

National Association of Probation Executives EXECUTIVE EXCHANGE

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PRESIDENT'S MESSAGE



The National Association of Probation Executives has been busy in the last few months. As a result of the leadership and hard work of Ron Corbett and Dan Beto, in partnership with the National Institute of Corrections, the new Executive Development Program for New Probation Executives is tentatively scheduled for its first session in 1997. This program will provide a much needed opportunity for probation executives to avail themselves of unique training tailored to meet their immediate needs.

Elyse Clawson has been busy soliciting input and suggestions from NAPE members as she works on developing the leadership track for the APPA Institute in Boston. Several NAPE members have proposed critical and timely topics which will be refined and developed for submission to APPA in the near future. As you may be aware, NAPE has taken responsibility for developing the leadership track with APPA for the past several years. It is anticipated that this the 1997 track, along with the work being done on the Executive Development Program for New Probation Executives, will reflect NAPE's commitment to excellence in providing leadership and management training.

I have had the opportunity to represent NAPE at two National Coalitions of Community Corrections Associations (NCCCA) meetings. The Coalition was formed a little over a year ago and brings together the interests of associations representing probation, parole, and community corrections across the nation. Included are the

American Correctional Association, Association of Paroling Authorities International, International Community Corrections Association, National Association of Probation Executives, National Association of Pre-Trial Service Agencies, National Community Sentencing Association, and the Parole and Probation Compact Administrators' Association. The NCCCA is partially supported by the National Institute of Corrections. The Presidents of each member organization meet quarterly to identify and address issues of common concern to community corrections on a national level. An agenda for the Coalition is being developed and will be printed in the next issue of *Executive Exchange*. Thanks to the input provided by NAPE Board Members James Grundel, Don Stiles, Robert Bosco, Dan Beto, and Barry Nidorf, I have been able to represent the combined interest of NAPE in the formulation of this agenda. The Coalition is also interested in actively influencing national policy that impacts the field of community corrections. This presents an exciting opportunity for NAPE, and you can certainly expect to hear more about NCCCA activities.

I would like to thank Robert Bingham for his work as guest editor of this edition of *Executive Exchange*. Robert has brought together a group of contributors who present interesting and timely views that will be well worth our reading. Thanks for a great job!

Finally, on behalf of the NAPE Officers and Directors, I would like to express to each of you best wishes for a great 1997.

Dave Savage
President

CONTENTS

Message from the President, <i>Dave Savage</i>	1
Guest Editor's Message, <i>Robert L. Bingham</i>	2
Learning from our Peers, <i>Kenneth J. Aud, Sue Gionfriddo, Michael Ricketts, and Richard E. Wyett</i>	3
News From the Field	14

GUEST EDITOR'S MESSAGE



by
Robert L. Bingham
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Probation administrators learn from a variety of sources and individuals throughout their professional careers. Some of us are open and receptive to suggestions and criticism; some of us are more closed and less responsive. Regardless, we can all agree that we have learned from multiple sources: judges or executive branch supervisors, coworkers, clients, police, and staff from collateral agencies, just to name a few.

While I have certainly learned from all of the above sources, I am as much indebted to my fellow probation administrators within my state of assignment and my national contacts as any collective group. Who better knows the administrative trials and tribulations of this profession than a fellow professional who faces similar challenges and assignments? And what better organization than NAPE as a source to extract such support and ideas from its membership?

To further support and promote this assertion, I sought to poll an assemblage of NAPE members on diverse questions and issues which I speculated would be of interest to the general NAPE membership. In keeping with the concept of this edition, I sought the opinions of several veteran probation administrators in refining and editing the questionnaire, so the questions and issues raised are not totally my design.

Who to poll? I sought individuals within NAPE who were recommended to me or with whom I had limited contact. I know none of the individuals well, personally or professionally, but I can assure you that all four contributors addressed the assignment with passion and commitment. I also sought balance and diversity in responses as was practical.

This issue's contributors are as follows:

Kenneth J. Aud Chief Probation Officer Oakland Coounty Probation Department Pontiac, Michigan	Sue Gionfriddo Chief Probation Officer Santa Barbara County Probation Department Santa Barbara, California
Michael Ricketts Director Chautauqua County Probation Department Jamestown, New York	Richard E. Wyatt Chief Department of Parole and Probation Carson, Nevada

I wish to thank the contributors collectively for their willingness to participate and share and for their obvious hard work in crafting their responses. Learn and enjoy.

INFORMATION ABOUT
EXECUTIVE EXCHANGE

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

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Submissions for publication consideration should be typed on 8½ by 11 inch paper, double-spaced, with at least one inch margins. Manuscripts should be submitted in duplicate. Persons submitting articles, commentaries, or book reviews should enclose a brief biographical sketch or resume and a black and white photograph for possible inclusion. Manuscripts exceeding one page in length should be submitted on a computer diskette, with the software used indicated.

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LEARNING FROM OUR PEERS

During the Fall of 1996, four members of the National Association of Probation Executives responded to a questionnaire which elicited information about their duties as probation executives and their views concerning the probation profession. Responding to the questionnaire were **Kenneth J. Aud** of Pontiac, Michigan, **Sue Gionfriddo** of Santa Barbara, California, **Michael Ricketts** of Jamestown, New York, and **Richard E. Wyatt** of Carson City, Nevada. The 15 questions and their responses follow.

Describe your educational and administrative background prior to accepting your current position.

Aud:

I graduated from Michigan State University in the mid-seventies with a Bachelor of Science degree in criminal justice. Shortly thereafter, I completed the requirements for a Master of Correctional Science degree at the University of Detroit. I held the position of pre-trial service officer, probation officer, supervisory, program manager, ACA administrator, and chief probation officer prior to being appointed to my present position.

Gionfriddo:

My formal education consists of receiving my bachelor's degree at the University of California at Santa Barbara with a double major in sociology and Spanish. Subsequently, I matriculated in numerous relevant courses related to the probation field, as well as specific management curriculum. However, I have not acquired an advanced degree. I literally "grew up" in the Santa Barbara County Probation Department, commencing my career upon graduation from UCSB in 1968 as a juvenile institutions officer at Juvenile Hall. Although I initially had planned to teach at the secondary level, I accepted a promotion to deputy probation officer in lieu of pursuing my teaching credential in graduate school. What I initially intended to be a two-year "diversion" from studies turned out to be 28½ years crammed with significant challenges thus far!

While promoting through the ranks, my first administrative assignment was that of division chief for South County Operations. My responsibilities included administrative oversight of Santa Barbara Juvenile Hall, Los Prietos Boys Camp, and several probation units for adult and juvenile intake, investigations, and supervision. I served in that capacity for about one year until being promoted to assistant chief probation officer, a position I held for eight years until being appointed by the Superior Court

to Chief Probation Officer in 1988. As the assistant chief, I was responsible for the internal administration of the entire department, consisting of both North and South County divisions. Operations county-wide included two juvenile halls, one boys camp, three counseling and education centers for juveniles, civil investigations, and intake investigation and supervision units each for juvenile and adult in three area offices.

Ricketts:

I first entered a two-year junior college with the idea of becoming a police officer, specifically, a New York State police officer. As I became indoctrinated to the social sciences, I realized that I wanted to enter the field of probation. I then transferred to a four-year school and received my Bachelor of Science degree in Criminal Justice. I obtained employment in 1971 as a probation officer in Allegany County and transferred to Chautauqua County, New York, in 1973. I held the position of probation officer, was then promoted to senior probation officer, followed by probation supervisor. As a probation supervisor, I was responsible for supervising the day-to-day activities of seven probation officers. I held that position, being responsible for the Jamestown branch office, for approximately eight years. I was then appointed as Director of Probation here in Chautauqua County by the then county executive.

Wyett:

In 1967, I started my career in criminal justice as an auxiliary police officer with the Reno Police Department. My time as an auxiliary officer gave me the opportunity to receive entry level training in law enforcement. In 1972, I joined the Nevada Highway Patrol and held that position until 1974, when I became a Nevada parole and probation officer trainee in Reno, Nevada. While employed as a parole and probation officer, I worked my way up through the ranks from officer trainee to unit manager over a 17 year period. During those years, I received training and served in the capacity of director of the VIP (Volunteers in Probation) program and student intern program. I have also served as the district job developer, range master, and provided on the job training for newly appointed officers, and was promoted to senior officer, subunit supervisor, and unit manager before leaving in 1991. That year, I was appointed by Governor Bob Miller to the Nevada Board of Parole Commissioners, where I served as a parole commissioner until February 1993, when the governor appointed me to my present position of Chief of the Nevada Division of Parole and Probation.

Describe your administrative style and how it has changed over the years.

Aud: I believe all managers and administrators search for a particular style or technique which best suits them when starting out. My administrative style has not changed drastically over the years but has undergone occasional modifications. Specifically, I tended to be much more reactionary to “change” in the beginning. Today, I have learned that change is inevitable, especially in our business. I presently view change as an opportunity or challenge and do not dwell on it as I did in the past. Outside of this, I delegate more effectively and have virtually eliminated the “do it yourself” attitude which I formerly held. The results are amazing when you delegate the right things to the right people and empower them in seeking goals or objectives.

Gionfriddo:

From the beginning, I have effected a participative style of management and administration. However, through the years I find myself somewhat impatient on occasion as I see we have “been there and done that.” I do believe it is important not to stifle what staff may believe to be creative and new ideas, even though the organization may have employed that suggestion 20 years ago in a different context. I have become an advocate for “situational leadership,” but it is obviously not always that simple. It is clear to me that, over time, I have tended to be more autocratic on occasion than I was in the early years. It truly is interesting to reflect on the evolution of one’s leadership style and what influences and experiences have shaped it. For the past year or so, our county has embraced Total Quality Management, or TQM. I can certainly appreciate the merit of that approach but frankly have found it difficult to employ in an organization that has been struggling for several years for lack of funding and consequent reductions in levels of service. While the principles of TQM would apply at any level of service, it is very difficult to motivate staff to engage in such a project when they clearly believe there “isn’t time to do anything right.”

Ricketts:

My administrative style can probably best be described as participatory. I try to obtain staff input, particularly from the two supervisors and the principal account clerk, whenever making policy decisions. On several occasions, the entire staff has been involved in policy decisions, and whenever a particular policy is instituted, it is always subject to change. During my tenure as a probation supervisor, I worked for a very autocratic director. He would solicit our opinions and

then go out and do whatever he had already decided to do. When I first embarked upon my career as director, budgetary matters were very stable, and when you approved a budget for January 1, you could be reasonably sure that was the budget that you would live with for the next twelve months. Under today’s conditions, an administrator has to almost be a full time budget administrator. I am constantly looking at ways of making the delivery of our services more efficient, employing outcome management techniques.

Wyett:

My administrative style can best be described as one that encourages teamwork and open communication; or one that allows staff to not only bring their problems but present their solutions as well. This management style allows me to be available to staff at all levels. I have changed from being a “micro manager” where I tried to have all the answers to everyone’s questions and problems and be in total control.

What are the talents and characteristics required of an exemplary probation administrator?

Aud:

The talents and characteristics must include the ability to effectively communicate with your staff, other agencies, and the public. Lee Iacocca once said, “either lead, follow, or get out of the way.” In any organization, no matter how small or large, effective communication is key. Leadership in all fields requires you to be an outstanding public speaker. You have got to know how to talk to your staff, and public speaking is especially the best way to motivate a large group. When people understand what you are attempting to achieve and why you are doing it, the results include meeting goals or expectations, but additionally, there is acceptance and a feeling of pride in the accomplishment. Other than communication, additional characteristics should include effective delegation, teambuilding, recognition, and effective goal setting.

Gionfriddo:

The art of effective leadership is far from being a finite science. I’ve always thought it required exceptional flexibility and adaptability, while at the same time one must have the foresight to be a proactive. To truly be “exemplary,” I believe it is essential to be somewhat of a risk taker in order to move forward. Clearly, one needs to be a strong motivator and definitely able to affect change from within the department to continually be effective with the changing needs of clientele. It is also extremely important to be sensitive to the changing composition of staff so that managers and supervisors can be trained properly to

be effective in their roles. Most of all, it is critical to maintain a teamwork atmosphere among staff, with the chief being able to energize and empower the “team” to remain focused with a sense of common purpose while striving to fulfill the goals and objectives of the organization.

Given the dynamics of administering complex departments with fairly high visibility when serious offenders violate, I think it is extremely important to be an outstanding communicator, above all. To effectively advocate probation’s vision, mission, goals, and objectives to a community embodying conservative values for public safety, being responsible to various courts and the particular idiosyncrasies that come with the “black dresses,” and simultaneously convince county supervisors they must fund your programs over other vital needs in an era of diminishing resources, it is no doubt tougher than selling refrigerators to Eskimos. Clearly, one must not be timid, definitely must be self-assured, and must be able to communicate confidence in the programs for which we are responsible. In sum, to truly be an “exemplary probation administrator,” one must have all the attributes of Clark Kent in his “Superperson” role!

Ricketts:

I believe that the talents and characteristics that are required today of an exemplary probation administrator include a willingness to change and maintaining an awareness of professional trends. Probation administrators can no longer simply get by on what they know, we have to constantly look at the way society is changing. We must stay current with the latest developments in the profession, reviewing new trends and practices to determine whether or not they can enhance the local delivery of our services.

Wyett:

The exemplary administrator needs to not only maintain an open door policy but invite staff at all levels to feel comfortable in communicating their ideas, concerns, and problems. A good administrator realizes that sometimes, better ways of doing things can be found by asking staff for their input; but he or she has to maintain an open attitude to allow those suggestions and ideas to come forward. An administrator should not be afraid to admit they do not know the answer to a problem or to admit when they’re wrong.

What are your most favorite and least favorite aspects of your current position?

Aud:

The most favorite aspect would be problem solving. This is very challenging work, and there is al-

ways a need for effective problem solving and creative solutions.

The least favorite aspect, without a doubt, is dealing with employee discipline. The decisions made in this arena not only affect the employee, but in many instances, their respective family members as well.

Gionfriddo:

I truly enjoy seeing people shine. I love the various opportunities to recognize staff for their outstanding contributions and achievements, be it internal department events or community organizations honoring individual staff in their venues. I am proud of what we do, and I enjoy being able to showcase our achievements. To that end, I especially enjoy the anecdotes of those offenders recovering from substance abuse, successfully graduating from our programs, and ultimately assimilating into society as socially acceptable and contributing members in our communities. That may sound a little corny, but that’s really what we are all about, and that’s what keeps me going.

Without question, I least enjoy making budget reductions and continually “robbing Peter to pay Paul.” The most difficult and disheartening task of all for me personally is that of laying off staff due to fiscal losses. Although I don’t particularly enjoy it, I really have never minded terminating staff for cause, but laying off positive, well-intentioned, and often young staff, through no fault of their own but for lack of resources, is very difficult. I am distressed by the continuing economic problems facing county governments and am somewhat dismayed by the politics driving those issues.

Ricketts:

My favorite aspect of my current position is watching young, inexperienced probation officers develop into effective officers making a difference.

My least favorite aspect of my current position is dealing with personnel issues, particularly as they relate to an individual’s personal biases and/or prejudices. In New York, probation is civil service, and it is at times difficult to motivate employees who have become comfortable with the protection of civil service.

Wyett:

The part of my job which I enjoy the most is watching programs that I have been involved in developing work and make a difference in our system. I experience satisfaction in seeing an offender participate and succeed in completing a program from our Community Resource Center. I am equally happy in knowing that I may have assisted in the career growth of staff by encouraging them and seeing them take advantage of opportunities for advancement within the division.

The least favorite part of my job is having to resolve problems through strong disciplinary actions, such as termination or suspension of employees.

What is your greatest administrative accomplishment?

Aud: To date, it has to be in the area of developing risk-driven policies and procedures for technical rule violations. I first embarked on this project in early 1992. The results, as compared to baseline data, displays a remarkable savings of over 2.5 million dollars in jail beds in one county alone. Many of the principles have been used or replicated in many other counties and states with similar success. We have invested a great deal of time and energy surrounding the violation process, and I am extremely proud of what we have accomplished thus far.

Gionfriddo:

I am proud of my administrative accomplishments that we have achieved as a team through the years. Perhaps the single achievement of which I am most proud is the resurrection of our boys camp. That program was scheduled for transition to a privately operated group home when I became chief. Although I understood the economic motivation for that decision, I was never personally comfortable with it and, as chief, had the responsibility to advocate for the retention of that program. Fortunately, we were able to convince the political policy makers that the loss of that program would indeed be “penny-wise and pound-foolish.” In the past eight years, we were not only able to save it but take advantage of bond funding opportunities to replace dilapidated buildings with modern, aesthetically pleasing facilities. Moreover, we recently obtained a capital construction grant from the Department of Justice to expand the program by developing a boot camp component. Our partnership developed with neighboring counties in this endeavor will ultimately provide a Tri-County Regional Boot Camp program which is scheduled to open in September 1997. Given the changes in the proportionate county share of AFDC funding for group homes, our ongoing increases in serious juvenile crime, and the dramatically increased fees for commitments to the California Youth Authority which are soon to be imposed, from a cost avoidance standpoint we look like economic wizards in retrospect.

Ricketts:

What is my greatest administrative accomplishment? This could be a tough one. Perhaps my greatest administrative accomplishment is bringing our department to the technology age. We have computer-

ized most of our record keeping, and we are also utilizing electronic home monitoring as an added enhancement for probation supervision. We also have dealt with the firearms issue and some probation officers are now authorized to carry firearms. That particular issue still remains one of uncertainty with myself, and I’m not sure I would count it as an accomplishment.

Wyett:

The greatest accomplishment of this administration is the development of the community resource center run by our division. Of equal importance, in my viewpoint, was our ability to purchase and to issue officer safety equipment, such as bullet proof vests and firearms for the first time ever in this agency’s history. Before this last legislative session, the officers were required to purchase this equipment at their own expense, without reimbursement from the state. To be an active and contributing member of local and national organizations, such as the National Institute of Corrections Network, National Association of Probation Executives, American Probation and Parole Association, National Association of Blacks in Criminal Association, National Organization of Blacks in Law Enforcement, and National Women’s Resource Center, also provides me with a sense of accomplishment. Locally, I am a member of the Nevada Chiefs and Sheriffs Associations.

What is your greatest administrative failure? In retrospect, what would you have done differently to avoid such a failure?

Aud:

When I worked as an administrator for the American Correctional Association, I was charged with the task of coordinating an insurance benefit for the association’s twenty-five thousand members. After months of meetings with a New York-based insurance provider, I was confident that we had a deal. In fact, so confident that we began preliminary advertisement of the proposed extended benefit plan to the entire membership. At the eleventh hour, the company withdrew the proposal, and we were forced to provide an extremely risky, self-insured benefit for the one year as advertised. This turned out to be a blessing in disguise, as we did not experience any claims and the association saved a \$65,000.00 premium that year. I will never forget what Tony Travisono, the executive director of the association at the time, said to me upon hearing the news that the deal fell apart, “Well, son, you have learned your first valuable lesson of business.” Sometimes in the midst of failure, you can get lucky, real lucky. I seldom count on anything any more until it happens.

Wyett:

When first appointed, I believed I could work through the past administrator’s problems by keeping his key employees in place, hoping that they would and could become a part of my team; instead of allowing them to demote or look for work elsewhere. By allowing them to stay on, the problems of the past administration continued to plague the first year and a half of my administration. This decision left me in the “no win” position of trying to resolve conflicts that developed before I was appointed and no doubt left some staff feeling it would be business as usual. It was no surprise to learn these key employees attempted to undermine my direction as an administrator.

As the saying goes, hindsight is 20/20, and if I had to do it over again, I would take a firm stance from the outset and develop my own team who shared the same objectives and management style as I did.

Are you unionized? If so, describe the management-union relationship and your role within it.

Aud:

Our staff is unionized and represented by the United Auto Workers. My experience with the union representation has by and large been positive. Many solutions to problems or concerns have been reached by informal meetings without necessitating the need for formal grievances being filed. I have always remained accessible to all staff at all levels, including not only the local steward but the chief steward as well.

Gionfriddo:

Our staff has been unionized since the early 1970s, with clerical and support staff being affiliated in the largest county union representing most county employees, while probation officers and juvenile institution officers were affiliated in another union along with social workers until recently. Our deputy probation officers and juvenile institution officers are currently unrepresented, as they recently de-certified from the union also representing the social workers. They are currently involved in an organization process which will most likely consummate in them developing their own bargaining unit.

In the early years of the union’s development, the relationship with management was quite strained. However, as many of us who were once critical of management have now grown up to become managers, we have been able to develop a strong interactive relationship with our employee unions. We have worked most closely with the bargaining unit representing probation officers and juvenile institution officers; our supervising probation officers are part of that unit as well as members of our administrative staff team. That particular fact does present occasional

Gionfriddo:

In retrospect, I believe my greatest failure to be the management of Title IV-A Emergency Assistance Federal revenues that we incorporated into our budget. While the sudden influx of revenue energized our capacity to deliver services while incurring significant decreases in general funds from the county due to ongoing budget deficits for the county and state as a whole, I definitely “played my cards” incorrectly for our department when the county administrator significantly increased our Title IV-A revenue projections and correspondingly decreased our General Fund resources well beyond our targeted reduction in order to finance other departments’ revenue deficits. While I did voice some objection to that maneuver, at the time I did not foresee the potential sudden impact of federal policy change which abruptly terminated our Title IV-A revenues almost overnight. The result of that decision left probation literally singlehandedly responsible for a major revenue loss in the midst of the last fiscal year without County General Fund resources available to backfill the deficit.

I was naive as to the volatility of federal revenues and certainly did not articulate forcefully enough the caution that should have been taken in that maneuver. To be fair, that year was exceptionally difficult for county government, and it was difficult for me to voice that objection too loudly while other departments were incurring layoffs and probation was able to maintain a status quo budget because of those very same revenue projections. It obviously would not have enhanced our status as team players, but knowing now how fragile those revenues can be, I would definitely play the hand differently. At the very least, I would insist upon insurance that a certain level of “backfill financing” be available directly to our department if such a sudden dramatic revenue loss beyond our control were ever again to occur under those very same circumstances. The immediate impact of that federal loss was for our department to sustain a 40% reduction in supervision services immediately. We are continuing to recover from that financial crisis, but it is unlikely we will ever achieve full recovery given the ongoing increases sustained in caseloads.

Ricketts:

My greatest administrative failure is my ability to stay organized. As I sit here preparing this memo, there are several piles on my desk which are literally haunting me. In addition, there have been times when I have not immediately dealt with a problem and/or a personnel issue. As a result of not attacking that problem or resolving it as soon as possible, I may have enabled it to become worse. I do think I have learned from those instances and in the future will be able to avoid that type of failure.

difficulty, but we do respect the value of employee organizations. In fact, during this continuing era of diminishing resources, the employee unions have actually been strong advocates for all of us, especially given the influence labor tends to have on political officials making funding decisions. The leadership of our unions has, for the most part, been responsible, and we do appreciate our good working relationships.

Ricketts:

Chautauqua County is unionized, represented by the Civil Service Employees Association. The majority of our union management relations is handled through the county personnel office. Negotiations are all handled by the personnel office with an opportunity for input from management with respect to those issues that should be negotiated. My union involvement has been minimal with the exception of one or two grievances which have been filed during my tenure. Those grievances were filed by the same person and involved a failure to reimburse for parking in a parking lot and also the failure to approve a request for vacation the day after Thanksgiving.

Wyett:

We presently have three unions representing the staff of parole and probation. These unions were very active in the problems of the last administration. Most of these problems were caused by the lack of communication between the administration and the associations. When I took over as chief of the agency, I began to resolve these problems by setting monthly meetings with all the union representatives with the ground rules being “we would agree to disagree” with respect and concern for the agency. We agreed no problem would be brought to the table without some kind of recommended solution. As the Chief, I would select the solution that best served the needs of the agency as a whole. For the past three and a half years numerous problems coming from management and the unions have been addressed and resolved in this manner.

What tangible efforts have you initiated to improve staff morale?

Aud:

People want to feel they are contributing toward the operation. No matter how mundane or repetitious their jobs, employees want to be challenged. They need to know they’re doing a good job at something that is genuinely important. I read once that it takes five positive statements to outweigh just one negative one. In our work we are unable to offer incentives or monetary rewards, but we can give people pride in their accomplishments by displaying support and heaping on the gratitude for the work completed.

Shortly, after being appointed to my present position, I polled the entire staff and simply asked, “If you were placed in charge tomorrow, in order of priority what would you elect to change.” The themes were surprisingly similar and many of the answers became incorporated into both our short and long term goals and objectives. In general, the staff want to take part in solutions. The management team indicates that morale has vastly improved over the past year. I believe in large part, it is because the employees feel like they are being heard and through effective communication, possess an understanding of our shared vision for the operation and future.

Gionfriddo:

We are constantly striving to improve staff morale. That has been a most difficult problem during this past year, in particular, as we sustained such significant staff reductions, a forced employee furlough, and no increases in compensation. Even though Santa Barbara County is a wonderful place to live and work, it is also very expensive and the aforementioned factors, plus the ongoing stress of this profession anyway, have had very significant impacts on employee morale.

We have tried to be especially sensitive and tolerant of staff needs, and have had a staff recognition committee in place for several years. We participate in the planning with the committee for the Annual Staff Recognition Reception, at which time several awards are presented, some by employees and others by management. Juvenile Justice/Delinquency Prevention Commissioners, Judges, and members of the Board of Supervisors attend this function, which has been a wonderful opportunity to showcase staff, honor them, and validate the work we do. The same committee also plans and organizes an Annual Staff Picnic and various fund-raisers throughout the year. We have also ordered and sold staff tee-shirts with “fun” designs that are worn by department-sponsored teams in various community events, i.e. Law and Justice Runs, softball games, etc. We are currently in the process of developing a departmental Employee Suggestion Program for process improvements, which will be a refinement of the recently abandoned county-wide Employee Suggestion Program. All in all, it seems that we can never do enough to improve staff morale and it really takes a “Major League team effort” to sustain positive morale.

Ricketts:

In the way of tangible efforts that I have initiated to improve staff morale, I attempt to manage by walking around. I spend one day a week in our branch office in Dunkirk, New York, and I continually solicit ideas from staff as to how we can improve our services. I

also initiated a policy which requires that we have four general staff meetings per year bringing the entire staff together from both offices to discuss department issues and policies. I believe I have a relationship with my staff that allows them to feel free to approach me regarding any issues related to probation.

Wyett:

I have developed a casual dress day on all Friday paydays. Along with the casual dress days, I allowed staff to combine their two 15 minute break periods to leave the office and go for a walk to relieve stress and promote physical fitness. This walk has turned into what is jokingly known as the “Chief’s treasure hunt.” With each walk, the staff picks up and brings back whatever treasure, a.k.a. “junk” they find along the way. Each year at the annual picnic it is presented to me. Next year I’ll have enough collected to open my own salvage yard.

Yearly, we host an open house of all our district offices statewide, where the staff and management get an opportunity to meet with judges, local law enforcement and service providers in the community as well as legislators. In an effort to prevent some of the morale problems that come from being a large agency of approximately 400+ employees, I set aside time during visits of each District Office to meet with each employee of the Division of Parole and Probation who requests it, at least once a year in a “one on one” setting to discuss their ideas on how to improve the agency or any other work related matters.

Who are your administrative heros within the profession?

Aud:

Several come to mind, but two in particular stand out including Richard Stalder, Secretary, Louisiana Department of Corrections, and Richard Stroker, Deputy Director, Parole and Probation, South Carolina Department of Corrections. As well as being outstanding public speakers, both of these men share an innate ability to understand, motivate, and lead people. Highly motivated themselves, while others are talking about what they hope to achieve, these two have completed the task and are working on solving the next problem.

Gionfriddo:

Having spent my entire career in Santa Barbara County, I have actually been somewhat isolated from leaders outside of California. The older I get, the more heroes I believe there are in this profession by virtue of the various “heroic achievements” each have accomplished. During my tenure as an administrator, I

have perceived the true “giants” of California Probation to be several Chiefs who have distinguished themselves for outstanding achievements as well as been excellent spokesmen for the profession: Don Hogner, Cecil Steppe, Dennis Handis, Barry Nidorf, Dr. Michael Schumaker, and Frank Woodson. Each of those gentlemen have been honored as the Outstanding Chief Probation Officer of the Year in California and several have distinguished themselves in the national arena. Although I have had less exposure to the national forum, certainly George Keiser, Ron Corbett, and Don Stiles are considered “heroes” on many lists, including mine.

Ricketts:

My administrative heroes within the profession would have to include Ron Corbett from the great state of Massachusetts. I first had dealings with Ron when he did a training session for the New York State Council of Probation Administrators and ever since then I’ve been very impressed with the knowledge that he possesses and his attitude toward community corrections. There have been a number of occasions when he has been extremely helpful and although our paths do not cross very often I consider him to be a friend and colleague. Also in this list of administrative heroes I would have to include Dave Sirianni, Director of Probation in Allegany County, New York, and Gary Clark, Director of Probation in Genesee County, New York. Both Gary and Dave have become close personal friends of mine but more importantly they have become my confidants. When I have a problem I know that I can go to them with it and they will provide me with some honest, meaningful advice. We seem to have an alliance between the three of us and our fellow probation colleagues have come to refer to us as the “three amigos.”

Wyett:

My first administrative “hero” would have to be Governor Bob Miller. The governor has believed in and trusted me with the responsibility of not only this agency, but has named me to serve on five additional committees and boards, including: Parole Commissioner for the State; a member of the Advisory Commission on Sentencing; a member of the Advisory Council for Community Notification of Sex Offenders; liaison for the governor on the Northern Nevada Economic Development Community Partnership (EDCP) Task Force, and as a member of the Planning Committee for the 1994 Governor’s Forum for a Drug-Free Nevada.

Director Jim Weller of the Department of Motor Vehicles and Public Safety, who has shared his knowledge and leadership with me, is another one of my “heros.” I believe his style is best described in a quote

he sent me “When you treat an individual as he is, he will stay as he is. But if you treat him as if he were what he could be and ought to be, he will become what he ought to be” (author unknown).

Describe the one individual who has had the greatest professional influence on your career.

Aud: That would have to be retired American Correctional Association Executive Director, Tony Travisono. I learned a great deal in a short period of time under his guidance and wisdom. Mr. Travisono exemplified the consummate correctional professional and treated his staff as an extension of his family. I will always look to Tony as a mentor, friend, and colleague.

Gionfriddo:

As I reflected on this question, I simply could not narrow it down to one individual because of the distinct differences in my career before and after “Chiefdom.” Therefore, I have narrowed it down to two individuals having the most professional influence. Alan Crogran first comes to mind as I was promoted into Administration under his command. In fact, I followed Alan up the ladder, so to speak, and he is now the Chief Probation Officer in San Diego County. Until I became a Division Chief, I frankly never envisioned becoming a Chief Probation Officer someday. Alan was excellent in empowering me to exercise leadership at both the Division Chief and Assistant Chief Probation Officer level. As the Assistant Chief, I worked directly for Alan and even though the ink probably never dried on that “at-will” appointment, he truly allowed me the opportunity to “stretch and grow” at an accelerated pace. As time has gone on, I have more and more appreciated the relationship we had and the development of my career under his leadership.

After becoming Chief Probation Officer, I clearly have been professionally influenced most by the Honorable Rodney S. Melville, who served as my Presiding Judge for three years. Judge Melville took an avid interest in the Probation Department and truly served as a mentor and friend to me, besides being my superior. Not only did he care about the department, but in our county, he demonstrated a unique understanding from the bench of the value Deputy Probation Officers have in the courtroom as well as the community. Judge Melville’s particular interest in substance abusers and his understanding of their struggles in overcoming their addictions enabled him to be an “excellent partner” in designing an effective protocol in the treatment of substance abusers in our county’s Drug Court. It is notable that he exercised leadership with Judges of the two Municipal Court jurisdictions

in our county, which seemed to be an unusually difficult objective given their historical autonomy. As a result, this Drug Court model with multiple Court jurisdictions following the same protocol and procedures is distinguished from most Drug Court models who essentially have programs designed around the personality of one Judge. In sum, I will be forever grateful for his leadership, understanding, and support for me during his tenure.

Ricketts:

The one individual who has had the greatest professional influence on my career is probably not an individual but rather an organization. That organization would be the United States Jaycees, also known as the United States Junior Chamber of Commerce. When I first became a probation officer in Allegany County, I also joined the United States Junior Chamber of Commerce, establishing a local chapter in Wellsville, New York. The Jaycees was a leadership development organization which utilized community service and life. It dealt with all areas of development and inspired me to always reach for something better. My parents, particularly my father, always encouraged me to give a little bit more than the next person and with the training provided in the Jaycees I feel I have always been able to do that. I’ve always wanted to stretch the limits and advance as far as I could possibly advance in my career. It was that desire and individual development that I believe provided me with the leadership qualities recognized by my superiors, resulting in my promotion up the career ladder.

Since being introduced to the need for personal individual development I have since been influenced by people such as Zig Ziglar, Steven Covey, W. Clement Stone, Tony Robbins, and many other inspirational motivational individuals.

Wyett:

My wife, Cynthia Wyett, who takes the time to listen to my inner most thoughts and feelings. She understands the problems facing the criminal justice system being in law enforcement herself. She encourages me and keeps me focused.

Discuss your personal stress management techniques.

Aud:

Probably the best technique I’ve discovered for myself is utilizing an organized day planner for all aspects and functions of my work which allows me to maintain control and complete tasks. This has significantly reduced the stress association with day to day interruptions, appointments, meetings, goal setting, and prioritizing the work. Additionally, I have taken control of my time by determining what needs to be

done and then making time to do it. Finally, I am fortunate to have an effective proactive management team.

Gionfriddo:

Stress management is probably the most difficult single issue for me in my professional and personal life and it is directly linked to my ongoing struggle with time management, which continually causes me stress. As to the management of stress, I do best when I am regularly, actively engaged in physical, athletic activity. Thus, my passion for golf sometimes becomes an obsession as it truly allows me to focus intensely for several hours at a time, thus enabling me to essentially block out ongoing thoughts and concerns. The problem is I can only play golf on weekends, holidays, and vacations. I function best with the job related stress on the days I have jogged in the early morning.

Ricketts:

My personal stress management techniques include a quart of scotch. No, no, no . . . just kidding. I thought I better lighten it up a little bit in that you might be getting bored reading this. At one time I used exercise as a form of stress management but having gotten away from that. I now enjoy spending time with my family and working on my part-time business. My part-time business involves surrounding myself with positive, motivated people. People who have vision, working to improve themselves and the lives of others. That becomes very helpful in reducing my stress as it’s related to my job as a probation administrator.

Wyett:

My hobby is raising Koi fish. Fish have personalities contrary to popular opinion and they don’t require a “pooper scooper” or regular walking, but they are just as appreciative when I feed them as my dog. Another stress reliever I enjoy is playing golf with friends or taking walks through the neighborhood with my wife and dog.

On the day you retire from your current position, what advice do you give your successor?

Aud:

Progress has little to do with speed and much to do with direction. Try to set realistic goals and objectives and revisit them often.

Gionfriddo:

Assuming I am relatively intact and therefore able to give advice when I retire, I think I would emphasize how important it is to put things in their proper perspective and keep your life balanced. It is so important to maintain your family as your number one priority, as you will always need their love and support, espe-

cially during the difficult times. You must learn what to leave at the office and when to leave the office. Moreover, it is important to be strong in whatever crisis or challenge you face. You must stand firm in your principles, but remain open to change, as you must continually manage the changing Probation environment. This role is not for the faint of heart; “don’t choke up!”

Ricketts:

I have often thought about what advice I would give my successor upon my retirement and I think I would simply tell him or her to be careful. To utilize what tools they have available within the system and if the system doesn’t have the necessary tools, they should work at changing the system. When hiring personnel they should always exercise the maximum probationary period, being careful not to continue someone’s employment if their future performance is in question. I would also recommend that they collaborate because it has become impossible to do our job in community corrections without collaborating with other agencies and with the community.

Wyett:

The most important advice I would give my successor is to be patient, compassionate and communicate with your staff at all levels, regularly. I would encourage them to maintain a style of participatory management and to learn Stephen Covey’s Seven Habits of Highly Effective People. I would tell them to join and to participate in national parole and probation associations and networks and not focus exclusively on Nevada, because community supervision is as much a national concern as it is a local concern, and one supports the other.

Would you do it all over again? In retrospect, if you did not choose probation administration as a career, what alternative career would you have sought?

Aud:

Yes, I’ve always found this work to be both challenging and rewarding. I’d probably have been a stockbroker.

Gionfriddo:

Yes, I would. I truly enjoy the variety of experiences, responsibilities, and challenges that the field of probation embodies. The only time I ever regret not pursuing my first career choice of teaching is during the annual Christmas, spring, and summer breaks that my friends in that profession enjoy! I do wish, however, that my tenure as an Administrator would have been during better fiscal times as I believe it has been very unfair to the profession to have been so short-changed financially.

However, had I known then what I know now, and had I not chosen probation as a career, I would have enjoyed becoming a physician. I am not convinced that I would enjoy wrestling with the current managed care issues, but I definitely would have enjoyed the healing profession from a medical perspective.

Ricketts:

Would I do it all over again? Absolutely. When I graduated from college I wanted to be a probation officer and I can show you an individual development program in which I participated in 1972 entitled "Personal Dynamics." In that program it asked you what your goal was with respect to your career objective. And at that time in 1972 I indicated I wanted to be Director of Probation. I have since attained that goal and now must look for new goals. In retrospect, I don't believe I would have chosen another career. However, now after having done this for 25 years I'm beginning to ask myself the question, "Where do I go from here? ". At one point in my career, I thought I might want to pursue a state level position. However, after being president of the New York State Council of Probation Administrators and working closely with state officials, I realized that is not where I wanted to be. Bureaucracy and politics get in the way of good government and good business and it gets thicker and deeper the higher you go in the political system. Now that I own my own part-time business I hope to continue to work it to a point where it becomes a full-time business and supports myself and my family.

Wyett:

After being a part of the criminal justice system for 24 years, I cannot think of any other career that could have given me the same amount of satisfaction and sense of accomplishment as this one has. I have always considered myself a "giver," and my motto is if you want to stop receiving, stop giving.

Describe how the probation profession has changed during your administrative tenure.

Aud:

Offender accountability has received a much greater emphasis in recent years. Additionally, we are getting more notice and attention by the legislature and the public. Computerization has taken a strong foothold in the past five years and continues to grow as specific software needs are developed and met.

Gionfriddo:

In California, the past 16 years or so have proven to be an ongoing saga of fiscal erosion. Certainly the prison industry has boomed, as politicians have per-

ceived the general population's avid concern for public safety. The intense media coverage of heinous criminal events has nurtured that perception, and so have the revolving doors of overcrowded institutions allowed too many serious, habitual offenders the freedom to imperil additional victims. We also see a more disturbed offender profile in both Adults and Juveniles. Certainly, the disintegration of families as we once knew them, the proliferation of dysfunctional family systems, and the intensity of substance abuse has led to more impulsive behavior by seriously emotionally disturbed offenders. The erosion of available services for offenders due to diminishing resources has only compounded the challenges of the Deputy Probation Officer in trying to develop reasonable case plans for such a high volume of offenders posing high risks and having high needs.

Ricketts:

When first appointed director in 1984, my budget was secure and I could be reasonably sure that I was not going to have to face any budget cutbacks once my budget was approved. As stated before, I have now become somewhat of a budget director, managing my budget, responding to the threat of cutbacks and the need for increased revenues on a weekly basis. In addition and perhaps even prior to 1984, probation began to shift from what the textbook calls the social work model of probation to the justice work model of probation. Probation philosophies and practices seem to travel from that extreme left position of social work all the way to the extreme right of the justice model. Over the past several years my attempts have been to swing that back to the center position, that of a community resource model concerning myself with officer safety and also motivating the client toward positive change. We continue to work at it but that middle position seems to be a very difficult one to maintain. I have also seen technology influence probation since my tenure as director of probation. Computers are playing a bigger role everyday in how we deliver our services and perform our record keeping practices.

Perhaps the biggest change I've seen is the change in the type of client we are having placed on probation. The persons placed on probation are being placed on probation for more serious offenses and they come to us suffering a greater multitude of problems than ever before. Clients are alcohol dependent and/or substance abuser, unemployed, have no housing, uneducated, and generally have a bad attitude. We are constantly looking for ways to motivate clients towards a positive change.

Wyett:

Over the past three-and-a-half years I have observed more community involvement and concern with the

supervision of criminal offenders. The number of dangerous offenders released to community supervision has increased significantly due in part to overcrowding of our prisons. Correctional facilities are trying to make space for the worst of the worst, who are serving longer terms of incarceration due to legislative changes nationwide mandating "truth in sentencing."

The other change I have noticed during my tenure as an administrator is more involvement in the direction and goals of the agency by line staff than ever before; part of this trend is directly related to the increased union activities and media attention to crime in their communities.

How do you envision the profession in 2021?

Aud:

I've told people that if we were a Fortune 500 company to buy, because we will be around in one form or another. Of note, I believe that we will be much more dependent on high level technological advancements which should enhance our ability to supervise and monitor offenders. I recently read an article about the Global Positioning System (GPS) which is comprised of a constellation of twenty-four satellites in orbit above the earth. With the right receiver, this system can precisely locate your exact position on the planet. Such accuracy is appealing to numerous fields and activities ranging from backpacking, aviation, car navigation and farming. The technology will eventually cut across virtually all disciplines and I foresee the system when the price comes down, to be put to practical use by monitoring probationer/parolee movement.

One of the applications being considered right now in Japan is sewing GPS receivers into clothing so people suffering from Alzheimer's disease can be monitored to insure they don't wander off. You could do the same with offenders. However, like present day electronic monitoring equipment, clothing can be removed and discarded. I wouldn't be surprised to eventually see some type of medical implant, with offender consent, as the next iteration

Gionfriddo:

As fast a changing track as we have been on, it is difficult for me to predict the next five years, much less the next 25! However, I do know that I will be on the outside somewhere looking in by then. I do believe that with the rapid advances in automation and technology, the Probation business will be approaching a paperless office climate by 2021. Hand held cell phones will likely be standard issue to all Officers, and staff will be much less "office bound" as a result. I envision offenders still having very high needs. Also, given the high volume of offenders that pass through the lower courts, I do envision Probation becoming

more proactive in assessment and sentencing recommendations for less serious adult offenders, with a view toward earlier intervention with alternative sanctions that may prevent ultimate escalation to more serious offenses. Given the overcrowded conditions of most local jails, it appears that the entire criminal justice system will need to be revamped with Probation ultimately playing a lead role as a "central clearing house" for all sentenced offenders, as traditional confinement is becoming cost prohibitive for all but the most serious offenders.

Ricketts:

I would envision probation in the year 2021 as being very technologically oriented. By that time we will have tracking devices placed upon all our probationers and utilizing a GIS system will be able to monitor their whereabouts 24 hours a day. There may not be as great a need for probation officers as we know them today, i.e., community resource managers may be provided through the use of computers. All agencies will interact freely over that network without the use of complicated release forms and confidentiality regulations. When probationers are placed on probation, they will receive a CD-ROM disk from the court and that will give them instructions for contacting the various agencies they need to contact to fulfill their conditions of probation. They will then be monitored by someone utilizing the LAN computer system and when they fail to follow through they will be located via the tracking device which has been implanted beneath their skin.

Probationers will be able to sit down at their computer and be required to complete some self-improvement, self-development exercises. In fact we may have developed a pill by that time which will alter their value system, making them hard workers and law-abiding citizens. All nonviolent offenders will be handled through a probation supervision system with jail space being reserved for violent offenders, particularly sex offender predators.

I think our profession has just begun to feel the impact of technology.

Wyett:

In the year 2021, there will be more violent and nonviolent offenders in the community than ever before, because the violent offenders who are serving time now as a result of "truth in sentencing" will become eligible for parole to the community. These offenders will have a greater need for community programs. Many of these offenders will be released with or without job skills or education or social skills due to their lengthy incarcerations. These offenders will not be eligible to receive benefits from county, state, or federal welfare programs if the federal legis-

lation for welfare reform continues. As a result, I believe we will see a greater utilization of house arrest programs, in conjunction with community boot camps, that are not just geared towards physical fitness and discipline, but directed more towards teaching personal hygiene, job, and parenting skills.

In summary, our panel of probation executives has presented interesting and thought provoking perspectives on career development, the administration of community corrections, and views on the future of our profession.

NEWS FROM THE FIELD

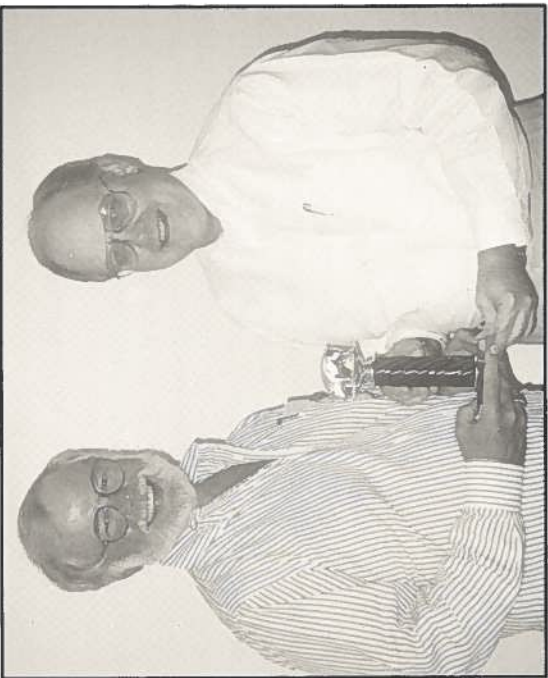
NEW MEMBERS

Since the last issue of *Executive Exchange* went out, 15 probation administrators have joined the Association; they are as follows:

- Melvin Brown, Jr.
Director
Montgomery County Community Supervision and Corrections Department
Conroe, Texas
- Christopher Epps
Deputy Commissioner
Community Service Division
Mississippi Department of Corrections
Jackson, Mississippi
- Helen Harberts
Chief Probation Officer
Butte County Probation Department
Oroville, California
- Arnie Holt
Director
Coville Confederated Tribes
Probation Department
Nespelem, Washington
- Edward S. Hosack, Jr.
Director
Yakima County District Court
Probation Department
Yakima, Washington
- Richard W. Houts
Chief Probation Officer
Tulare County Probation Department
Visalia, California

- Marianne McNabb
Assistant Director
Division of Community Corrections
Washington Department of Corrections
Olympia, Washington
- Karla Colbert McNeilly
Chief Probation Officer
Spokane Municipal Probation Department
Spokane, Washington
- Richard A. Mertz
Chief Probation Officer
Franklin County Probation Department
Chambersburg, Pennsylvania
- Nancy H. Platt
Director
Harris County Community Supervision and Corrections Department
Houston, Texas
- Raul Russi
Commissioner
New York City Probation Department
New York, New York
- Donald H. Shaw
Director
Pima County Juvenile Court Services
Tucson, Arizona
- Scott Taylor
Assistant Director
Community Corrections Division
Oregon Department of Corrections
Salem, Oregon
- Sue White
Probation Director
City of Olympia Municipal Court
Olympia, Washington
- Deborah M. Yonaka
Director
Chelan County District Court
Probation Department
Wenatchee, Washington

In addition to individual new members, BI, Incorporated, joined the Association as a corporate member and Elyse Clawson upgraded her membership to an organizational membership for the Multnomah County Juvenile Justice Division in Portland, Oregon.



Rick Faulkner receiving the HOG Award from Dan Beto

SECRETARIAT STAFF PROFILE

NAPE members who contact the Secretariat Office at Sam Houston State University are usually greeted by the friendly and pleasant voice of **Christie Haney**, who handles the Association's business and serves as the Administrative Assistant to **Dan Richard Beto**, Director of the Correctional Management Institute of Texas and NAPE's Secretary.

Ms. Haney, who has been employed by the University for over five years and has been with the Correctional Management Institute of Texas since its creation, holds a Bachelor of Business Administration degree and is pursuing a Master of Business Administration degree at Sam Houston State University. She is an avid hunter and, if one can believe her, she is a better rifle shot than her boss.

NAPE members are encouraged to call Ms. Haney should they have any special requests of the Secretariat. Too, should they be in the Huntsville, Texas, area, they are encouraged to drop by to meet her.

FAULKNER RECOGNIZED

On September 23-24, 1996, a strategic planning session was held at the George J. Beto Criminal Justice Center in Huntsville, Texas, to work on the development of an Executive Development Program for new probation executives. This meeting was sponsored by the National Institute of Corrections (NIC), Sam Houston State University (SHSU), and the National Association of Probation Executives (NAPE).

A person instrumental in the planning of this meeting was **Rick Faulkner** with NIC's Community Corrections Division. Faulkner is well known among community corrections administrators because of his involvement with the Urban Chiefs Network and the National Coalition of Community Corrections Associations, and for his efforts in arranging technical assistance for probation departments.

In recognition of his efforts on behalf of community corrections, Faulkner was presented with the first and perhaps only *HOG (Heck Of a Guy) Award* by NAPE Secretary **Dan Richard Beto**. Beto noted that this award was particularly fitting because Faulkner collects pictures and figurines of pigs and because he owns and rides a Harley Davidson motorcycle, commonly known as a "Hog."

Other NAPE members in attendance at the strategy session were **Ronald P. Corbett**, Immediate Past President, **Richard A. Kipp**, Treasurer, Board Members **Don R. Stiles**, **Arlene Parchman**, and **Barry Nidorf**, and **Sue Gionfriddo**, **George M. Walker**, **Richard Wyett**, **Chris**

Epps, **Cherie Townsend**, and **Ron Goethals**. Others attending the meeting included **Timothy J. Flanagan**, Dean of the College of Criminal Justice at SHSU, **Michael DeValve**, a SHSU Graduate Assistant, Distinguished Professor of Criminal Justice **Rolando del Carmen**, **Alan Ault**, Director of the National Academy of Corrections, and **George M. Keiser**, Chief of NIC's Community Corrections Division.

BOSTON IN 1997

The next meeting of the National Association of Probation Executives will be held in Boston, Massachusetts, in conjunction with the 22nd Annual APPA Training Institute. On the evening of Saturday, August 16, 1997, the Association will host a reception at the Sheraton Boston Hotel and Towers and on Sunday, August 17, 1997, the Annual Awards Breakfast will be held at the Colonnade Hotel.

NAPE members are encouraged to make their reservations at the Colonnade Hotel, which is located at 120 Huntington Avenue in Boston across the street from the Sheraton and the Hynes Convention Center. The Colonnade, a member of the Summit International Hotels and the Concorde Group, may be contacted by calling (617) 424-7000 or the toll free number (800) 962-3030. When making reservations, identify yourself as attending the American Probation and Parole Association Annual Institute; a block of rooms has been reserved.

NATIONAL ASSOCIATION OF PROBATION EXECUTIVES

Who We Are

Founded in 1981, the National Association of Probation Executives is a professional organization representing the chief executive officers of local, county and state probation agencies. NAPE is dedicated to enhancing the professionalism and effectiveness in the field of probation by creating a national network for probation executives, bringing about positive change in the field, and making available a pool of experts in probation management, program development, training and research.

What We Do

- Assist in and conduct training sessions, conferences, and workshops on timely subjects unique to the needs of probation executives.
- Provide technical assistance to national, state, and local governments, as well as private institutions, that are committed to improving probation practices.
- Analyze relevant research relating to probation programs nationwide and publish position papers on our findings.
- Assist in the development of standards, training, and accreditation procedures for probation agencies.
- Educate the general public on problems in the field of probation and their potential solutions.

Types of Membership

Regular: Regular members must be employed full-time in an executive capacity by a probation agency or association. They must have at least two levels of professional staff under their supervision or be defined as executives by the director or chief probation officer of the agency.

Organizational: Organizational memberships are for probation and community corrections agencies. Any member organization may designate up to five administrative employees to receive the benefits of membership.

Corporate: Corporate memberships are for corporations doing business with probation and community corrections agencies or for individual sponsors.

Honorary: Honorary memberships are conferred by a two-thirds vote of the NAPE Board of Directors in recognition of an outstanding contribution to the field of probation or for special or long-term meritorious service to NAPE.

Subscriber: Subscribers are individuals whose work is related to the practice of probation.

Why Join

The National Association of Probation Executives offers you the chance to help build a national voice and power base for the field of probation and serves as your link with other probation leaders. Join with us and make your voice heard.

Membership Application (TAX # 58-1497263)

NAME _____ TITLE _____

AGENCY _____

ADDRESS _____

TELEPHONE # _____ FAX # _____ DATE OF APPLICATION _____

CHECK

Regular

☐ \$ 50 / 1 year

☐ \$ 95 / 2 years

☐ \$140 / 3 years

Organizational

☐ \$250 / 1 year

Corporate

☐ \$500 / 1 year

Please make check payable to **THE NATIONAL ASSOCIATION OF PROBATION EXECUTIVES** and mail to:

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