, What is the Name of this Program? If You Work in More than One Program, Enter the Name of the Program with the Largest Daily Population	
S4AQ25	F11	Which of the Following Best Describes the Program or Treatment Unit in Which You Work?	(1)Substance abuse Education only (2)SA program where offenders attend 1 to 4 hours per week (3)SA program where offenders attend up to 25 hours/week (4)SA day program that offenders attend 40 hours/week or more (5)Methadone treatment program (6)Therapeutic community, segregated offenders (7)Therapeutic community, non-segregated (8)Self-help/NA only (9)Other substance abuse treatment (10)Do not know
S4AQ25S	A50	Specify Other Substance Abuse Treatment	
S4AQ26	F11	Please Check if Your Program Operates Within Any of the Following Facilities or Units:	(1)Boot camp (2)Day reporting facility (3)Reentry/transition facility (4)Work release facility (5)Substance abuse treatment facility/ unit (6)Other facility/ unit not serving general population offenders (7)Drug court (8)Other facility/ unit serving community corrections offenders (9)None of the above
S4AQ26S1	A50	Specify Other Facility	
S4AQ27A	F11	Is This Program Specifically Designed to Meet the Needs of a Particular Client/Offender Population?	
S4AQ27B1	F1	Males Only	(0)No (1)Yes
S4AQ27B2	F1	Females Only	(0)No (1)Yes
S4AQ27B3	F1	Pregnant Women of Women with Children	(0)No (1)Yes
S4AQ27B4	F1	Youthful Offenders (18 to 25 year olds)	(0)No (1)Yes
S4AQ27B5	F1	Adolescents	(0)No (1)Yes
S4AQ27B6	F1	Spanish-language Speakers	(0)No (1)Yes
S4AQ27B7	F1	African-Americans	(0)No

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			(1)Yes (0)No (1)Yes
S4AQ27B8	F1	Co-Occurring Clients (Mental Health & Substance Abuse)	(0)No (1)Yes
S4AQ27B9	F1	Heroin Addicts	(0)No (1)Yes
S4AQ27B10	F1	Sex Offenders	(0)No (1)Yes
S4AQ27B11	F1	HIV/AIDS	(0)No (1)Yes
S4AQ27B12	F1	Homeless	(0)No (1)Yes
S4AQ27B13	F1	Other Special Population	(0)No (1)Yes
S4AQ27B13S	A50	Specify Other Special Population	
S4AQ28A	F11	Assessing Offender Problems and Needs	(1)No need (2)Minimal need (3)Moderate need (4)Great need (5)Very great need
S4AQ28B	F11	Increasing Offender Participation in Treatment	(1)No need (2)Minimal need (3)Moderate need (4)Great need (5)Very great need
S4AQ28C	F11	Improving Rapport with Offenders	(1)No need (2)Minimal need (3)Moderate need (4)Great need (5)Very great need
S4AQ28D	F11	Working Effectively with Different Racial or Ethnic Groups	(1)No need (2)Minimal need (3)Moderate need (4)Great need (5)Very great need
S4AQ28E	F11	Providing Counseling for Offenders' Mental Health Problems	(1)No need (2)Minimal need (3)Moderate need (4)Great need (5)Very great need
S4AQ28F	F11	Providing HIV/AIDS Counseling for Offenders	(1)No need (2)Minimal need (3)Moderate need (4)Great need (5)Very great need
S4AQ28G	F11	Using Passive Restraint with Juvenile Offenders	(1)No need (2)Minimal need (3)Moderate need (4)Great need (5)Very great need
S4AQ28H	F11	Working with Staff in Other Units/Agencies	(1)No need (2)Minimal need (3)Moderate need (4)Great need (5)Very great need
S4AQ28I	F11	Understanding and Dealing with Security Issues	(1)No need (2)Minimal need (3)Moderate need (4)Great need (5)Very great need
S4AQ29	F11	How Often Do you Participate in Updating the Treatment Plans of	(1)Never (2)Occasionally

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		Clients/Offenders in the Program	(3)About half of the time (4)Often (5)Always
S4AQ30A	F11	In Prison (1-10)	
S4AQ30B	F11	In Community (1-10)	
S4AQ31A	F11	Education/GED	(1)Much less important (2)Slightly less important (3)Same as substance abuse treatment (4)Slightly more important (5)Much more important
S4AQ31B	F11	HIV/AIDS Counseling and/or Treatment	(1)Much less important (2)Slightly less important (3)Same as substance abuse treatment (4)Slightly more important (5)Much more important
S4AQ31C	F11	Mental Health Counseling	(1)Much less important (2)Slightly less important (3)Same as substance abuse treatment (4)Slightly more important (5)Much more important
S4AQ31D	F11	Vocational Training	(1)Much less important (2)Slightly less important (3)Same as substance abuse treatment (4)Slightly more important (5)Much more important
S4AQ31E	F11	Life Skills	(1)Much less important (2)Slightly less important (3)Same as substance abuse treatment (4)Slightly more important (5)Much more important
S4AQ31F	F11	Transitional Housing	(1)Much less important (2)Slightly less important (3)Same as substance abuse treatment (4)Slightly more important (5)Much more important
S4AQ31G	F11	Work Assignments or Work Release (in Prison/Jail)	(1)Much less important (2)Slightly less important (3)Same as substance abuse treatment (4)Slightly more important (5)Much more important
S4AQ31H	F11	Community Service	(1)Much less important (2)Slightly less important (3)Same as substance abuse treatment (4)Slightly more important (5)Much more important
S4AQ31I	F11	Criminal Thinking	(1)Much less important (2)Slightly less important (3)Same as substance abuse treatment (4)Slightly more important (5)Much more important
S4AQ31J	F11	Job Placement	(1)Much less important (2)Slightly less important

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			(3)Same as substance abuse treatment (4)Slightly more important (5)Much more important
S4AQ32A	F11	Make Sure Criminals Get Effective Treatment for Addictions and Other Problems While They're in Prison/Jail, or on Supervision in the Community	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ32D	F11	Use the "Eye for an Eye, Tooth for a Tooth" Principle	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ32E	F11	Deter Future Offenders by Severely Punishing Criminals Who are Caught	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ32F	F11	Provide Criminal with Treatment to Address Addiction, Mental Health Problems, or Other Problems	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ32G	F11	Make Sure that the Treatment Provided is Matched to the Offender's Needs	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ32H	F11	Keep Criminals in Prison/Jail where They Can't Bother Law Abiding Citizens	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ32I	F11	Provide More Treatment, Jobs, and Educational Programs to Address Problems that Often Contribute to Crime	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ32J	F11	Keep Drug Users in Prison/Jail and Off the Streets	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ32K	F11	Punish Addicts in Prison/Jail to Stop Them From Using Drugs	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ32L	F11	Deter Future Criminal by Severely Punishing Drug Users who are Caught and Convicted	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree

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			(4)Agree (5)Strongly Agree
S4AQ33A	F11	I am Quite Proud to be Able to Tell People who it is That I Work For	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ33B	F11	What this Organization Stands for is Important to Me	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ33C	F11	I Work for an Organization That is Incompetent and Unable to Accomplish its Mission	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ33D	F11	I feel a Strong Sense of Belonging to this Organization	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ33E	F11	I Feel like "Part of the Family" at this Organization	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ33F	F11	The People I Work for do not Care About What Happens to Me	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ33G	F11	This Organization Appreciates My Accomplishments on the Job	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ33H	F11	This Organization Does All that it Can to Recognize Employees for Good Performance	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ33I	F11	My Efforts on the Job are Largely Ignored or Overlooked by this Organization	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ33J	F11	Trying to Get this Job Done is a Very Frustrating Experience	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree

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S4AQ33K	F11	Being Frustrated Comes with This Job	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ33L	F11	Overall, I Experience Very Little Frustration in This Job	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ33M	F11	There is a Shared Understanding of the Changes Needed to Help Our Facility/Location Achieve its Long-Term Goals	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ33N	F11	There are Discussions Involving Staff About the Vision for Our Facility/Location Organization and Ways to Achieve it	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ33O	F11	We Have Well-Defined Performance Outcomes and Specific Plans in Place for How to Achieve Them	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ33P	F11	Managers and Staff Periodically Meet and Talk About What is Working Well and What isn't to Improve Our Performance	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ33Q	F11	Opportunities are provided for Staff to Attend Training or Other Development Opportunities	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ33R	F11	Learning New Knowledge and Skills and Using Them in Your Job is Highly Valued by Supervisors and Managers	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ33S	F11	Staff are Comfortable Promoting Different Ideas or Suggestions, Even if They Conflict with Established Policy or Practice	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ33T	F11	Managers are Open and Willing to Try New Ideas or Ways of Doing Things	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ33U	F11	Staff are Generally Comfortable Discussing Mistakes, Errors, or	(1)Strongly disagree (2)Disagree

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		Problems with Supervisors and Managers	(3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ34A	F11	Is Able to Get Others to be Committed to His/Her Vision for this Facility/Location	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ34B	F11	Leads by "Doing" Rather than Simply by "Telling"	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ34C	F11	Gets People to Work Together for the Same Goal	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ34D	F11	Insists on Only the Best Performance	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ34E	F11	Takes the Time to Carefully Listen to and Discuss People's Concerns	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ34F	F11	Suggests New Ways of Looking at How We do Our Jobs	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ34G	F11	Gives Special Recognition to Others' Work When it is Very Good	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ34H	F11	Provides Well-Defined Performance Goals and Objectives	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ34I	F11	Stays Well Informed in What is Being Done in My Work Group	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ34J	F11	Provides Us with the Necessary Resources and Assistance We Need to get Our Work Completed	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree

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			(4)Agree (5)Strongly Agree
S4AQ35A	F11	I've Pretty Much Given up Trying to Make Suggestions for Improvements	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ35B	F11	Changes to the Usual Way of Doing Things at this Facility/Location are More Trouble than They are Worth	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ35C	F11	When We Try to Change Things here They Just Seem to go From Bad to Worse	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ35D	F11	Efforts to Make Improvements in This Facility/Locations Usually Fail	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ35E	F11	It's Hard to be Hopeful About the Future Because People Have such Bad Attitudes	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ36A	F11	I feel Concerned for Treatment Staff if They are Under Pressure	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ36B	F11	I Understand the Problems that Treatment Staff Face in Their Jobs	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ36C	F11	Treatment Staff in this Facility/Location are Doing the Best They can given the Circumstances	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ36D	F11	The Treatment Staff Here Work as Hard as We Do	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ36E	F11	Treatment Staff Play an Important Role in This Facility/Location	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree

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S4AQ36F	F11	Treatment Staff Make Realistic Demands on Corrections Staff	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ36G	F11	Treatment Staff Here Work Very Well with Corrections Staff	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ36H	F11	The Corrections Staff at this Facility/Location Work Hard to Make Sure that Substance Treatment Services are Provided in an Effective Manner	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ36I	F11	Treatment Staff Here Have Respect for Corrections Staff and Value What we do	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ37A	F11	The Different Activities of Corrections and Treatment Staff Around Here Together When it Comes to Providing Offenders Substance Abuse Treatment Services	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ37B	F11	Staff from Various Interrelated Departments in this Agency make an Effort To Avoid Creating Problems or Interfering with each Other's Duties and Responsibilities	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ37C	F11	People from Different Departments who Have to Work Together do Their Jobs Properly and Efficiently Without Getting in Each Other's Way	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ37D	F11	Things Run Smoothly When it Comes to Providing Offenders with Substance Abuse Treatment Services	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ37E	F11	There is Good Coordination Between My Unit and Others With Whom I need to Coordinate	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ37F	F11	Staff From Different Departments in this Agency Work Well Together	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ37G	F11	Staff From Other Departments Help out Treatment Staff in Ways that	(1)Strongly disagree (2)Disagree

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		Keep Things Running Smoothly	(3)Neither agree nor disagree (4)Agree (5)Strongly Agree
S4AQ37H	F11	Staff From Different Departments Work Together to Solve Problems Involving Substance Abuse Treatment Services as They arise	(1)Strongly disagree (2)Disagree (3)Neither agree nor disagree (4)Agree (5)Strongly Agree
SITETYPE	F11	Type of Facility	(1)Community Corrections (2)Treatment (3)Prison (5)Unknown/Mixture
AGECODE	F11	Population Served	(1)Adults Only (2)Juveniles Only (3)Adults and Juveniles