

National Association of Probation Executives EXECUTIVE EXCHANGE

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PRESIDENT'S MESSAGE

As one calendar year ends and another begins, we often take stock both personally and organizationally of our accomplishments, our disappointments, and our goals for the future. Unfortunately, very few individuals actually establish and implement action plans to go with those goals. Without those plans and ways of measuring progress with data and facts, success eludes us. This is true whether it is a personal goal to strengthen our ethics or an organizational goal to further enhance public safety.

This past year has been a challenging one for our profession. Many of our colleagues, particularly those in Texas, Louisiana, Mississippi, Alabama, and Florida, have suffered incredible losses personally and yet have maintained their active commitment to public safety in their jurisdictions and to caring for others in their communities. Certainly, their personal and organizational goals for 2006 will be impacted by the disasters they have survived in 2005. This is a time for us to consider whether our goals should be impacted by those disasters as well. We may need to re-visit our disaster recovery plans, dust off the Y2K plans and revise them for other possible disasters, and/or review our critical incident response training and plans to include natural disasters. More importantly, we should include on-going support for our colleagues, both financial and personal, in 2006.

A second area of challenge for our profession in 2005 was ethics. We have seen an unprecedented number of legal and ethical violations by members of our profession. Michael Josephson, in his Commentary 440.2 (Character Counts! Network), "Delusions of Grandeur," suggested that in addition to or in lieu of any resolutions about physical fitness for 2006 that we adopt a "Be a Better Person" fitness program to tone up our character and strengthen our ethics. This is worth our

consideration both personally and organizationally. Probation has increased our focus on measurable outcomes, on evidence-based practices, and on doing what the public values. Clearly, one thing valued by the public is public servants who do the right thing — legally, morally, and ethically. This must be true of probation professionals.



In addition to a "Be a Better Person" fitness program, we may also want to consider a "Be a Better Leader" fitness program. This is an opportunity for all of us to grow as servant-leaders. Robert K. Greenleaf describes two extreme types of leaders. One is a leader-first; the other is a servant-first. He says in *Servant Leadership—A Journey into the Nature of Legitimate Power and Greatness* that the one who is a servant-first makes certain "...that other people's highest priority needs are being served. The best test, and difficult to administer, is this: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?"

This passage caused me to think not only about the impact of my leadership with those I work most directly with but also about all those who have recently experienced disaster and those who are now receiving relief efforts as well as those who are not. It also caused me to think about *repairing harm* in a much broader sense than crime. Community justice requires that offenders repair the harm they have done. Perhaps there is a larger harm that has been done within our society, in terms of the results of poverty and racism, which we as servant-leaders must do more to address.

The disasters of 2005 have reminded us all that things can change in an instant. We have opportuni- *continued p. 2*

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ties to lead our organizations in our preparation for disaster and critical incidents. We also have opportunities to lead our organizations in our response to others who experience tragedy and disaster. Doing this, while maintaining our current level of service and financial giving within our own community, requires us to *do more*. By responding to these

challenges and investing in the leadership development of others, we can grow as servant-leaders.

Cheryl K. Townsend
President

NATIONAL ASSOCIATION OF PROBATION EXECUTIVES

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CRISIS AND RESPONSE: A NEED FOR ETHICAL LEADERSHIP IN COMMUNITY CORRECTIONS

by

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For years we found questionable the practice of requiring probation and parole officers and other social service providers to attend mandatory training on ethics. We viewed this practice as dubious because we believed persons engaged in the delivery of human services were responding to a calling, a higher purpose, and, by the very nature of their work, they did not require training on ethical behavior. In addition, most of the training on ethics we have observed was pedagogically defective in that the presenters dryly discussed the difference between right and wrong, quoted language from regulations and statutes, or attempted to "preach" to those in attendance.

Based on an emerging body of knowledge, coupled with research conducted during a three month period, we have, regrettably, abandoned our view that ethics training is unnecessary. Furthermore, it is our view that the entire issue of ethical conduct needs to be revisited.

Actual Cases

For the past several months we have subscribed to a service through the search engine "Google" that provided us with current news items — both in the print and electronic media — on a variety of subjects. Some of the subjects we searched on a daily basis were the terms "probation," "probation officer," "parole," "parole officer," and "juvenile justice" which provided us with accounts of innovative probation programs; who was placed on probation and why; whose probation was revoked; the activities of "domestic diva" Martha Stewart and "grunge rocker" Courtney Love; which colleges and universities were on probation, usually for violations involving their athletic programs; and who had been named chief probation officer in a given jurisdiction.

Unfortunately, this service also provided information that did not speak well of the community corrections profession. During a three month period — between the middle of August and the middle of November, 2005 — Google and other search engines highlighted the following news stories:

- **August 17, 2005: *Belleville News-Democrat* (Illinois), "Probation supervisor will see other side."**

According to the newspaper report, on December 6, 2003, while serving as Deputy Chief Probation Officer for Madison County, the accused was arrested for fleeing police due to a minor traffic violation. When stopped, he resisted arrest and a police officer used a stun gun to subdue him. During a search, police found less than a tenth of a gram of cocaine in his pants pocket. In April 2004 he resigned his position with the department following 28 years of service. On August 16, 2005, he was placed on two

years probation for possession of cocaine. Assuming he complies with the terms of his probation, "the felony will be erased from his record." In addition, "he also may be able to draw a county pension."

- **August 17, 2005: *The Daily Star* (Oneonta, New York), "Probation officer suspended after DWI charge."**

An Otsego County probation officer has been suspended without pay after being charged with driving while intoxicated. The alleged offense occurred on August 10, 2005, at about 12:10 AM, when the vehicle driven by the officer, who had been employed by the department since 1997, collided with another automobile. She was suspended from her job the following day. The department's director, said, "I think this incident underscores the fact that alcohol can be a problem affecting people in all walks of life. But this is not acceptable behavior for anyone working in this office."

As a follow-up to this original article, *The Daily Star* reports that on December 8, 2005, the officer entered a plea of guilty to misdemeanor DWI and she was fined \$500.00 and ordered to seek alcohol counseling. Interestingly, on that same day the department's director who said that "this is not acceptable behavior for anyone working in this office" was charged with "driving while intoxicated and failure to keep right" after being involved in a one vehicle accident. He has been suspended without pay pending the outcome of a civil service hearing.

- **August 20, 2005: *The Herald Journal* (Logan, Utah), "Former officer changes plea to guilty for drug charges."**

On August 19, 2005, a former juvenile probation officer who pleaded not guilty to felony drug charges last month changed his plea to guilty. The officer was arrested in June following the execution of a search warrant at his home, where a small amount of methamphetamine, several pipes, other drug paraphernalia, and a .22-caliber pistol were found. After being arrested, he was fired from his job in the Utah court system, where he had worked for ten years. The officer was subsequently sentenced to serve 90 days in jail.

- **August 23, 2005: *WOAI Channel 4 ABC News* (San Antonio, Texas), "Probation officer accused of indecent exposure."**

This television news story reports that a local juvenile probation officer was arrested for indecent exposure and assault after he allegedly grabbed two undercover police officers in the groin inside the restroom at the Olmos Park Sports Complex; he then

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allegedly exposed himself. According to the report, the incident occurred at 3:45 PM while the officer was on duty. He is on bond and administrative leave with pay.

- **August 29, 2005: *Shelby Star* (North Carolina), "County juvenile probation officer arrested."**

This news article reports that a Cleveland County juvenile probation officer was arrested following a high speed chase on a stolen motorcycle. The chase involved several law enforcement agencies. The officer "was arrested on charges of felony possession of a stolen vehicle, careless and reckless driving, felony speeding to elude arrest, resist, obstruct and delaying arrest, 80 mph in a 60 mph zone, fictitious registration plate, and expired inspection certificate." He was subsequently released from the Cleveland County Detention Center on a \$10,000 bond.

- **August 31, 2005: *Houston Chronicle* (Texas), "Harris County probation director indicted."**

In this article, it is reported that a grand jury indicted the former director of the Harris County Community Supervision and Corrections Department on a charge of abuse of official capacity, a Class A misdemeanor. The former director is accused of giving two county laptop computers to his daughters in college and corrupting two hard drives on his county computer between November 2004 and May 2005. He resigned his position in June after being suspended with pay a month earlier.

As a follow-up to the initial article, on January 5, 2006, the former director entered a plea of guilty to the charge. During the punishment phase of the proceedings, the prosecution produced evidence that "the former adult probation director used agency computers to download about a thousand pornographic images and to buy peyote, a hallucinogenic plant." On January 6, 2006, the defendant was sentenced to serve four months in the Harris County Jail.

- **September 8, 2005: *The Rhinelander Daily News* (Wisconsin), "Former probation officer charged with assault."**

A former probation officer from Eagle River has been charged with sexually assaulting a woman he was supervising. More specifically, he is charged with four counts of second degree sexual assault by a probation agent and two counts of committing misconduct in office by committing an unauthorized act. According to the criminal complaint, the officer "asked her questions about her sexual prowess and repeatedly touched her inappropriately." The woman, who was on probation from January 2004 through January 2005, claims the officer "would touch her both over and under her clothing" and had her "put her hands on his body against her will."

- **September 10, 2005: *Kentucky Post* (Kentucky), "Ex-probation officer charged with rape."**

According to this article, on September 9, 2005, the Kenton County grand jury indicted a former Hamilton County probation officer on a single count of rape. He allegedly had coerced sex with a female probationer in her house while she was under his supervision. The accused was a municipal court probation officer before he was fired in February after the allegations surfaced.

Prior to his firing, he had been employed by Hamilton County since 1990. The article quotes the female victim as saying the officer showed up at her home last year while she was on house arrest. "After she went to the bathroom, she said she found he had left his clothes on the floor. She went upstairs and, she told authorities, found him naked on her bed with his gun on her nightstand. They had sex and he left."

- **September 10, 2005: *Louisville Courier-Journal* (Kentucky), "Probation officer in Clark is arrested."**

This article tells of the September 8, 2005, arrest of a Clark County, Indiana, juvenile probation officer after he chased and pointed a handgun at his cousin. Both men were allegedly seeing the same woman and were arguing about her; interestingly, the woman was the estranged wife of the officer's cousin. The probation officer, a Clarksville resident, faces four preliminary charges, all felonies: intimidation with a weapon, burglary, pointing a handgun, and criminal recklessness. The officer is free on bond.

- **September 14, 2005: *Newsday* (Long Island, New York), "Former probation officer sentenced for stealing \$52,000."**

A former Malone, New York, probation officer was sentenced to serve five concurrent two to six years in prison and ordered to pay back \$52,000 he admitted stealing from probationers. According to the article, the officer, a 25-year veteran of the Franklin County Probation Department, pleaded guilty in July to charges including grand larceny, forgery, and tampering with public records. More specifically, the officer was charged with keeping money that 51 offenders paid toward court-ordered fines and forging judges' signatures to reinstate driving privileges in exchange for cash. The officer was fired in January following an investigation that brought his illegal activities to light.

- **September 14, 2005: *Quay County Sun* (New Mexico), "Ex-detention officer agrees to plea deal."**

According to this article, "a former juvenile detention officer accused of sexual misconduct with inmates has accepted a plea agreement that includes three years probation." The officer was an employee of the Quay County Juvenile Detention Center when the three female inmates made the allegations. He was subsequently charged with two counts of criminal sexual penetration of a minor and two counts of criminal sexual contact with a minor; it is alleged these acts occurred between December 2002 and July 2003.

- **September 16, 2005: *Juneau Empire* (Alaska), "Man alleges harassment, sues state: Women create 'hostile environment' in probation department."**

A man working as an Alaska probation officer has filed a lawsuit against the Department of Corrections and three women, including his former supervisor, alleging she allowed "a sexually hostile workplace." The suit, filed in Juneau Superior Court, alleges "women were given better training opportunities, were assigned less difficult caseloads, and were otherwise given preference" by the manager of the local probation office. The lawsuit also alleges a female co-worker pinched and rubbed his nipples on numerous

occasions, female co-workers entered the men's restroom while it was in use, sent offensive nude images via email, made offensive jokes, and, at an office birthday party, had a cake with a candle "in the shape of male genitals."

- **September 17, 2005: *The Baxter Bulletin* (Arkansas), "Former BC probation officer charged."**

A Baxter County probation officer resigned his position on Thursday, September 15, 2005, amid allegations of sexual misconduct. On Friday, the Mountain Home Police Department charged him with harassment and abuse of office, both misdemeanors. According to the article, the officer asked a female probationer "to show him her breasts and admitted touching her breasts." The officer also admitted "he asked her if she liked to perform oral sex and told her he could work out her probation for her." The officer subsequently entered pleas of no contest to the two charges. On the harassment charge he was fined \$1,000 and given a one year suspended sentence; he was also fined \$500 and given a 90-day suspended sentence for the abuse of office charge.

- **September 20, 2005: *Norfolk Virginia-Pilot* (Virginia), "Portsmouth drug court manager sentenced for sex with client."**

The former manager of the city's drug court program will serve 12 months in jail for sexual battery; under the sentence imposed, the 35-year-old defendant will be eligible for work release. According to a police summary, the male drug court manager was helping the female victim contact her probation officer and consoled her over the recent death of a relative. She subsequently hugged him "for being nice to her," and the program manager pressed against her and locked the office door. She subsequently performed oral sex on him because of his "position of power" and because she was afraid he would accuse her of violating her probation. Following the encounter, the defendant told the woman "not to tell anyone."

- **September 22, 2005: *Roseburg News-Review* (Oregon), "County says ousted detention center head violated multiple rules."**

The supervisor of the Douglas County Juvenile Detention Center, a 12-year veteran with the department, was fired for sexual harassment, creating a hostile work environment, favoritism, retaliation, and failure to follow established procedures. The allegations against the supervisor include "that he bullied, intimidated, and mocked employees, showed favoritism, denied sick leave, exhibited retaliatory behavior, and made improper comments regarding gender." Also alleged was that he "violated personnel rules" by not notifying the department's director of an injured child requiring emergency medical treatment and an escape.

- **September 24, 2005: *Beloit Daily News* (Wisconsin), "Probation agent accused of fight."**

A Wisconsin Department of Corrections probation agent was arrested for two counts of battery and for disorderly conduct after allegedly striking two women in a Beloit bar. The 46-year-old female agent allegedly kicked the bar manager and slapped and struck a customer with a barstool.

- **September 26, 2005: *Cincinnati Enquirer* (Ohio), "Judge, mistress convicted."**

A suspended Warren County judge and a former probation officer with whom he was having an affair were convicted on several misdemeanor charges and sentenced to three years probation. The 71-year-old judge pleaded guilty to intimidating court employees and aiding and abetting the improper compensation of his 35-year-old paramour; he also pleaded no contest to three counts of public indecency and two other counts of intimidation. The female probation officer, who was observed by court employees having sex with the judge on his jury room table, pleaded guilty to attempted theft in office and no contest to two counts of public indecency. According to an Assistant Ohio Attorney General, when the probation officer "clocked in, instead of working she would have sex with the judge or use county computers to work on a degree online."

- **September 27, 2005: *Lodi News-Sentinel* (California), "County to pay \$200,000 to settle pair of lawsuits."**

According to the relevant part of the article, San Joaquin County will pay \$146,000 to a female employee of the county's probation department to settle a sexual harassment lawsuit. According to a report conducted by the county, on several occasions the employee was subjected to "inappropriate conduct by a supervisor while employed by the San Joaquin County Juvenile Detention Center."

- **September 28, 2005: *San Luis Obispo Tribune* (California), "LA County deputy probation officers walk off jobs."**

Hundreds of deputy probation officers and other county employees called in sick or walked off their jobs on September 27, 2005, as part of a longstanding pay dispute with Los Angeles County. Of the 384 employees scheduled to work in the county's three juvenile halls and 19 juvenile camps, only 101 showed up for work. "The county tried to redeploy 1,102 probation officers who ordinarily work in field offices to the camps and halls, but only 386 showed up. The others called in sick or gave no explanation for not showing up."

- **September 29, 2005: *Sanford Herald* (North Carolina), "Probation officer guilty in road rage incident."**

A 41-year-old Lee County probation officer who oversees some of the area's most violent criminals was found guilty of "assaulting a man by punching him in the face during a June road rage incident." The intensive probation officer, who has been with the Lee County Probation Office since 1990, "will most likely be spared any punishment, other than paying about \$1,600" to cover the victim's medical expenses.

- **October 4, 2005: *Uniontown Herald Standard* (Pennsylvania), "Probation officer charged."**

A 28-year-old Fayette County adult probation officer was charged by state police with smuggling contraband to a female inmate at the county prison. The inmate, in custody for the sale of heroin, was under the supervision of the probation officer, who smuggled in liquor, cigarettes, and gum to her. According to the

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female probationer, the officer concealed the contraband in his sock and pocket to bring them into the prison.

- **October 14, 2005: *Honolulu Advertiser* (Hawaii), “Probation officer gets 90 days.”**

A former Oahu senior probation officer, age 59, was sentenced to 90 days in jail and five years probation for stealing \$23,800 in court-ordered fines and restitution that he received from probationers and failed to turn it in to the court. Between 1993 and 2002, more than 70 probationers paid the officer cash for court-ordered fines and restitution.

- **October 14, 2005: *Portland Oregonian* (Oregon), “Teens’ abuser gets locked up for life.”**

A 50-year-old “former youth probation officer who exploited his position for years to have sex with teenage boys placed in his care,” was sentenced to 80 years in prison after having been convicted on 45 counts of sexually abusing five boys and providing some of them drugs. According to the article, the officer, an 11-year employee with the Oregon Youth Authority, selected only boys for his caseload, “groomed them with attention, clothes, and restaurant meals, and then sexually abused them, often on state time.”

- **October 29, 2005: *Kinston Free Press* (North Carolina), “Officer charged with taking bribes.”**

A Lenoir County surveillance officer with the Community Corrections Division of the North Carolina Department of Corrections was charged with accepting sexual favors, pornography, clothing, and admission to strip shows as bribes from two probationers. According to the warrants, the 35-year-old officer is charged with receiving sexual favors, access to strip shows, and access to pornography from a probationer in exchange for allowing him to violate his probation by drinking alcoholic beverages and giving him a “clean urine” screen after he had allegedly smoked marijuana. The officer, a two year employee with the Lenoir County office, is also accused with allowing another probationer to consume alcoholic beverages and substitute a “clean” urine sample after smoking marijuana. In addition to charges of bribery and failing to discharge his duties, the officer is charged with obstruction of justice. This charge stems from an incident where the officer allegedly revealed the identity of a sheriff’s department informant to a probationer, thus putting the informant at risk.

- **November 2, 2005: *Boston Globe* (Massachusetts), “Former probation officer pleads guilty to helping friend get license.”**

The former assistant chief probation officer of the Woburn District Court pleaded guilty to federal corruption charges. According to the U.S. Attorney, the 67-year-old officer, who retired after the matter came to light, entered a plea of guilty in U. S. District Court to an information charging him with defrauding the Commonwealth of Massachusetts and its citizens of their rights to his honest services by making false statements and presenting fraudulent documents to get a hardship driver’s license for a female acquaintance with a drug-related conviction.

- **November 5, 2005: *Baltimore Sun* (Maryland), “18 months given in extortion case.”**

A former probation officer with the Maryland Division of Parole and Probation was sentenced to 18 months in federal prison for violating the public’s trust by extorting “thousands of dollars from people convicted of drunken driving offenses in return for leniency.” The former officer, age 33, told probationers that for \$100 they could “skip out on reporting each week” and for “\$150 she offered to end court-ordered supervision altogether.” In addition to the prison sentence, the court imposed three years probation following her release from prison. She was also ordered to pay close to \$4,000 in restitution to her victims.

- **November 11, 2005: *KTVB Channel 7 NBC News* (Boise, Idaho), “Former Preston mayor charged with felony fraud.”**

The Idaho Attorney General’s Office has filed a felony fraud charge against the former mayor of Preston. Investigation reveals that the mayor, who was also a probation officer with the Idaho Department of Corrections at the time of the alleged offense, submitted a travel reimbursement claim for a \$1,300 trip to Washington, D.C., even though he knew it had already been paid by the Franklin County Drug Endowment Fund. If convicted, the former probation officer and city official could receive a sentence of five years to serve.

- **November 18, 2005: *Boston Globe* (Massachusetts), “Former halfway house monitor gets probation for accepting bribe.”**

The former employee of Coolidge House, a federal halfway house in Boston, was sentenced to two years probation for accepting a bribe. As part of her sentence, she will serve the first six months in home confinement with electronic monitoring and will be required to perform 50 hours of community service. The 38 year old program monitor accepted \$300.00 from a male inmate in exchange for a favorable letter from her to be used at his revocation hearing.

In all the incidents cited, and assuming what has been reported is accurate, we find ourselves returning to a question frequently asked by Cheryl K. Townsend, President of the National Association of Probation Executives, when confronting aberrant behavior on the part of community corrections professionals: “What were they thinking?” Two possible answers to her rhetorical question that come to mind are: 1) they were not thinking; or 2) they were thinking, but their thinking was governed by a flawed or disconnected value system.

After three months, we quit keeping a record of the alleged transgressions of probation and parole professionals — not because we lost interest — but because we felt we had sufficient data for an article or a workshop and because we found this exercise depressing.

These news reports represent some of the most egregious behavior on the part of persons holding positions of responsibility in the community corrections profession, and because most of them involved detected law violations, they found their way into electronic and print media. But these reports cause us to pause and ask the following questions:

- What other violations are occurring that are not subject to media exposure?
- Are probation and parole administrators failing to model and demand ethical behavior within their agencies?
- Has the culture of our community corrections organizations deteriorated to the point that we are now tolerating the intolerable when it comes to staff conduct?
- And if unethical behavior is prevalent in our organizations — organizations charged with the responsibility of providing public protection and redirecting the lives of offenders — what does this say about us as a profession?

Unfortunately, there exist no empirical answers to these questions. And without ethical and courageous leadership, the response to the issues raised by these questions will not come easy.

Unacceptable Behavior

While many forms of unacceptable behavior are identified in the news synopses found earlier herein, for the sake of clarity we are providing a list of ethical violations we have found to exist in the juvenile justice and criminal justice systems:

- Crime, generally;
- Theft, to include submitting fraudulent time sheets and travel reimbursement claims, misapplication of supplies and equipment, and intellectual property violations;
- Contract kickbacks and bribery;
- Discrimination due to age, race, ethnicity, gender, and religion;
- Application of a double standard;
- Favoritism, bias, and patronage;
- Violations involving sex, including sexual harassment generally, supervisors sexually harassing subordinates, employees having sex with offenders, and employees having sex with superiors to advance in the organization;
- Drug and alcohol use and abuse on the job or that which impacts job performance;
- Laziness;
- Disloyalty, gossiping, and duplicitous behavior;
- Failure to report illegal and unethical behavior; and
- Failure to do the assigned job in accordance with established rules, regulations, and customs, and behavior that is not mission driven.

We readily acknowledge that there may be other forms of unethical or illegal behavior we have failed to identify. Those that we have listed are those that we have observed most frequently occurring during our combined careers.

Possible Strategies to Address Unethical Behavior

In October 2003 we asked a number of relatively new probation executives to describe ethical dilemmas they had faced during their career. In addition, they were asked to identify strategies that might make criminal justice practitioners more ethical. Their thoughtful responses, which cover a fairly wide range, are as follows:

- Teaching morals and values at an early age;
- Better recruitment and selection;
- Better pay;
- A course in ethics required before college graduation;
- Better education and training;
- Staff mentoring;
- Develop an organizational culture that stresses ethical conduct;
- Rapid and consistent response to ethical violation;
- Establish clearly defined expectations, with those expectations being modeled by those in authority; and
- Improved leadership.

Regrettably, a number of the strategies identified are beyond the realm of influence of community corrections executives. However, those that can be addressed within the agency should be done so with vigor and courage.

The data we have presented make a compelling case, we think, that ethical violations in the community corrections profession are a growing problem. What might an organization do to create a more ethical climate, promote “in character” behavior, and deter and reduce unethical acts?

Taking Ethics Seriously

There are at least a few important steps that leaders can take so that their organizations can achieve a high ethical standing. Perhaps most importantly, they can use the “bully pulpit” of their offices to underscore the importance of right actions. In their communications with staff, they can continually highlight the importance of acting in line with ethical norms. This may seem like a simple suggestion but, in our experience, correctional leaders seldom strike this theme except in response to a recent scandal. That is too late — the horse is already out of the barn at that point.

If it is true, as we believe, that we instruct more effectively by example than by precept, leaders must be scrupulous in their attention to the highest standards in their own behavior. This will be reflected in how they treat others in the organization, the associations they make in both their public and private lives, their strict adherence to organizational rules (accounting for work time, job-related expenses, use of sick and vacation time, etc.), the manner in which hiring and promotional decisions are made, and even in the language that they use. We all sense instantly when we are dealing with a person of character — they act in all small and large ways in alignment with a clear set of deeply held values. They are, to use an old-fashioned term, virtuous.

The manner in which all ethical infractions are handled will send a clear message throughout the organization about the importance of ethical behavior. Major infractions must, of course, result in serious penalties. We believe, for example, in a “zero tolerance” policy regarding criminal behavior. Any evidence of even minor criminal activity (i.e., drunk driving) should lead to discharge. But, more importantly, minor infractions must always result in some administrative sanction. To take one simple example, evidence of the use of alcohol in the course of one’s work should result, on the first occasion, in a loss of pay for the work day in question. Repeated incidents should lead to discharge.

While it can reasonably be questioned whether it is possible to instill character through training, training does have a role to play here. As one of our colleagues used to say: “I think our training

programs might well take up the topic of the Ten Commandments, since some of our staff seem to need a refresher course." He had a point. Such instruction needn't be in the form of Sunday School but could promote deep and substantive discussion of ethical standards and how they apply to common dilemmas faced by community corrections officers. For example, what is the proper response to food or drink offered to an officer on a home contact? To what extent should an officer spend his/her free time at well known "watering holes," race tracks, adult entertainment clubs? What relationships, if any, should officers form with ex-probationers? What constitutes abuse of sick leave? What obligation does an officer have to report unethical conduct by a colleague?

An "Ounce of Prevention"

Perhaps the straightest route to organizational improvement in this area is through more conscientious recruitment. It is not clear to us that the screening for character before hiring is valued nearly as much as screening for competence. Surely we want recruits that are properly credentialed and have the appropriate skill set. But shouldn't we go further and seek evidence of strong ethical underpinnings?

How would we screen for character? At least two strategies come to mind. First, we should pose more detailed questions to references and inspect prior work histories more carefully

regarding the candidates code of conduct. Have there been any instances of dishonesty? What respect do the candidates hold among colleagues? How have the candidates responded to challenging cases or constructive criticisms from supervisors? How do the candidates address and interact with their caseloads? Do they establish firm yet respectful boundaries?

Secondly, we could pose hypothetical dilemmas to candidates during employment interviews for the purpose of measuring their moral reasoning. How would they handle an inappropriate approach by someone on their caseload? An attempt to influence their opinion on a pre-sentence report? Encouragement from a colleague to join in office gossip? Evidence that a co-worker is falsifying reports?

We can also take care to put candidates for promotion through a similar ethical screen. Have they exemplified the highest standards of behavior? Are they recognized as exemplars of good character by colleagues and others? Only those with an unblemished record should be seriously considered for promotion.

Those in corrections have a special obligation — given the nature of the enterprise — to conform to the highest standards of professional and personal behavior. We cannot hope to put others on the straight and narrow path if we have not faithfully and relentlessly traveled that road ourselves.

It is time for a period of ethical renewal in community corrections.

INFORMATION ABOUT EXECUTIVE EXCHANGE

Executive Exchange, the quarterly journal of the National Association of Probation Executives (NAPE), publishes articles, reports, book and periodical reviews, commentaries, and news items of interest to community corrections administrators. The contents of the articles or other materials contained in *Executive Exchange* do not reflect the endorsements, official attitudes, or positions of the Association or the George J. Beto Criminal Justice Center at Sam Houston State University unless so stated.

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Submissions for publication consideration should be formatted for letter size paper, double-spaced, with at least one inch margins. Persons submitting articles, commentaries, or book reviews should enclose a brief biographical sketch or resume and a photograph for possible inclusion. Submissions

may be sent electronically to drbeto@shsu.edu or dbeto@tca.net or by conventional mail to:

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The Correctional Management Institute of Texas at Sam Houston State University serves as the secretariat for the National Association of Probation Executives.

MIND MATTERS: PROFILE OF A COURAGEOUS PROBATION OFFICER

by

JoAnn Livingston
 Managing Editor
The Waxahachie Daily Light
 Waxahachie, Texas

The effects of mental illness are far-reaching and life-impacting.

Ask Ellis County adult probation officer Vicki Lawson, who sees it firsthand with those she supervises — and who lives it firsthand as a result of her own diagnosis.

“I’m bipolar,” said Lawson, who was diagnosed in college as having bipolar I, or severe, illness.

She’s telling her story publicly with several goals in mind, not the least of which is to help remove the stigma associated with mental illness.

“I want to try to get people to understand that it is a disease like diabetes or heart disease. I’d like to eliminate the stigma because it’s like someone taking insulin for diabetes,” she said. “People take medication for their mental illness. The difference is mental illness just affects the mind, not the pancreas or heart.”

By talking about her own life and experiences, Lawson also hopes to help erase the stereotype of mental illness that characterizes mental illness as leading to homelessness or criminal activity.

“People who are mentally ill are not any more dangerous than the population at large,” she said, noting that, in fact, many famous people have had a mental illness. Those diagnosed with bipolar illness who have changed history or played an important role in the arts and sciences have included Van Gogh, Beethoven, Theodore Roosevelt, Winston Churchill, Isaac Newton and Charles Dickens, she said. “Mental illness does not mean a lifetime of homelessness or being on disability.”

“There’s almost a closed mindedness about mental illness,” Lawson said. “You have Relay for Life for those with cancer, but you don’t have anything for those with mental illness. It’s like it’s been pushed under the rug.”

A Need for Education

Lawson sees much need for education about mental illness with the community. She explains that mental illnesses can be classified into categories, with the three main categories being schizophrenia, bipolar illness, and major depression. Of these, schizophrenia is a thought disorder, with major depression and bipolar illness being mood disorders.

“Any of these can be very debilitating, especially if someone is not on the right medication, not taking his or her medication, or for those who have psychotic features,” she said.

It saddens her that people who would never make fun of someone with diabetes have no problem with doing so about a mentally ill person.

“They wouldn’t think about laughing at a person with multiple sclerosis in a wheelchair, but they don’t hesitate to laugh about ‘crazy people,’” she said.

A Diagnosis after the Pain

It typically takes about ten years before a person receives a diagnosis of bipolar, Lawson said, because those in the manic stage don’t tend to seek help, while those in the depressive stage — if they seek help — may only have their depression diagnosed.

And that’s a problem, she said, explaining that treating a bipolar person for only depression will drive him or her into mania. Having a mental illness is an experience in pain, whether one is in the euphoric stage or the depression stage, she said.

“With bipolar illness, you go from periods of euphoria or severe irritability to periods of severe depression, which is like a black hole that you feel there is no way out of,” she said.

During the manic phase, people do “crazy things because everything seems normal to them,” she said. “When you’re manic, you have this feeling of euphoria. A person who wouldn’t normally do something like parachute out of an airplane or drive 100 miles per hour down the road does just that. You do extremely high risk things, such as have promiscuous sex. You feel like nothing you do is wrong, no matter how crazy it is.”

There’s another price, as well, to the euphoria. “You feel shame and guilt for what you have done,” she said, describing the sword of bipolar illness as one that cuts both ways, whether with the euphoria or its downside, the major depression that follows.

“It’s like going into the black hole of hell,” said Lawson, whose bipolar illness was diagnosed at about age 20 — after she was misdiagnosed with just depression.

Looking back, the signs of something amiss were there in her childhood, with Lawson recalling herself as being a “very reclusive” child with no friends.

“I mainly stayed to myself,” she said, noting her father described her as “dancing to the beat of a different drummer.” Her parents thought she was “just unique,” she said. “They loved me so much, they accepted me as I was.”

At age 19, recognizing that there was something wrong, Lawson sought help, but the initial diagnosis was depression and she was placed on “medication that was way too strong. It wasn’t beneficial, and that’s what happens with a lot of people,” she said.

“It’s so painful to be bipolar. It’s so excruciating psychologically,” she said, speaking not only from her own experience but also for those who have been likewise diagnosed. It’s that pain, especially in the depressive stage, which leads people who are not on medication to try to self-medicate through the use of drugs and alcohol. It’s that pain that also leads to despair.

“Bipolar people have the highest rate of suicide,” Lawson said. “When you drop into this black hole of hell after you have known euphoria, you believe you will never get out, and you feel there’s no reason to live.”

Her psychiatrist finally came to the correct diagnosis after she made a comment one day about a high-risk behavior she had

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engaged in. “He started questioning me more, and said, ‘Oh, my God, we’ve misdiagnosed you. You’re bipolar,’” said Lawson, who, with the correct diagnosis made, gained control of her life.

Life with Medication

“I feel leveled out,” said Lawson, who manages her mental illness amid a busy, successful life. It’s only under a situation of extreme stress that she has any kind of symptoms now.

She has gone on to achieve her undergraduate degree in social work and her master’s degrees in sociology and criminal justice, and teaches classes in those areas at Mountain View Community College.

She’s served as an adult probation officer for eight years, of which five have been with Ellis County. While with the probation department, she has handled the caseload involving people with mental illness and now works with the caseload involving people who have issues with alcohol and/or drug abuse.

In 2004, she was recognized for her efforts by the local chapter of the National Alliance on Mental Illness (NAMI).

Lawson wants others with mental illness to realize they, too, can have a fulfilled life — and she wants those who don’t have a mental illness to realize that people with mental illness can succeed.

New Medications

She has nothing but good to say about a new generation of medications — neuroleptics — that have been approved for the mentally ill. The neuroleptics are better than lithium, she said, but more expensive, which means some facilities and programs are not prescribing them to the detriment of those who would benefit from their use.

The key, she said, will be to get the pharmaceutical companies and the state working together so neuroleptics are more widely prescribed.

“People should have the latest medications,” she said. “And that would be possible if the state and the pharmaceutical companies would work together. We have to find a way to make this happen.”

For Lawson, treatment means taking medication three times a day; one of her medications is an anti-depressant; the other two are mood stabilizers.

“It’s not something you fight on your own,” she said. “It’s a lack of certain chemicals in the brain: serotonin and dopamine.”

Her Hopes for the Future

“I want to try and remove the stigma to let people with bipolar illness and major depression know they’re not limited,” she said, expressing as one of her hopes that more treatments and medications will be developed, particularly those that will help the people who have psychotic features, such as hallucinations, with their bipolar illness.

“I’ve never had hallucinations,” Lawson said. “I’m one of the lucky ones. Those who do have hallucinations often end up disabled. It’s the hardest to treat, although some can be treated and function.”

She also hopes to see more resources put into identifying and helping those with mental illness, many of who now find themselves in the criminal justice system with no diagnosis, much less

treatment. She’s advocating for better, quicker diagnoses and for better medications to be utilized. The overhaul of the state’s mental health system put many people back into the community, but without the resources they need to manage their illnesses, she said, noting that without medication and help, those with mental illness self-medicate, leading them to either jail or a short stay in a mental facility before they are returned back to the community — and the cycle starts again.

“There’s a need for earlier intervention,” she said. “There’s a need for greater awareness of Adapt (the local mental health provider) and its services.”

The local chapter of NAMI is working to help bring about that greater awareness, she said, noting it sponsors such activities as training sessions for law enforcement officers and that it provides support groups for people with mental illness and their families.

“I just want to help make people more aware,” said Lawson, who first told others of her story during a NAMI meeting. Although her supervisors have known about her illness, many of her coworkers and associates will learn she is bipolar through her going public with her story.

“I want to take people’s minds off of that image of the homeless person. I want to take that stigma away,” she said. “There is hope, and we’re not limited as long as people get on medication.”

This article originally appeared in *The Waxahachie Daily Light* on December 30, 2005. It is reprinted with permission. In granting permission, the author, JoAnn Livingston, wrote: “Vicki is inspiring and courageous for telling her story, and I was honored to tell it. I hope that, as she and others talk about their lives and experiences, their efforts will indeed help to erase people’s misperceptions of those with mental illness.”

QUALITIES OF A PROBATION OFFICER

by

Judy La Salle
 Columnist
Merced Sun-Star
 Merced, California

Judy La Salle, a retired Division Director with the Merced County Probation Department, writes a column for the *Merced Sun-Star*. Her e-mail address is judy@justadvice.com. The column found below, which offers some excellent advice to a student contemplating a career in probation, appeared in the *Merced Sun-Star* on September 3, 2005. It is reprinted with permission.

Dear Judy,

I am a college student and would like to be a probation officer. What should I do?

Dear Student,

First, finish your education. Most counties in California require probation officers to have a four-year degree and some require a degree in the Humanities. You can check the county's web site for specific job requirements and the possibility of submitting an interest card. Ask, too, if you can submit an employment application during your last semester of college.

I always suggest to students that they serve an internship with their local probation department during their senior year in college. It is an excellent way to "try on" the career, to see if it is a good fit. It also gives real work experience and can sometimes be an entry into full-time employment.

Not everyone is cut out to work in the criminal justice system, so serving as an intern will not only give you work experience, it will also serve as an opportunity to see if it is a role you enjoy. Speaking of roles, there are several things I should tell you about being a peace officer.

If you are not comfortable with power, this is not the job for you. By that, I do not mean you should want to be powerful. In fact, I mean the opposite. The worst officers wield their power like a scythe, mowing people down just because they can. Conversely, successful officers let their power lie dormant until it is needed, and even then, their use of it is subtle. Their actions are even-handed and always appropriate, and they don't overreact to people or situations. They never play the bully with their case-loads and they consistently try to bring out the best in everyone, including their peers.

People who work with offenders must have the ability to act reasonably, even when everything within them wants to be emotional. It can be extremely difficult to put up with total disrespect and still refrain from slapping the handcuffs on someone, just to show who is the boss. There are, after all, plenty of legitimate opportunities to make arrests without resorting to a power play. In short, an officer's behavior should be the opposite of the offender's worst behavior.

Another important attribute of a peace officer is the realization that all people have worth, even those who prefer to behave like animals. For those, we reserve cages, but we still try to encourage them to change. I sometimes ask people to tell me what sort of

criminal they think they would have been, had they been one, and most of them can tell me. In answering the question, they see that everyone has the ability to cross the line, even though most of us don't.

Before you become a peace officer you simply must sort out your convictions and know what you believe in. If you don't have a clearly defined moral code by which you live, don't even bother to apply because you don't belong in this position. In fact, if there is nothing for which you would die, you can be bought. And frankly, we don't need people in this business whose favors are for sale.

If you believe you have what it takes, and you really want to do this sort of work, finish your education, serve an internship, and commit to a career wherein you will not get rich in anything but the knowledge that you dove into the thick of it and did your best.

FROM THE BOOKSHELF

Reviews of books are contributed by: Dan Richard Beto, Chair of the Governing Board of the Texas Regional Community Policing Institute and Editor of *Executive Exchange*; Donald G. Evans, President of the Canadian Training Institute, and Ray Schkade, a Lutheran minister and retired Executive Director of the Texas District of the Lutheran Church — Missouri Synod.

Executive Exchange welcomes reviews of books dealing with leadership and management issues and innovative programs, strategies, and trends in criminal justice. In addition, reviews of potential text books are also encouraged.

A Juvenile Justice Primer

Review of *Juvenile Justice: The System, Process, and Law*, by Rolando V. del Carmen and Chad R. Trulson. Belmont, California: Thompson Wadsworth, 2005, 512 pp., \$80.95 (hardcover).

Perhaps one of the most widely recognized and respected scholars in the field of criminal justice is Rolando V. del Carmen, the Distinguished Professor of Criminal Justice at Sam Houston State University, who has produced countless texts, book chapters, and articles over the past several decades. Some of the more recent books he has authored or coauthored include *Community Based Corrections*, *Criminal Procedure: Law and Practice*, *Civil Liabilities and Other Legal Issues for Probation/Parole Officers and Supervisors*, *Briefs of Leading Cases in Corrections*, *Briefs of Leading Cases in Juvenile Justice*, *Briefs of Leading Cases in Law Enforcement*, and *Civil Liabilities and Rights of Police Officers and Supervisors in Texas*.

His most recent effort is *Juvenile Justice: The System, Process, and Law*, written with Chad R. Trulson, Assistant Professor of Criminal Justice at the University of North Texas and one of Dr. del Carmen's former students. In this text the authors provide a comprehensive, scholarly, and easily understood overview of the American juvenile justice system. In their preface, which is noteworthy, the authors provide a justification for writing the book:

Anyone who teaches undergraduate juvenile justice with some legal orientation finds the market devoid of a usable textbook. Most juvenile justice books focus on delinquency theories, with a few chapters or sections devoted to the juvenile justice system and process. In many cases, juvenile law is an afterthought and an almost unwelcome add-on that is usually squeezed into one chapter, which makes student comprehension difficult. Thus, the legal dimension of juvenile justice is often marginalized. Adding to the problem is the absence of materials that blend social sciences and the legal approaches to juvenile justice. Social science research is crucial to juvenile justice, but so are laws and the courts, because they set the framework and operational environment for juvenile justice. The gap between the two must be bridged if the whole juvenile justice system and process is to be better understood. This book is written to fill the need for a textbook that:

- Integrates systems, process, and law in clear and lucid language;
- Is comprehensive and bridges the gap between theory and practice in juvenile justice;
- Discusses juvenile justice substance but does not neglect formal or informal procedure;

- Focuses on juvenile justice as a system and as a process based on social science research, statutory law, and court decisions;
- Identifies the latest social science research and court cases on a array of juvenile justice topics;
- Contains logical and proper sequencing of the juvenile justice process to make it easier to understand and remember; and
- Focuses on important information and data about juvenile justice and is not cluttered with details that apply only to a few jurisdictions.

In *Juvenile Justice: The System, Process, and Law* the authors certainly have achieved their identified objectives.

In addition to providing the reader with a sufficient theoretical and historical foundation, the book, comprised of fourteen chapters, explains in detail the various stages of the juvenile justice system through a rational progression. The chapters cover such topics as: theories and measurements of juvenile offending; the role of police in addressing juvenile crime; intake and diversion; status offenders; dependent and neglected youth; juvenile victimization; the detention process and certification as an adult offender; the national court system; adjudication, disposition, and appeals; juvenile probation and parole; institutional corrections; juveniles and the death penalty; students' rights and school crime; and a look to the future.

Missing from the book — which is a blessing — is the clutter of unnecessary pictures that have become commonplace in many of today's textbooks. Rather, the authors have included tables and exhibits that bear a strong and rational relationship with the subject matter. Too, they have included occasional scenarios designed to promote student discussion. Each of the book's chapters begin with an outline and points to be learned, and is concluded with a summary of important points, review questions, and a list of key terms and definitions. In addition, relevant websites are provided for further research.

The text contains three pertinent appendices that are designed to support the learning process. Appendix A provides U.S. Supreme Court decisions relating to juveniles, and Appendix B lists the location of juvenile laws, state by state. The final appendix provides the reader with guidance on accessing and interpreting court cases.

It is not uncommon for NAPE members to serve as adjunct faculty at colleges and universities. For those who are called upon to teach a course in juvenile justice, they need look no further for a textbook than that written by del Carmen and Trulson.

Juvenile Justice: The System, Process, and Law is an excellent undergraduate text. The approach taken by the authors in crafting this book will enhance the learning experience by those who use it. Rolando V. del Carmen and Chad R. Trulson are to be commended for their contribution to criminal justice scholarship.

Dan Richard Beto

Patterns to Career Success and Satisfaction

Review of *The 5 Patterns of Extraordinary Careers: The Guide to Achieving Success and Satisfaction*, by James M. Citrin and Richard A. Smith. New York: Three Rivers Press, 2003, 273 pp., \$14.00 (paper).

Both private and public sector organizations are facing a major challenge: How will they meet their leadership needs? At the same time many mid-level employees are wondering what is in store for them and whether they will have an opportunity to lead an organization. The idea of career management has never been as relevant as it is today. You cannot wait for an organization to develop your career; you must work on managing your own career development in order to be able to take advantage of career opportunities when they become available. How then to best prepare for future opportunities? Is there a path to take? What kind of experiences should I have? What assignments / jobs would be most helpful in preparing for a top level career? Is getting ahead just a matter of luck? Where does ambition and drive fit in?

Fortunately, these questions and more are answered by James M. Citrin, an executive recruiter who leads Spencer Stuart's Global Technology Communications and Media Practice, and Richard A. Smith, chief executive officer of World 50, Inc., who have written *The Five Patterns of Extraordinary Careers: The Guide to Achieving Success and Satisfaction*, a extremely valuable book with good advice and solid examples from the careers of successful top level executives.

In the first chapter the authors discuss their research methodology and outline forces that professionals are up against in today's work world. They suggest that there are four key forces at play:

- Executive turnover is at an all-time high;
- Career choices are much more unclear;
- You are going to move through more jobs in a decade than executives did in a lifetime thirty years ago; and
- There is no safety net — one can go from MVP to *persona non grata* in a matter of months.

The authors also note that as the complexity and specialization of the workplace increases, much more value is being placed on intellectual property and specialized skills (e.g. financial, marketing, turnaround expertise) as well as factors like teamwork and the ability to work across organizational boundaries.

The next five chapters discuss the five patterns that their research has disclosed are the most meaningful indicators of a successful and satisfying career.

1. Understand the value of you.

The authors make the point that this is the age of intellectual capital and, with technology enhanced productivity improvements working their way across the economy, specialized knowledge is at a premium. Determining your real worth is a nuance activity and the authors claim you must understand four important factors:

- You need to assess where you fit in the aggregate supply and demand of professional talent;

- You need to gauge the number of professionals seeking positions versus the number of positions seeking professionals;
- You need to evaluate how fluctuations in corporate valuations enhance or diminish your value in the marketplace; and
- You need to consider how the financial markets value intangible assets, notably intellectual capital, relative to hard assets.

There are two kinds of value that are important to your career aspirations: potential value and experiential value. Everyone starts with potential value and the trick is to turn this into valuable experience which can then be used to create renewed potential value as you embark on another stage of your career.

Citrin and Smith suggest that there are three career phases: promise, momentum, and harvest and the interplay between perceived value (potential and experience) is what can move you through the phases in an upward trajectory. Therefore they advise making sure the experiences you gain provide you with a better understanding of your talents and interests.

2. Practice benevolent leadership.

Their research indicates that a leadership approach focused on the success of others is truly a significant pattern among successful executives. They define benevolent leaders as those whose primary agenda is team success. They note that these leaders are often self-effacing and egoless in style, but are firm and decisive when required. These leaders motivate by setting clear, ambitious goals that are mutually shared and create an environment of trust. The benevolent leader, note the authors, spends a great deal of time defining the resources that are available, and the expectations and objectives for success, but then observes from a safe distance as subordinates define and execute the process for meeting the objectives. As Citrin and Smith succinctly put it, the benevolent leader knows that he must lead, follow, and get out of the way! The benevolent leader attracts talented staff because he or she allows the staff to develop and grow.

3. Overcome the permission paradox.

The authors argue that it is important to clarify and expand the scope for what you have permission to do. This is an essential skill you must master if you are to have extraordinary success. There are two forms of permission: direct and implied. Remember you are perceived to have permission if no one has visibly denied it! The authors discuss a number of permission strategies that allow you to take charge of your experiences and therefore your career. However, you still need to turn permission into action and learn how to transform implied permission into direct permission. What is your job description when you started with the organization and how does it compare to what you actually do when you leave that position? If it is the same, you haven't gained ground.

4. Differentiate using the 20/80 principle of performance.

The 80/20 principle is defined as the first 20% of the effort creates 80% of the impact. Therefore, the authors note the quality of your impact often matters much more than the quantity of your activities. But in terms of careers, we must get beyond the 80% of our jobs that merely achieve what others want us to achieve. Unlike the 80/20 principle, it is usually the last 20% of

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what you accomplish that allows you to differentiate yourself. This is the 20/80 principle that is keeping 20% that is under your control foremost in your and your superior's mind. The rest of the chapter gives practical advice and examples of how this can be done.

5. Find the right fit.

In this chapter the authors define the extraordinary career and discuss issues such as career push and career pull. They examine the career triangle that links job satisfaction, lifestyle, and compensation with your values and goals. They discuss ways to macro-manage your career and provide helpful guidance on the issue of investing in your career. There are three critical elements in an extraordinary career:

- Playing to your strengths;
- Setting your passions free; and
- Fitting in naturally and comfortably with your work culture.

In the final chapters, the authors discuss the patterns of extraordinary organizations and argue that these organizations don't just recruit successful people, they create them. In concluding the book, Citrin and Smith have a section that offers guidance to putting the patterns into practice. There is also a special section that offers a job survival guide.

This is a timely and relevant book for current leaders looking for advice in their own careers and in the careers of those they supervise.

Donald G. Evans

Improving Supervision and Safety

Review of *Intelligence in Plain View: Symbols, Logos, Markings, and Non-Verbal Clues Suggesting Involvement in Domestic Extremism, Illegal Gangs, and Illegal Drug Activities*, by Virginia T. Wilson and Daniel J. Mabrey. Huntsville, Texas: Office of International Criminal Justice, 2005, 167 pp., \$30.00 (paper).

All too frequently law enforcement personnel and other criminal justice practitioners, including probation and parole officers, are exposed to information for which they fail to realize its significance. Information — information in plain view — relating to gang affiliation, membership in extremist groups, and illegal drug trafficking activities is not an uncommon occurrence in the daily routine of American life. In an attempt to consolidate this information in a rational and easily accessible format to assist criminal justice professionals to become more effective and safe in doing their respective jobs, Virginia T. Wilson and Daniel J. Mabrey have produced *Intelligence in Plain View: Symbols, Logos, Markings, and Non-Verbal Clues Suggesting Involvement in Domestic Extremism, Illegal Gangs, and Illegal Drug Activities*.

Wilson, special assistant to the Dean of the College of Criminal Justice at Sam Houston State University, is a contributor to *Crime and Justice International*, a bimonthly magazine dedicated to news, trends, and analysis of transnational issues in criminal justice, and Mabrey is Director of the Institute for the Study of Violent Groups at Sam Houston State University. Together they have produced a well researched resource manual designed to

fill the "significant gap in the professional literature available to law enforcement for identifying and collecting information on potential extremists and members of non-political criminal organizations." Found in this publication is a comprehensive collection of "images, logos, symbols, slogans, symbolic-jargon, slang, tattoos, stickers, decals, phrases, and other non-verbal clues" associated with a number of extremist groups and persons engaged in criminal activities.

Some of the organizations identified in this publication include white supremacy groups, skinheads, prison gangs, black guerrilla groups, militias, anti-immigration, anti-abortion, and animal rights groups, eco-terror groups, Islamic terror groups, and a variety of street gangs.

The information compiled by the authors was gathered from "open sources" in the media, websites, newsgroups, and bulletin boards established by many of the groups profiled. In addition, lists of more than 200 websites that relate to the book's subject matter are included to provide the reader with additional sources should further research become necessary.

In *Intelligence in Plain View*, Wilson and Mabrey have produced a valuable resource for criminal justice professionals. Law enforcement agencies, adult and juvenile probation departments, parole offices, and agencies engaged in the delivery of human services would benefit by having their employees become familiar with this book.

Dan Richard Beto

The Life of a Servant Leader

Review of *Walking George: The Life of George John Beto and the Rise of the Modern Texas Prison System*, by David M. Horton and George R. Nielsen. Denton, Texas: University of North Texas Press, 2005, 288 pp., \$29.95 (hardcover).

Walking George, the book which focuses on the life of Dr. George J. Beto and the impact he had as a leader in both the religious and secular worlds, shares the story of a great man of God whose entire life was a demonstration of James 2:18: ". . . I will show you my faith by what I do." It is the inspirational story of a Lutheran minister who uniquely demonstrated the proper balance of Law and Gospel in his educational leadership within the Lutheran Church – Missouri Synod, and the proper balance of secular law and spiritual Gospel as head of the criminal justice system of Texas.

The book, co-authored by David Horton and George Nielsen, begins with a review of Beto's early years as a child and youth in Montana, North Dakota, and Illinois, and then focuses on his leadership contributions, challenges, and experiences as Dean and President of Concordia Lutheran College in Austin, Texas, Governor's appointed member to the Texas Prison Board, President of Concordia Theological Seminary in Springfield, Illinois, Member of the Illinois Board of Pardons and Paroles, Director of the Texas Department of Corrections, Member and Chairman of the Texas Youth Commission, and Distinguished Professor of Criminal Justice at Sam Houston State University.

Some biographies are dull and uninspiring. That's not the case with *Walking George*. The authors have done an excellent job of bringing George Beto to life in our hearts and minds as they share his humor, his relationship with students and adults,

his unique style of teaching, his fearlessness in addressing prejudice as well as opposition to change, and his pioneering approaches to Christian service in the church, in community, and the world.

The book doesn't attempt to picture Beto as a saint, and knowing my departed friend and mentor as I do, he would be disappointed in such a depiction. As one begins reading his biography, you are introduced to the actions of a preacher's kid in Lena, Illinois, who was both sinner and saint, sometimes devoutly religious, at other times developing the reputation in the community as being one of the town's leading pranksters.

After graduating from Valparaiso University in Valparaiso, Indiana, and Concordia Theological Seminary in St. Louis, Missouri, Beto accepted the offer to become assistant professor at Concordia College at Austin, Texas, in 1939. The book provides interesting insights to Beto's unique teaching skills, his close ties with and influence on his students, and his great sense of humor. Students usually received either a nickname or some clever reference associating them with their hometown.

As the authors review the 20 year ministry of Beto at Concordia Austin, one comes to know and appreciate this man as not only an outstanding teacher in the classroom, but also a very talented administrator, communicator, fund raiser, and visionary. From an entry level teaching position, Beto through the years was assigned an ever increasing number of leadership responsibilities, and was chosen to serve as President of Concordia less than ten years after his arrival.

Admiration and appreciation of Beto increases as one reads about some of his accomplishments as President of Concordia Austin, such as: expanding the campus facilities; increasing the enrollment; transitioning the school to welcome female students; and resisting the deeply engrained southern segregation against blacks by welcoming the first black student on campus. These accounts translate into very exciting reading.

During this demanding period in Austin, he still had time to marry, earn a master's and a doctor's degree from the University of Texas, and accept the governor's appointment to the Texas Prison Board where he began to make his mark as a reformation leader of the Texas prison system.

The book's authors give us a detailed and revealing understanding of the Texas prison system, the politics involved with people in high places, and the initiation of George Beto into this new adventure. It is interesting to read and learn how this gifted man of God expanded his leadership ministry to effectively serve both the church and the government.

Beto's impact on the Lutheran Church was expanded when he accepted the call to serve as President of Concordia Theological Seminary at Springfield, Illinois. The book relates how Beto, during the three years he served as President, brought about major improvements, including campus building expansion, increased faculty, school accreditation, and an increased enrollment, resulting in Concordia Springfield having the highest enrollment among all Lutheran seminaries in the country.

Three years after assuming the Presidency of Concordia Seminary, Beto was notified that he had been chosen to serve as Director of the Texas Department of Corrections, following the untimely death of his friend and legendary prison administrator O. B. Ellis. He turned down the offer, but the Texas Board of Corrections, determined to get their man, and knowing his spiritual commitment, added the title "Chief of Chaplains" to his job description. Beto accepted, and moved back to Texas.

During his years of service as Director of the Texas Department of Corrections, he succeeded in bringing about major reforms aimed at rehabilitating prisoners, including a system of schooling for inmates through the college level. This was the first of its kind in this country, and helped to establish Beto as one of the best prison directors in the world, not only for the improvements he created in the institutions, but also for his personal interest in and care for each inmate. Beto came to be known as "Walking George" because of his routine of walking through the prisons at all hours, talking, listening, and responding to prisoners who wanted a word with him.

The book, in detail, covers both the good days as well as the frustrations experienced by Beto in his attempt to make the Texas prison system the best in the world. To develop his new projects required state money, lots of it, and the book's authors reveal the process Beto undertook to convince top leaders of the state, including the governor and state legislators, as to the importance of their support for financing the prison projects. His outstanding reputation and gift of communication usually translated into success in fulfilling the project's financial needs.

During his ten years as head of the Texas prison system, Beto was a strong force in the creation of the Institute of Contemporary Corrections and Behavioral Sciences, later to be known as the College of Criminal Justice, at Sam Houston State University. In 1972, he retired from the directorship of the prison system to accept the position of Distinguished Professor of Criminal Justice at the University, where he taught until he again retired in 1991.

It was a fitting conclusion to the outstanding career of Dr. George J. Beto that he would end his ministry where it began some 52 years earlier, in the classroom, adored by his students, molding and influencing their lives for future service.

Dr. George J. Beto died a few months after he and his wife returned to Austin, where he had been named Chief of Chaplaincy Services for the Texas Youth Commission. But for many, he will remain alive in the influence he has had upon countless individuals, the changes for good that he initiated in both the church and society, and the example he set for leaders in how to function within political situations, whether church or society, while refusing to be identified with any political conflict, in spite of the efforts of some to place on him the label of being "liberal" or "conservative."

The book will reveal to its readers one of the most influential Lutheran leaders in the 20th century, who accomplished what few have ever done, namely, become a positive change agent for both the religious institution of the Lutheran Church – Missouri Synod, and the secular institution of the criminal justice system.

Ray Schkade

NATIONAL ASSOCIATION OF PROBATION EXECUTIVES 2006 - 2008 OFFICERS AND DIRECTORS

During the latter part of 2005 and concluding during the first two weeks of 2006 the NAPE Secretariat Office at Sam Houston State University solicited and received nominations for officers and directors. As there were no contested races, the following offices will be filled by the identified individuals. This new Board of Directors will assume office on July 1, 2006, and its members will serve two year terms.

President

Rocco A. Pozzi, Commissioner of the Westchester County Probation Department in White Plains, New York. A former President of the American Probation and Parole Association, Mr. Pozzi currently serves on the NAPE Board of Directors as the Mid-Atlantic Region Representative.

Vice President

Joanne Fuller, Director of the Multnomah County Department of Community Justice in Portland, Oregon. Ms. Fuller presently serves as the NAPE Treasurer. She will replace Gerald R. Hinzman, who is President-Elect of the American Probation and Parole Association.

Secretary

Melissa Cahill, Director of the Collin County Community Supervision and Corrections Department in McKinney, Texas. Dr. Cahill will be a new member of the NAPE Board of Directors. She will replace Rick Zinsmeyer, who did not seek reelection.

Treasurer

Martin J. Krizay, Chief Probation Officer of the Yuma County Adult Probation Department in Yuma, Arizona. Mr. Krizay currently serves as an At-Large Representative on the Board of Directors. He will replace Ms. Fuller, who will assume the Vice Presidency.

Immediate Past President

Cheryl K. Townsend, Director of the Clark County Department of Juvenile Justice Services in Las Vegas, Nevada.

New England Region

Bernard Fitzgerald, Chief Probation Officer of the Dorchester District Court Probation Department in Dorchester, Massachusetts. Mr. Fitzgerald will be returning to the position he currently holds. He represents the states of Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont.

Mid-Atlantic Region

Francine M. Perretta, Director of the St. Lawrence County Probation Department in Canton, New York. Ms. Perretta will be

a new member of the NAPE Board of Directors. She will replace Mr. Pozzi, who will lead the Association as President. Ms. Perretta will represent the states of Delaware, District of Columbia, Maryland, New Jersey, New York, and Pennsylvania.

Central Region

Gregory E. Werich, Chief Probation Officer of the Wells County Probation Department in Bluffton, Indiana. Mr. Werich, a new member of the NAPE Board of Directors, will replace Gary Sherzan, who did not seek reelection. He will represent the states of Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin.

Southern Region

Javed Syed, Director of the Nueces County Community Supervision and Corrections Department in Corpus Christi, Texas. Mr. Syed will be a new member of the NAPE Board of Directors. He will replace Carey D. Cockerell, who was named Texas Commissioner of Family and Protective Services and did not seek reelection. Mr. Syed will represent the states of Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, and West Virginia.

Western Region

S. Kay Adkins, Regional Administrator of the Washington State Department of Community Corrections in Spokane, Washington. Ms. Adkins will be returning to the position she presently holds. She represents the states of Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming.

At-Large

Daniel R. Craig, Deputy Director of the Iowa Department of Corrections in Des Moines, Iowa. Mr. Craig will be returning to the position he currently holds.

At-Large

James R. Tuttle, Director of the Pennsylvania Office of Probation and Parole Services in Harrisburg, Pennsylvania. Mr. Tuttle will be a new member of the NAPE Board of Directors. He will replace Mr. Krizay, who will become the Association's Treasurer.

INTERNATIONAL ACTIVITIES

As the world grows smaller, as impediments to international travel lessen, and as transnational criminal justice issues become more commonplace, NAPE members are called upon with increased frequency to interact with colleagues from other countries. Periodically *Executive Exchange* will highlight the activities of NAPE members engaged in international relations.

NATIONAL ASSOCIATION OF PROBATION EXECUTIVES ENTERS INTO A MUTUAL AGREEMENT WITH ITS POLISH COUNTERPART

On September 30, 2005, in Pila, Poland, the National Association of Probation Executives entered into a mutual cooperation agreement with the Probation Officer's Association of Wielkopolska, Poland. In accordance with this agreement, both organizations will establish regular contacts between probation officers in the Republic of Poland and the United States to exchange experiences of working with offenders in each place, create a full flow of information about working methods and professional training opportunities, and promote the common interests that both organizations share in making community corrections a credible and effective alternative to incarceration in Poland and the United States. The Probation Officer's Association of Wielkopolska is the leading professional organization in Poland that represents the interests and concerns of probation officers in that country.

Poland is presently experiencing a rapid transformation in its criminal justice system and especially in its probation practices. Three years ago, the Polish Legislature enacted sweeping reforms to modernize the probation system in that country. In addition, since becoming a member of the European Union in 2004, the Polish government is making significant changes to its criminal justice system in order to conform its criminal justice standards with those required by the EU. As a consequence, Polish authorities in the Ministry of Justice are examining other criminal justice systems, including the United States, in order to compare its progress in undertaking reforms and to implement practices that reflect those that are generally found in other Western democracies.

In furthering the goal of enhancing its criminal justice system, Polish ministerial authorities recently sent several delegations to the United States to examine various aspects of the criminal justice system in the States. One of those delegations, consisting of Polish judges and probation officials, visited several locations in Texas in May 2005 at the invitation of the Correctional Management Institute of Texas at Sam Houston State University to observe probation practices in the Lone Star State. During their visit to Texas the Polish officials spent considerable time with representatives of the National Association of Probation Executives, including past Presidents **Ronald P. Corbett, Jr.**, **Robert L. Bingham**, and **Dan Richard Beto**, and members **Tom Plumlee**, **Joanne Fuller**, and **Gerald R. Hinzman**.

In late September of the same year the Poles, in turn, invited a group of probation officials from the United States to spend ten days in their country observing practices and institutions of the Polish criminal justice system. Two participants who held leadership roles in the delegation that visited Poland were NAPE members **Todd Jermstad**, Staff Attorney for the Bell-Lampasas Counties Community Supervision and Corrections Department

in Belton, Texas, and **Melissa Cahill**, Director of the Collin County Community Supervision and Corrections Department in McKinney, Texas.

One of the more significant accomplishments of this visit to Poland was a signing on behalf of NAPE of the mutual cooperative agreement with its counterpart from Poland. Jermstad signed the agreement on behalf of NAPE President **Cheryl K. Townsend**. The pertinent language of the agreement is as follows:

Agreement for mutual contacts, co-operation, and exchange of experience between our organization

With this agreement we jointly express our intention to bring our Organizations closer together by means of mutual contacts and co-operation.

Contacts between our Probation Officers will be established and promoted through meetings and exchange of experiences of working with offenders.

We shall make effort to create a full flow of information about working methods and professional training.

We shall do everything in our power to promote, support and share experience of all interesting initiatives related to our profession.

We shall jointly strive to get to know one another on the basis of friendship and mutual co-operation.

As evidence of our acceptance of the above resolutions, we sign the Agreement of Mutual Understanding for contacts, co-operation and exchange of experiences between our Organizations.

Both parties will notify, six months in advance, of any proposed changes.

The Agreement had been drawn up in Polish and English: two copies of identical meaning.

In conjunction with the signing of this agreement, several initiatives are being considered. One is to establish a probation officer exchange program in which several officers from the United States will stay in Poland for a couple of weeks and experience being a probation officer in that country while several officers from Poland will do the same in the States, including Texas. The other initiative is to participate in conferences in both countries. Poland will host a probation conference in May 2006 and the National Association of Probation Executives, in conjunction with the American Probation and Parole Association Annual Training Institute, will hold their events in Chicago in July 2006. The goal is to have representatives from both our countries attend these two conferences.

TEXAS AGENCIES HOSTS POLISH PRISON DELEGATION

On December 1-12, 2005, the Correctional Management Institute of Texas (CMIT) at Sam Houston State University and the Correctional Institutions Division of the Texas Department of Criminal Justice (CID-TDCJ), both headquartered in Huntsville, Texas, hosted a delegation of Polish prison officials.

Members of the delegation from the Polish Central Board of Prison Service included: Col. Dr. **Henryk Biegalski**, Regional

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Director in Gdansk and delegation leader; Col. **Mieczyslaw Kubasiewicz**, Director of the Logistics Office; Col. **Marek Szalanski**, Director of the Personnel and Training Office; Col. **Jan Dziewonski**, Legal Advisor; Col. **Zdzislaw Swiatek**, Director of Prison at Nowy Wisnicz; Lt. Col. **Krzysztof Jedrzejak**, Deputy Commandant of Central Training Center at Kalisz; Maj. Dr. **Marzena Ksel**, Director of Health Services; Maj. **Andrzej Samek**, Director of Prison at Wierzchowo; and **Aleksandra Rogowska**, Translator with the Presidential Bureau.

During their stay in Texas, members of the delegation met with key representatives of the state's correctional and educational systems, toured a number of prisons, examined correctional programs and services, visited historic sites and museums, and participated in cultural activities and tasted culinary delights peculiar to the Lone Star State.

Persons responsible for coordinating the delegation's activities included: **Christie Davidson**, Interim Executive Director of CMIT and manager of NAPE secretariat services; **Joseph D. Serio**, CMIT Project Manager; **Doug Dretke**, CID-TDCJ Director; **Rick Thaler**, Regional Director, CID-TDCJ; **Bill Lewis**, Assistant Regional Director, CID-TDCJ; **Tommy Prasifka**, Senior Warden of the Wynne Unit; and **Dan Richard Beto**, Chair of the Governing Board of the Texas Regional Community Policing Institute and a NAPE past President.

During their stay in Texas, Dretke made the delegates Honorary Texas Wardens.

"This is an excellent example of how corrections and academia can work together to advance international relations within the criminal justice system," said Davidson, who awarded training certificates to the delegates for their participation in comparative studies in correctional systems.

At the conclusion of the visit, the delegation leader commented: "I thought Polish hospitality was the best, but after experiencing Texas hospitality I am not so sure. This has been a very rewarding and enlightening visit, and we are grateful to our Texas hosts for their kindness and their friendship."

AUSTRALIAN OFFICIAL VISITS TEXAS

Timothy J. Holding, Minister for Police, Emergency Services, and Corrections for the Province of Victoria, Australia, visited Huntsville, Texas, on December 12, 2005, and met with **Christie Davidson**, Interim Executive Director of the Correctional Management Institute of Texas and manager of NAPE secretariat services. Holding, who is responsible for both institutional and community corrections in Victoria, was in the United States as part of the U.S. State Department's International Visitor Leadership Program.

During his brief stay in Huntsville, Holding discussed correctional issues with Davidson, who arranged a prison tour and a meeting with **Doug Dretke**, Director of the Correctional Institutions Division of the Texas Department of Criminal Justice.

NEWS FROM THE FIELD

ILLINOIS CREATES NEW JUVENILE JUSTICE AGENCY

On November 17, 2005, Illinois Governor **Rod R. Blagojevich** signed legislation creating a new Illinois Department of Juvenile Justice. This new law separates the juvenile justice division from the Department of Corrections and makes it a distinct agency.

"The new Juvenile Justice Department will give troubled kids the help they need to make sure a brush with the law in their youth doesn't lead to a lifetime of crime and incarceration. This year the state reported the largest decline in juvenile parole violations on record. This new law will help us continue this trend and get these kids on the right path," said Blagojevich.

"This law is a new start with a new mind set regarding juvenile justice in Illinois. Establishing a separate department will do more to reduce crime and rehabilitate juveniles rather than placing them in a system where they become hardened criminals," said Senator **John Cullerton**, one of the bill's authors.

There are approximately 1,400 juveniles incarcerated within the Illinois Department of Corrections and nearly 47 percent of them return to the system. By creating a separate Department of Juvenile Justice, young offenders will receive individualized services including educational, vocational, social, and emotional services that will help enable them to become productive adults.

In addition to the services provided inside the juvenile facilities, the new department will provide transitional and post-release treatment for juveniles, including counseling, mental health, and substance abuse programs and services.

The legislation moves eight juvenile facilities and the Department of Corrections school district into the new department.

According to the Governor's press release, creating the new department is "budget-neutral," meaning its funding, approximately \$125 million, will simply be transferred from the prison system's existing budget.

Illinois rejoins 39 other states that currently separate their juvenile and adult correctional systems. A cursory review of the history of corrections in Illinois reveals that adult and juvenile correctional services were separate until the early 1970s, when the Illinois Youth Commission was placed under the newly created Illinois Department of Corrections.

Implementation of the new agency will begin on July 1, 2006.

OHIO COURT FOCUSES ON MENTALLY ILL

A new program focusing on the treatment of the mentally ill commenced in Median County, Ohio, in January 2006. The program, introduced by Common Pleas Judge **James Kimbler** at the urging of Chief Probation Officer **Veronica Perry**, is designed to ensure that the mentally ill who are charged with nonviolent felonies receive treatment. The goal of the mental health docket, according to Kimbler, is to keep the offenders under supervision long enough to stabilize them, since the crimes they are accused of most often occur when they stop taking their medication.

In an article appearing in the *Akron Beacon Journal*, Perry said having the specialized docket gives defendants more personal attention — "attention that invariably improves their chances of success."

Medina has experienced success with a drug court, which was created by Kimbler's colleague on the bench, Judge **Christopher**

Collier. Collier applauded Kimbler's initiative and said what he "has done is an important and innovative way to handle the difficult cases that come before the court."

Perry said her push for this docket came about because "defendants suffering from mental illness might not receive the treatment they need." Under the new plan, a treatment facility will provide the services.

As part of the program, Kimbler plans to regularly meet with defendants on the docket. He noted that one-on-one interaction between judges and defendants has increased success rates elsewhere.

PARCHMAN RECOGNIZED IN TEXAS

On October 9-12, 2005, over 150 Texas probation administrators gathered in Galveston for the 33rd Annual Chief Probation Officers Conference. During the conference, one of the many programs offered by the Texas Probation Training Academy at Sam Houston State University, longtime NAPE member **Arlene Parchman**, Director of the Brazos County Community Supervision and Corrections Department in Bryan, Texas, was presented with the Academy's Distinguished Service Award.

In presenting the award, **Christie Davidson**, Interim Executive Director of the Correctional Management Institute of Texas, cited Parchman for her efforts in promoting professional development to advance community corrections and for her commitment to bringing a rational approach to the delivery of probation services.

Parchman, who previously served on the NAPE Board of Directors and as a member of the Texas Reinventing Probation Strategy Group, is a member of the Board of Directors of the Texas Probation Association. In addition, she currently serves as Chair of the Texas Probation Training Academy Advisory Council.

The conference highlighted several NAPE members as presenters, including: **Cheryl K. Townsend** of Arizona, the Association's President; **Mark Carey** of Minnesota, President of the American Probation and Parole Association; and **Thomas White** with the State of Connecticut Judicial Branch.

NAVAJO COUNTY PROBATION RESTRUCTURES

An article written by **Tammy Gray-Searles** and appearing in the *Holbrook Tribune-News* reports on a recent restructuring of the Navajo County Probation Department in Arizona. Due to an increased workload, Navajo County Superior Court Presiding Judge **Dale Nielson** decided to add the position of Juvenile Probation Director to the probation department and appointed **Arno Hall**, a 20 year veteran with the department, to fill the position.

The probation department will continue to function as one department, but each director will be responsible for different service areas. Hall will oversee all matters relating to juvenile services, and Chief Probation Officer **Ted Ryersbach** will continue responsibility for all adult probation matters.

"In the past they were separate departments, but they were combined by Judge **Bret Huggins**," Hall said. "We will remain combined, but the responsibility will be divided."

Ryersbach, who has been responsible for both adult and juvenile probation services, said he is glad to relinquish juvenile probation duties to Hall. "This will free me up to concentrate on working on and developing programs for adult offenders that I've wanted to do but haven't had time to work on. About 65

percent of my workload was juveniles; now I can concentrate on the adult side. We're still going to be working very closely with each other, though, to make sure things go smoothly."

One program Ryersbach would like to see developed is an adult drug court. "If it works, we may just try a juvenile drug court," he commented. "It's not out of the realm of possibility."

Among Hall's goals for juvenile probation is to bring new programs into the juvenile restoration center. He indicated that bringing a residential-type drug and alcohol treatment program into the facility is one of his top priorities. He also hopes to introduce additional programs, such as Big Brothers/Big Sisters. In addition to overseeing juvenile probation officers, Hall will be responsible for the community advisory board, the Safe Schools Program, acting as liaison between Navajo County and the Arizona Supreme Court, and coordinating training for officers and staff.

HEIGHTENED RESTRICTIONS ON SEX OFFENDERS FOR HALLOWEEN

For more than a week preceding Halloween Eve the print and electronic media across the United States reported on enhanced efforts of probation, parole, and law enforcement agencies to restrict sex offenders' activities to protect young trick-or-treaters.

In addition to more restrictive curfews, some of the strategies employed on sex offenders under probation and parole supervision included: random and planned home inspections; requiring offenders to report for training or treatment during the trick-or-treating hours; imposing restrictions on house decorations and answering the door for costumed children; and community notification efforts.

NORFOLK COUNTY ADDRESS TRUANCY

Probation officers in Massachusetts are working with educators to solve truancy problems that are plaguing schools statewide, reports the *Needham Times*. In Norfolk County, the eight probation officers assigned to the schools work closely with court-involved youth. As in years past, children will find probation officers walking the corridors checking on them and meeting with them and school administrators in the on-site probation office at school.

"This year probation officers will have attendance reports faxed directly to the probation office at the court so we know immediately who is not going to school," said Norfolk County Chief Juvenile Probation Officer **Thomas Mitchell**. "We also have several programs conducted in the schools that target at-risk children."

Among the in-school programs is the Family Assistance Conference. This program, in its sixth year, was established to address truancy issues, school drop-out, and school expulsions. This collaborative program, created by the Norfolk County Juvenile Probation Department, draws on the resources of the local public schools, Department of Social Services, and the Department of Mental Health. The group focuses on students with school attendance and discipline concerns that may lead to court involvement such as a Children in Need of Services petition.

"A large part of our work is keeping these juveniles under constant surveillance. This involves a close working partnership with the schools. Studies have shown us that truancy and school problems are the leading indicators of future criminal

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behavior, so it is imperative we strictly monitor school conduct," said Mitchell.

Probation officers were first assigned to the schools in Norfolk County in 1999.

WESTCHESTER COUNTY RECEIVES VIOLENCE AGAINST WOMEN GRANT

Westchester County, New York, has received a \$200,400 federal grant from the Office on Violence Against Women that will be used to expand a program that provides safe, supervised visits for children and their parents.

According to an article in the *Hudson Valley News*, the Westchester County Department of Probation will use the money to reach more parents and children through the Supervised Visitation and Safe Exchange Program at the YWCA of Central Westchester in White Plains. For the past ten years the program has provided a safe environment for children to meet with parents who the court has determined need to have supervised visits with their children.

"Children need connections to their mothers or fathers, but sometimes when a child is living in a foster home or with one parent, and the judge orders that visits must be supervised, parents cannot afford to pay to have someone to supervise," said County Executive **Andrew Spano**. "The program at the YWCA is the only affordable program of its kind in Westchester, and we want to make it available to as many families as we can."

Westchester County Probation Commissioner and NAPE Board member **Rocco A. Pozzi** said the program helps to keep families safe while allowing them to maintain ties. "These visits help keep hope alive for many of these families."

NAPE PRESIDENT ASSUMES NEW POSITION

Cheryl K. Townsend has been selected to be the next Director of the Clark County Department of Juvenile Justice Services in Las Vegas, Nevada. Prior to this appointment, Townsend served as Director of Juvenile Court Services for Maricopa County, Arizona, for nine years. She also has an extensive history of service in Texas with the Texas Youth Commission and the Travis County District Attorney's Office.

"Ms. Townsend is extremely qualified for this position," said **Thom Reilly**, Clark County Manager. She was selected for this position "because of her diverse work experience and commitment to solving issues that negatively affect juvenile offenders, their families, and the entire community. For more than a decade Ms. Townsend has implemented critical services designed to reduce crime" in the fourth-largest county in the nation.

"I am honored to have been selected as the Director of Juvenile Justice Services," said Townsend. "This is an exciting opportunity to be part of a community that is committed to best practices in juvenile justice, to excellence, and to collaboration. I look forward to working with a broad network of individuals to not only continue to provide regional juvenile justice services in Clark County, but also to improve those services and their results."

As Director of the Clark County Department of Juvenile Justice Services, Townsend will oversee intervention services, guidance, and control for children ages 18 and under who are involved in delinquent conduct. Currently the department employs a total of 352 full-time employees and 214 part-time employees. There are 235 beds at the detention center, 100 beds at the Spring

Mountain Youth Camp, and 12 beds at the Spring Mountain Halfway House.

Townsend, took office in January 2006, holds a bachelor's degree in psychology from Rockford College, a master's degree in public administration from Southern Methodist University, and a master's degree in business administration from the University of Texas.

BROKOFSKY NAMED TO HEAD NEBRASKA PROBATION

The Nebraska Supreme Court named **Ellen Fabian Brokofsky** as the State Probation Administrator, effective October 1, 2005. She replaces **Ed Birkel**, who left the agency in February. Brokofsky, who began her career in community corrections in 1975, served as Chief Probation Officer in Sarpy, Cass, and Otoe Counties for the last 15 years.

"Ms. Brokofsky's past experience as a Chief Probation Officer for District 5, which included Sarpy, Cass, and Otoe Counties, together with her prior responsibilities as Chief Probation Officer for juvenile probation in Sarpy County, gives Ms. Brokofsky a good understanding of the needs associated with both urban and rural probation offices, as well as juvenile probation issues," said Chief Justice **John V. Hendry**, speaking on behalf of the Nebraska Supreme Court.

Brokofsky, a licensed alcohol and drug abuse counselor, is President-elect of the National Juvenile Court Services Association. She is a member of the National Council on Juvenile and Family Court Judges Substance Abuse Committee and the Nebraska Community Corrections Council's Justice Substance Abuse Committee. In 1992 she received the Tribute Award from the Nebraska Court Appointed Special advocates and in 2000 the Outstanding Supervisor Award from the Nebraska Probation System.

INDIANA CORRECTIONAL ASSOCIATION HONORS EYRICK

During the Indiana Correctional Association's 72nd Annual Conference held in Merrillville on October 5-7, 2005, NAPE member **Stephen Eyrick**, Chief Probation Officer for the LaPorte County Superior Court 4 in Michigan City, Indiana, was the recipient of the Association's Correctional Manager of the Year Award. He was recognized for his leadership of the LaPorte County Probation Department and for developing a number of programs designed to better serve the courts, the community, and the offender population.

Eyrick, who began his criminal justice career as a seasonal police officer in Oak Bluffs, Massachusetts, while attending college, has been Chief Probation Officer in LaPorte since 1991. Previous employment includes work with the LaPorte County Sheriff's Department in the Jail Division and as an adult probation officer for the LaPorte Circuit Court.

In addition to NAPE, Eyrick is a member of the Indiana Correctional Association, Probation Officer Professional Association of Indiana, and the LaPorte County Community Corrections Advisory Board. He is also a member of the Board of Directors of Harmony House and the State of Indiana Probation Officers Advisory Board.

The Indiana Correctional Association, founded in 1933 as the Indiana Probation Association, is the oldest chapter of the American Correctional Association.

DOMESTIC VIOLENCE CONSORTIUM CONVENED IN SAN BERNARDINO COUNTY

San Bernardino County, California, probation officials, law enforcement officers, treatment providers, and others met in early October 2005 in the first consortium on domestic violence. The meeting was part of a countywide effort to create a strategic plan to improve victim services and more efficiently prosecute offenders, said Deputy Chief Probation Officer **Michelle Scray**.

As reported in the *Inland Valley Daily Bulletin*, forum participants identified practices that were not working, problems that must be addressed, and what agencies can do to operate more effectively.

Chris Condon, a Supervising Probation Officer, said participants developed a list of issues that the strategic plan will address. "There are a lot of people dedicated to solving domestic violence," he said.

Scray said the consortium comes on the heels of a June report compiled by the Attorney General's Office that was critical of how criminal justice systems throughout the state responded to domestic violence. The report indicated that many prosecutors' offices do not work with community-based victims' advocates or do not assist victims if charges are not filed. In addition, batterers often are not held accountable and law enforcement fails to respond quickly to physicians' reports of violence, among other criticisms.

GRUNDEL RETIRES IN ILLINOIS

Longtime Illinois probation leader **James R. Grundel**, Assistant Director of the Administrative Office of the Illinois Courts Probation Division, retired December 31, 2005. A pioneer in community corrections, Grundel was a founding member of the Illinois Probation and Court Services Association and served as that organization's President.

Because of his dedicated and enlightened service to the community corrections profession, the National Association of Probation Executives presented him with the Sam Houston State University Executive of the Year Award in 2005.

BETO ELECTED TO CHAIR POLICING INSTITUTE GOVERNING BOARD

In September 2005, shortly after retiring as Executive Director of the Correctional Management Institute of Texas at Sam Houston State University, NAPE past President **Dan Richard Beto** was elected Chairman of the Texas Regional Community Policing Institute (TRCPI) Governing Board; he will serve a two year term.

The TRCPI is funded through the Office of Community Oriented Policing Services (COPS) of the U. S. Department of Justice and is responsible for providing training and technical assistance to law enforcement and criminal justice agencies and organizations, community groups, and other Regional Community Policing Institutes.

Under the leadership of Executive Director **Phillip M. Lyons**, included in the TRCPI primary areas of specialization are: the inclusion of historically excluded populations in community policing efforts; formation and maintenance of police-probation partnerships; and innovative instructional delivery methods, including interactive television and distance learning.

Some of the TRCPI's trainings have focused on such topics as executive leadership, community oriented policing and problem solving, ethics and integrity, fear reduction, engaging diverse communities, working with secondary victims, building successful workplace relations, and the identification, collection, and preservation of DNA evidence.

RETIREMENTS

During the past several months the probation profession has lost a wealth of experience due to retirements.

Betty Percoa, Chief Probation Officer for Raleigh County in Beckley, West Virginia, retired in October 2005 after a quarter of a century of service.

In October 2005 three senior officials with the Rensselaer County Probation Department in Troy, New York, retired, causing a loss to the department and the profession of more than a hundred years of experience. Those retiring included: Director **Robert Hayden**, a 43-year public servant who worked in the department for 35 years; Probation Supervisor **Jane Hanft**, who worked at the department 34 years; and Senior Probation Officer **Katherine Snow**, a former Department of Social Services staffer who had been with the department 19 years.

Dick Meeker, Chief Juvenile Probation Officer for Lewis and Clark County in Montana, retired in November 2005. Meeker, who started as a deputy juvenile probation officer in Helena in 1969, had been with the Lewis and Clark Juvenile Probation Department for 29 years.

In December 2005 **Bruce A. Grim**, long-time Chief Juvenile Probation Officer for Berks County, Pennsylvania, retired. A 35-year veteran with the juvenile justice system, Grim has been described as an innovator, mentor, and pioneer.

HORTICULTURE PROGRAM RECEIVES RECOGNITION

The Lamar County Community Supervision and Corrections Department in Paris, Texas, has been receiving media coverage for its horticulture program, and State District Judge **Jim Lovett** said "it's no surprise to him that research proves working with plants changes lives. It's exactly what we expected to happen a little over eight years ago. Horticulture therapy has reduced recidivism 23 percent; if you projected that statewide, we could save about \$88 million a year in prison costs."

The program received international recognition at the 33rd Annual American Horticulture Association Conference held in August 2005 in East Brunswick, New Jersey. **James F. White**, a Rutgers University professor, used the program results as an example of the "potential impact and use of horticulture therapy" in his opening remarks at the conference.

"About 400 probationers involved in the initial research are to be tracked for ten years to see if data from the four-year period continues to produce the same results in the long term," said **Bill Hale**, Director of the Lamar County Community Supervision and Corrections Department.

In an interview with *The Paris News*, Lovett said former Probation Director **Gary Marlowe** introduced the horticulture program after attracting the interest of **Richard H. Mattson**, a Kansas State University professor.

"He is considered the world's leading authority on horticulture therapy and was instrumental in getting us started," Lovett said.

"Horticulture had never been applied to a probation setting before. Dr. Mattson was intrigued with the idea of helping us with the program and devised studies to determine its effect."

Researchers at Kansas State University and Texas A&M University at Commerce are in the process of taking the department's in-house study to the next level as data continues to be collected, Hale said.

"This is a wonderful working program that I think is a good example of things that can be done in the field that are good for both the probation department and the probationer, said State Representative **Jerry Madden**, who serves as Chairman of the Texas House Committee on Corrections. "This program shows promise that has relevancy for other areas of the state."

LEHIGH COUNTY JUVENILE PROBATION DEPARTMENT HAS FUNDRAISER FOR HURRICANE VICTIMS

The Lehigh County Juvenile Probation Department in Allentown, Pennsylvania, is hoping to turn firewood into cash for the victims of Hurricane Katrina. Juvenile offenders on probation, as reported in the *Allentown Morning Call*, who are required to perform community service are stacking and cutting firewood to be sold. Proceeds will go to benefit hurricane victims.

The project has been a collaborative effort, with county officials, individuals, and retailers donating equipment and ideas, said **Ryan Schaffer**, Director of the department's community service program. The first batch of firewood came from about 50 trees cut down for a housing development, where the owner agreed to donate the timber.

INTEGRATED POLICE AND PAROLE INITIATIVE IN SASKATCHEWAN

The City of Regina, Saskatchewan, has been chosen to be one of the first communities to benefit from the new Integrated Police/Parole Initiative. The Correctional Service of Canada (CSC) and the Regina Police Service are partnering together to enhance public safety by hiring a Community Corrections Liaison Officer (CCLO), a dedicated police officer employed by CSC to work closely with parole officers. The CCLO's main duties include: monitoring the activities of higher-risk offenders; acting as a link with police and other relevant agencies in order to enhance information sharing; and engaging in activities related to reducing the number of unlawfully at-large offenders.

"We welcome this opportunity to work more closely with CSC," said Deputy Chief **Clive Weighill** of the Regina Police Service. "Monitoring the activities of offenders and sharing information will be crucial links in identifying any change in risk to the public and applying an appropriate, timely intervention, where necessary. This partnership takes us closer to our goal of enhancing public safety in Regina."

As part of this new initiative, a total of 16 CCLOs will be hired across Canada.

"As partners in the criminal justice system, everything we do is fundamentally about public safety," said CSC Commissioner **Keith Coulter**. "This initiative will expand the capacity of police and parole and will serve us well as a strategic foundation for future collaborations with police services to meet our mutual public safety objectives."

BILINGUAL POLICE-PROBATION OUTREACH IN WESTCHESTER COUNTY

An article appearing in the *Hudson Valley News* on November 30, 2005, reported on an initiative that brings police and probation officers closer to the communities they serve. Westchester County, New York, has created *El Protector de Westchester*, a program that creates a better relationship between the police and probation and the Hispanic community.

The program gives Spanish-speaking residents a chance to learn about local laws in a non-threatening way. As part of this new initiative, bilingual police and probation officers will visit schools and special events to talk about traffic safety and other ways to protect one's family.

"These officers can deliver the message most effectively as they speak the same language and understand their culture," said County Executive **Andrew Spano**. "These workshops give people a chance to ask questions and learn about laws they might not be familiar with, such as the requirement to wear a seatbelt or put a young child in a safety seat."

NAPE VICE PRESIDENT PARTICIPATES IN RE-ENTRY STRATEGY SESSION

On November 9, 2005, **Gerald R. Hinzman**, Director of the 6th District Department of Correctional Services in Cedar Rapids, Iowa, and NAPE Vice President, participated in an offender re-entry strategy session sponsored by the International Association of Chiefs of Police (IACP) and the Community Oriented Policing Services (COPS) Office of the U. S. Department of Justice. The purpose of this meeting was to design a national policy summit on "Offender Re-Entry: Exploring the Leadership Opportunity for Law Enforcement and Their Agencies." The summit is tentatively scheduled for the spring of 2006.

HUMBOLDT COUNTY HAS NEW PROBATION CHIEF

Douglas Rasines, a 24 year veteran, has been named Chief of the Humboldt County Probation Department in Eureka, California. Prior to assuming his new position, Rasines served as the Superintendent of the Juvenile Hall, Division Director for Probation Services, and Assistant Chief Probation Officer.

Rasines replaces **Bill Burke**, who left to assume a similar position in Marin County.

NEW CHIEF APPOINTED IN BERKS COUNTY

Nancy S. Xavios has been appointed Chief Adult Probation Officer for Berks County in Reading, Pennsylvania, effective January 4, 2006. Xavios, a graduate of King's College with a Bachelor of Science degree in criminal justice, has worked as an adult probation officer for more than two decades. For the past nine years she has served as Assistant Chief of the department.

Xavios replaces **Roger P. Luckenbill**, who retired. Luckenbill said he hired Xavios in 1984 and "has watched her grow and develop into a leader who understands and enjoys probation work."

"She brings a fresh perspective to the probation officer and is committed to the office culture, which she helped create," Luckenbill said.

MARICOPA COUNTY PROBATIONERS HELP CITY

A December 24, 2005, article appearing in *The Arizona Republic* reported that probationers under the supervision of the Maricopa County Adult Probation Department were helping clean up the city of Peoria, Arizona.

The Peoria City Council recently approved a \$1,800 annual contract with the Maricopa County Adult Probation Department to provide labor to the city. Other cities contracting with the department are Phoenix and Scottsdale. The contract fee pays for administrative costs associated with the community work program, said **Mike Goss**, the department's Deputy Chief.

Goss said the cities specify what types of offenders they will accept to perform the work. Projects include picking up litter and painting over graffiti. Probationers with special skills or credentials, such as doctors and dentists, are put to work providing free medical services to the needy.

"For the length of time we have been doing it, we've had minor problems," Goss advised. "The main thing is somebody getting hurt, using an electric tool doing some trimming and getting cut or hurt. In terms of them committing another offense while on community service, there is very little of that."

Lora Isaacs, Peoria's Superintendent of Code Enforcement, said the city has used offender labor for seven years and has not experienced any problems with the help.

FRY PASSES AWAY IN INDIANA

On December 29, 2005, **Donald E. Fry**, age 63, the Chief Probation Officer for the LaGrange County Circuit Court Probation Department in LaGrange, Indiana, passed away following a two year battle with cancer. In addition to serving as Chief Probation Officer for 21 years, Fry was an ordained Southern Baptist Minister. Despite his illness, "he managed to work up to the end," said **LeAnn Anders**, speaking on behalf of the department. "He will be missed."

A resident of Shipshewana, Fry is survived by his wife, Tanya, his father and step-mother, three sons, four grandchildren, and a sister. He was preceded in death by his mother.

BJS REPORT ON 2004 PROBATION AND PAROLE DATA RELEASED

In November 2005, the Bureau of Justice Statistics released *Probation and Parole in the United States, 2004*, written by **Lauren E. Glaze** and **Seri Palla**. The report reflects that during 2004 the total federal, state, and local adult correctional population — incarcerated or in the community — grew by 59,900 to reach nearly seven million. The growth of 0.9 percent during the year was a third of the average annual increase of 2.7 percent since 1995.

The total adult correctional population reached 6,996,500, with 4,151,125 offenders on probation and 765,355 on parole. The incarcerated offender population was 1,421,911 in prisons and 713,990 in jails.

Texas had the largest probation population, with 428,773 offenders, followed by California, Florida, Ohio, Michigan, Pennsylvania, Massachusetts, Illinois, New Jersey, and Washington. Of the adult offenders exiting probation during 2004, 60 percent were described as successful discharges.

The largest parole population was found in California, with 110,261 offenders, followed by Texas, Pennsylvania, New York,

Illinois, Louisiana, Georgia, Michigan, Oregon, and Ohio. Of the parolees leaving post-confinement supervision, 46 percent were classified as successful completions.

The full report may be accessed by visiting the Bureau of Justice Statistics website at www.ojp.usdoj.gov/bjs/.

NEW MEMBERS

Since the last issue of *Executive Exchange*, the National Association of Probation Executives has added several new members. They are as follows:

Dawn Anderson, District Manager, Idaho Department of Corrections, Twin Falls, Idaho.

Arthur Averitt, Director, Judicial District Community Supervision and Corrections Department, Bastrop, Texas.

Adrienne Brown, Assistant Director, Collin County Community Supervision and Corrections Department, McKinney, Texas.

Carol C. Buck, Chief Probation and Parole Officer, Virginia Beach, Virginia.

Richard B. Callahan, Chief Probation Officer, Coconino County Adult Probation Department, Flagstaff, Arizona.

Christopher Copenhaver, Probation and Parole Supervisor, Kentucky Department of Corrections, Frankfort, Kentucky.

Randy Focken, Director of Parole Services, Indiana Department of Corrections, Indianapolis, Indiana.

Kim D. Henagan, District Supervisor, Kentucky Department of Corrections, Hopkinsville, Kentucky.

Thomas Herzog, Deputy Executive Director, New York Division of Parole, Albany, New York.

Terry D. Kirkham, District Manager, Idaho Department of Corrections, Idaho Falls, Idaho.

Geraldine Nagy, Director, Travis County Community Supervision and Corrections Department, Austin, Texas.

Keven Pellant, Deputy Secretary of Community and Field Services, Kansas Department of Corrections, Topeka, Kansas.

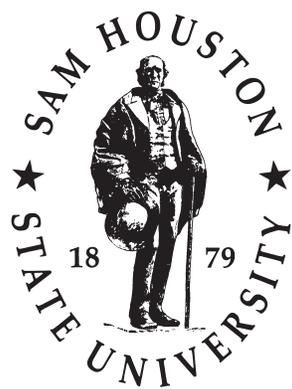
Doug Rasines, Chief Probation Officer, Humboldt County Probation Department, Eureka, California.

Bobby Robbins, Chief Probation Officer, Xenia Municipal Court, Xenia, Ohio.

Vincent Rodriguez, District Manager, Idaho Department of Corrections, Coeur D'Alene, Idaho.

Susan Storm, District Manager, Idaho Department of Corrections, Lewiston, Idaho.

Brandt Taylor, Chief Juvenile Probation Officer, Garza County Juvenile Probation Department, Post, Texas.



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