

National Association of Probation Executives EXECUTIVE EXCHANGE

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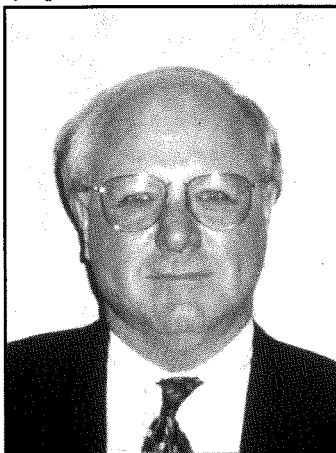
SUMMER 2000

RON R. GOETHALS NAMED EXECUTIVE OF THE YEAR

Ron R. Goethals, who has devoted almost three decades of distinguished service to the criminal justice system, was recognized as the Executive of the Year and was presented the Sam Houston State University Award at the Association's Annual Awards Breakfast on July 23, 2000, in Phoenix, Arizona. For the past twelve years the George J. Beto Criminal Justice Center at Sam Houston State University and the National Association of Probation Executives have presented this award in recognition of exemplary and sustained service by a probation administrator.

Goethals, the Director of the Dallas County Community Supervision and Corrections Department in Dallas, Texas, has distinguished himself through leadership, staff and peer development, innovative programs and initiatives, and commitment to service.

Following graduation from the University of Texas at Austin in 1970 with a degree in mathematics, Goethals went to work as an algebra teacher with the Garland Independent School District. Shortly thereafter, he joined the Dallas County Sheriff's Department as a deputy sheriff, where he remained until 1973, when he became a probation officer with the Dallas County Adult Probation Department. From 1973 to the present, he has held positions of increasing responsibility with the Dallas County Adult Probation Department, later named the Dallas County Community Supervision and Corrections Department. He served as an Assistant Supervisor, Supervisor of Misdemeanor Services, Director of Supervision, Director of Fiscal Services, Coordinator of Administrative Services, and, since 1990, Director of the department. During his move up the organizational ladder, he earned a Master of Arts degree in criminal justice from Sam Houston State University in 1977 and a Master of Business Administration degree from the University of North Texas in 1983.



Goethals has demonstrated his leadership through his service on the Board of Directors of the National Association of Probation Executives and the American Probation and Parole Association, and through his involvement with the National Urban Chiefs Network. His leadership has also been evident by his contributions as a member of the Texas Reinventing Probation Strategy Group, a diverse group of community corrections professionals who provided assistance to the national Reinventing Probation Council.

In the decade that he has been Director of the Dallas County Community Supervision and Corrections Department, the department's image has changed from that of a sleeping giant to one of the better known and vibrant departments in the country. Members of his staff are encouraged to be active in professional organizations; not only are they active, they have assumed leadership roles. One of his administrators currently serves as President of the Texas Probation Association, the largest correctional organization in the Lone Star State. In addition, Goethals has assisted in statewide training efforts by contributing members of his staff to be resource training officers with the Texas Probation Training Academy. Too, he has been an original member of the faculty of the Executive Development Program for new probation and parole executives, a joint initiative of NAPE, the National Institute of Corrections, and the Correctional Management Institute of Texas at Sam Houston State University. Finally, he is frequently called upon by the National Institute of Corrections to provide technical assistance to other departments throughout the country, usually in the area of management and executive training. All these activities certainly speak to his commitment to staff and peer development.

Goethals has developed a number of innovative programs and initiatives. His department's *continued on p. 3*

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MESSAGE FROM THE PRESIDENT

During the past two years our immediate past President — Robert L. Bingham — devoted this column to articulate the Association's direction and to praise members for their individual and collective efforts to improve our profession. It is with a great deal of pleasure that I now have the opportunity to provide some comments about Bing's stewardship as President.

Someone once remarked that "a good leader always leaves the campsite cleaner than when he or she found it." That can be said about Bing's tenure as President; in July he certainly left the NAPE campsite in better condition than when he assumed office two years ago. His leadership may be favorably measured by the following:

- membership is up, not only in individuals members, but with organizational members as well;

- during his watch the reinventing probation project, where NAPE was one of the original partners with the Manhattan Institute and whose members assumed leadership roles, produced the critically acclaimed "Broken Windows" Probation: *The Next Step in Fighting Crime*;

- NAPE has an attractive website, the results of our partnership with corporate member Corrections Software Corporation;

- an exclusive NAPE list server was created during his term as President so that time sensitive material could be disseminated to members who provide e-mail addresses;

- NAPE members continued to serve as the faculty for the Executive Development Program for new probation and parole executives, a cooperative initiative with the National Institute of Corrections and the Correctional Management Institute of Texas at Sam Houston State University;

- a probation safety survey was sent to all NAPE members, the results of which appear in this issue of *Executive Exchange*;

- the financial condition of our Association remains sound; and

- there seems to be a strong spirit of enthusiasm and renewed camaraderie within the organization.

And while the Association was prospering under Bing's stewardship, he was experiencing some rough times back home. His agency was undergoing a reorganization and his future was uncertain. Despite this, he never stopped working on behalf of NAPE, which certainly speaks to his character. As you all know, Bing has since left Michigan and is now the Chief Probation Officer for the Marion Superior Court in Indianapolis, Indiana. We are all indebted to Bing for his work on behalf of the Association.

Where do we go from here? From my perspective, it would be foolish to abandon Bing's vision. In addition to continuing his work, we ought to devote our attention to the following:

- provide the leadership in the reinventing probation initiative and promote a rational probation system;

- strive to increase the strength and visibility of our organization;

- increase membership participation in Association activities;

- expand the networking and training capabilities of our organization; and

- continually seek out and take advantage of "windows of opportunity" that further enhance our Association and our profession.

Along with the other members of our Board of Directors — all of whom are committed to improving our profession — I look forward to serving you during the next two years.



Dan Richard Beto
President

GUEST EDITOR'S MESSAGE

Safety — of the community and of our employees — is our highest priority. That is why I did not hesitate to serve as guest editor of this issue of *Executive Exchange*. This issue communicates our collective concern for the safety of our employees as well as identifies where we, as probation executives, may need to focus our efforts in the future. This becomes even more important as we seek to "reinvent" probation and parole supervision strategies in communities throughout this country.

The two articles that follow report the results of surveys that were taken in the Fall of 1999. Though these surveys were independent efforts, the results are similar. The National Association of Probation Executives decided to initiate its survey after the NAPE Board of Directors meeting in August 1999. Its purpose was to determine the efforts that were being made to ensure employee safety. The focus of this survey was practice, training, and philosophy within the responding departments.

The Maricopa County Juvenile Probation Department survey was initiated after it sought funding to address a specific employee safety concern and was denied funding because there was no documentation of critical incidents. Though the funding was subsequently provided, the department now has better information to guide the allocation of all its resources. Its survey sought to determine actual threats to employee safety, employee perceptions of their safety, and where changes in practice, training, and policy could most significantly enhance safety.

As we have experienced in other areas, much of our knowledge comes from each other and our experiences. In the area of employee safety, we will better ensure the safety of our employees if we share knowledge, training

programs, our continuum of force policies and practices, and critical incident reviews. This issue seeks to initiate that process. Several NAPE members also participated in a National Institute of Corrections sponsored workshop during the 25th Anniversary Annual Institute of the American Probation and Parole Association entitled, "Employee Safety from the Administrator's Perspective."

As many departments move from fortress probation to neighborhood-based supervision, as caseload number explode and compromise our best efforts, and as we are overwhelmed by priorities, we can never lose sight of our number one priority: safety. Surveys are a first step in adding to our body of knowledge. Our responsibility is to use that knowledge to improve and ensure employee safety. We hope that you find this issue of *Executive Exchange* helpful to your efforts to do that.



Cherie Townsend
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Maricopa County Juvenile Court Center
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EXECUTIVE OF THE YEAR

continued from p. 1 Comprehensive Assessment and Treatment Services program has received national attention. In addition, he has been a leader in the use of technology to achieve his department's mission. He was one of the first probation executives to allow officers to work out of their homes, resulting in significant cost savings and better offender supervision. Too, his department is one of seven sites in Texas for Project Spotlight, an initiative funded by Governor George W. Bush's Office, where adult and juvenile probation officers and police provide services and supervision to high crime areas.

Goethals is known for his commitment to service by his long and distinguished career in community corrections, during which he has made every effort to improve the delivery of

probation services. He is a consummate professional who enjoys the respect of community corrections professionals throughout the country. He has set an example to which all probation executives should aspire.

The Executive of the Year award has been presented by Sam Houston State University since 1989. Prior recipients include Barry Nidorf of California, Don R. Stiles of Arizona, Donald Hogran of Massachusetts, Cecil Steppe of California, Don Hogran of California, T. Vincent Fallin of Georgia, M. Tamara Holden of Oregon, Richard A. Kipp of Pennsylvania, Ronald P. Corbett, Jr., of Massachusetts, Richard E. Wyatt, Sr., of Nevada, and Rocco A. Pozzi of New York.

Probation Officer Safety: The Results of the National Association of Probation Executives Probation Safety Survey

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Introduction

In the past 20 years, many jurisdictions have witnessed a change in the underlying missions of probation and parole. Martinson's (1974) assertion that "nothing works" provided the impetus for this transition by seriously questioning many rehabilitative functions associated with both probation and parole. Additionally, the introduction of crack cocaine into American cities, the proliferation of related gang violence, and escalating number of felony probationers in the 1980s created an increasingly violent milieu in which probation and parole officers were required to discharge their duties. As a result, the functions of probation and parole have changed from an offender-focused service and rehabilitation model to a more balanced approach with surveillance, offender accountability, and treatment.

The issues of probation officer safety and the arming of officers have moved into the forefront of practitioner and administrator concerns. As a result of the changing mission of community corrections, officers have been required to take a much harder line with regard to the enforcement of conditions of probation and parole. Search and arrest functions, the monitoring of electronic surveillance equipment, drug testing, and fieldwork have all increased in an attempt to hold offenders accountable (Smith 1991). Added to this mix is a changed relationship between offender and officer. Prior to the 1980s, many probation and parole officers discharged duties consistent with that of an offender advocate. More recently, the roles of officers increasingly contain "enforcement-type" elements, perhaps leading some offenders to adopt a more antagonistic view of their probation or parole officer.

In an attempt to determine what efforts were being made to ensure officer safety, the National Association of Probation Executives (NAPE) conducted a survey of members regarding probation and parole safety issues.¹ The survey outlined four areas of substantive concern — practice, training, philosophy, and critical incidents. This article reviews the pertinent literature in these areas and reports the results of the NAPE survey.

Methods

In October 1999, NAPE mailed Probation Safety surveys to all of its members. Probation administrators in New York and Pennsylvania also mailed copies of the survey to probation offices in their respective states that were not NAPE members. The final response tallied 114 surveys. Initial findings were posted as an Executive Summary on the NAPE homepage (www.napehome.org) in April 2000. However, some surveys were received after the completion of the Executive Summary and, thus, the reported figures posted in the Executive Summary and in this report will vary slightly.

Completed surveys were received from agencies in 32 states. Table 1 lists the states for which more than one survey was received. One survey was received from each of the following states: Connecticut, Colorado, District of Columbia, Georgia, Idaho, Kansas, Louisiana, Maine, Missouri, Nebraska, North Dakota, New Hampshire, Oklahoma, Rhode Island, South Carolina, Utah, Virginia, Vermont, Wisconsin, and West Virginia.²

Table 1: Return Rate of Responding States

State	Surveys	Percentage
New York	32	27.1
Pennsylvania	15	12.7
Texas	11	9.3
California	8	6.8
Arizona	6	5.1
Illinois	5	4.2
New Jersey	4	3.4
Indiana	3	2.5
Michigan	3	2.5
Ohio	3	2.5
Oregon	2	1.7
Washington	2	1.7

The survey contained a total of 113 variables. Surveys were returned from agencies that served both diverse or "mixed-offender" populations and populations consisting exclusively of either probationers, parolees, juveniles, and/or adults. Administrators responded to a variety of questions, including "demographic-type" information, probation and parole practices, training concerns, and philosophical issues.

Practice Issues

The project sought to establish a baseline of various practices employed by the agencies responding to the NAPE survey. These areas included field practice issues, safety equipment utilized (including firearms), and procedural safeguards. In the area of field practices, the survey explored several issues aimed at discerning the various powers available to officers to discharge their duties in the field. The amount of fieldwork conducted by officers relative to previous years was also probed. Of the responding agencies, almost 72% indicated their officers have been either requested or required to spend more time in the field than in previous years. Such findings highlight the need for a concerted effort to address the probation safety issues relevant to both administrators and officers.

With regard to search and seizure powers, 77% of responding agencies reported that their officers possess arrest powers. Many jurisdictions do not utilize these powers as a matter of policy or

practice. Only 53% of responding agencies reported that their officers actually made arrests. More agencies, however, utilize the power to conduct searches of probationers and/or parolees. Almost 85% of the jurisdictions report the authority to conduct searches and 67% actually utilize this power in the field.

Due to the increasing concerns regarding field safety and the recognition of the benefits of close working relations with local law enforcement, many jurisdictions have implemented partnership programs where probation officers and law enforcement officials routinely patrol and conduct home contacts together. Perhaps the most well known of these programs is Operation Night Light implemented jointly by Boston police and probation officials (Corbett 1996). Of the responding agencies, over 44% reported having programs similar to Operation Night Light involving officers working closely with police officers to make home and/or field contacts. Additionally, several agencies reported that their agencies were developing programs similar to Operation Night Light and their implementation was scheduled within the coming year.

The use of equipment in the field was also explored. Within this area, the use of firearms by probation and parole officers has received increased attention in recent years. Previous research on the use of firearms by probation and parole officers has found that probation officers resist the idea of being required to carry a firearm. Sluder *et al.* (1991) surveyed probation officers in Texas, finding that while 59% support giving officers the option of carrying firearms, only 26% agreed that officers should be required to carry firearms.

Overall, the data indicate that probation and parole officers are utilizing less deadly means of protecting themselves. The five most common types of equipment used by the probation and parole officers within the responding agencies were cell phones, latex gloves, OC Spray, flashlights, and handcuffs (in order of prevalence). Furthermore, these results reveal that less than half (42.1%) of the responding agencies report that their officers carry firearms. The use of firearms in the field was the ninth most common device utilized of the twelve listed. In 1989, Jones and Robinson reported the results of a national survey of probation and parole officers conducted by the Oklahoma Department of Corrections in 1986 in which 48% of the probation and parole agencies reported that their officers carry firearms. Almost 15 years later, fewer of the responding NAPE agencies report that they are armed.

Fifteen agencies listed "other" equipment that is used by officers in the field but was not listed on the survey. These devices included pagers, search gloves, flex cuffs, AlcoSensors, laptop computers, caged vehicles, identification jackets, body alarms, fire extinguishers, blood-borne pathogen protection kits, lab coats, equipment bags, and eye shields (see Table 2 for the prevalence of field equipment).

A comparison of these figures with the research conducted by Lindner and Bonn (1996) on probation officers nationwide found increased usage in several areas. In the use of body armor or bulletproof vests, 58.4% of the agencies responding to the NAPE survey reported utilizing this protective measure while only 20% of the agencies in Lindner and Bonn's survey reported the use of bulletproof vests. Most likely due to technological advances, the NAPE survey found that almost twice as many agencies (83.2%) reported the use of cell phones than were reported in the data of Lindner and Bonn (42%). Police radios were reported by 61.1% of the NAPE survey respondents and by only 45% of those surveyed by Lindner and Bonn. These

comparisons suggest an upward trend in the use of protective measures by probation and parole officers reflecting the increasing dangers associated with fieldwork.

Table 2: Prevalence of Safety Equipment

Equipment	Percentage	Rank
Cell phones	83.2%	1
Gloves	81.4%	2
OC Spray	75.2%	3
Flashlights	71.7%	4
Handcuffs	61.9%	5
Police Radios	61.1%	6
Body Armor	58.4%	7
First Aid Kit	56.6%	8
Firearms	42.1%	9
Radio scanner	28.3%	10
CPR Equipment	26.5%	11
Batons	15.9%	12

In 1993, the American Probation and Parole Association (APPA) approved a position statement on staff safety standards. One action recommended by the position involved the formation and empowerment of agency safety committees to "include all levels of staff in the agency safety needs of agency staff in all areas of operations" (American Probation and Parole Association 1994). Of the responding agencies, 60% reported that their agencies have safety committees. Of the agencies with safety committees, 96% use line officers, 77% employ a supervisor, 47% utilize support staff, 43% have a Chief or Director, and 26% have a support staff supervisor. Over 47% of the safety committees meet on a quarterly basis. Monthly meetings are held by 13.6% of the safety committees while 9.3% meet on a semi-annual schedule. Only one agency reported meeting on a weekly basis while four agencies reported meeting yearly. Several agencies indicated their safety committees meet on an "as needed" basis.

The existence and development of continuum of force policies among the responding agencies were also explored. Brown (1994) categorizes the continuum of force as one concept related to the mental preparedness of officers. The continuum represents a conceptual arrangement of forceful methods that may enact compliance on the part of an individual (usually an offender). This continuum most often

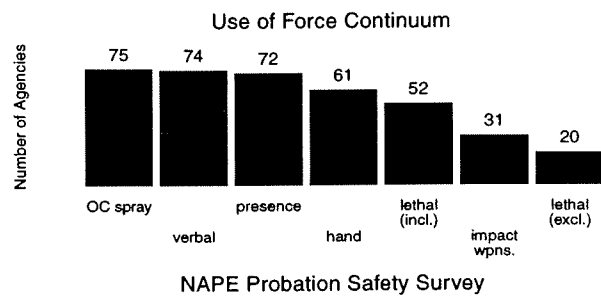
begins with the mere presence of the officer. In the case of low-level resistance from the offender, it escalates to verbal commands. As the threat becomes greater, the next level is usually represented by the personal defense weapons, such as pepper gas or defensive tactics, sprays such as pepper gas should be used before resorting to hands-on techniques. . . . [a]ssuming most community corrections officers do not carry impact weapons such as batons, the final level is lethal force . . . [which] usually involves a handgun, but could include any available weapon officers can use to defend themselves from serious bodily injury or death (Brown 1994:188).

Almost 70% of responding agencies have a use of force continuum. The most commonly reported element was OC spray, which was reported by 94% of the agencies with a use of force continuum. Verbal intervention was the second most frequently listed element of use of force continuums (93%). Presence (90%) and empty hand control (76%) represented the

third and fourth most frequently listed elements of use of force continuums. Lethal force including firearms was represented on 65% of use of force continuums. Over 39% of use of force continuums included impact weapons.

The least common element was lethal force excluding firearms, which was listed by only 25% of the agencies with use of force continuums. Additionally, almost 80% of the agencies with use of force continuums reported that they include a description of the assailant's behavior against which force can be used (see Figure 1 for the actual number of use of force continuums with these elements).

Figure 1: Prevalence of Use of Force Elements



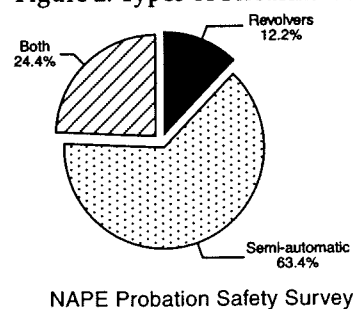
Seventy percent of responding agencies reported a use of force policy. Of these policies, over 97% describe when force can be used in defense of self. Almost 87% of the use of force policies address situations in which force can be used in defense of another officer. Finally, 75% of the respondents include directives on situations where use of force in defense of a third party is appropriate.

Firearms

The use of firearms by probation and parole officers has created tremendous controversy in recent years. Stiles (1996:26) observed that "no other current topic is surrounded by so much emotion, both in support of and opposed to arming officers." As previously mentioned, the use of firearms by probation and parole officers was cited by 42.1% of agencies. The survey asked a series of firearms-specific questions directed to those 48 agencies whose officers are armed. With regard to equipment, the survey sought to identify the types of firearms, caliber, types, and rounds of ammunition most prevalent among these agencies.

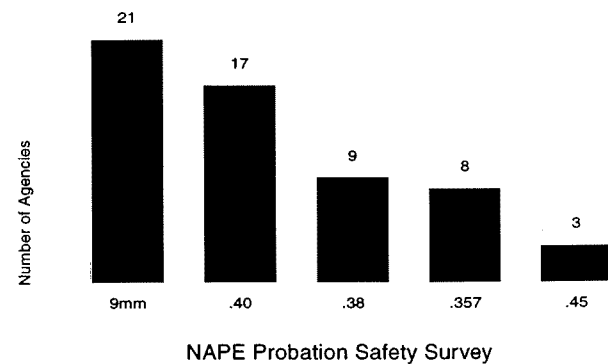
With regard to the types of firearms most common among the agencies responding, most agencies used semi-automatic firearms (63%). Revolvers were used by 12% of the agencies while 24% utilized both revolvers and semi-automatic weapons (these data are represented in Figure 2).

Figure 2: Types of Firearms Used



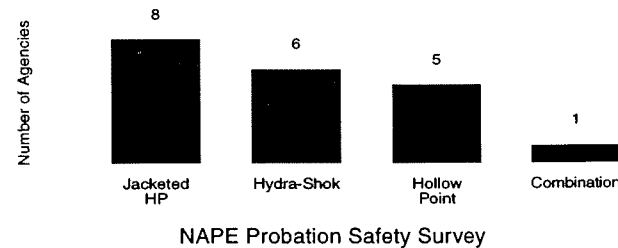
The survey also explored the caliber of ammunition authorized by the responding agencies. Fourteen agencies authorize more than one type of caliber of ammunition. The most frequently used caliber of ammunition was the 9mm. Twenty-one agencies authorized its use while 17 of the agencies authorized the use of .40 caliber. The .38 and .357 calibers were authorized by nine and eight agencies respectively. Three agencies reported the authorization of the .45 caliber ammunition (see Figure 3).

Figure 3: Caliber of Ammunition Authorized



Questions delving into the types of ammunition authorized by the responding agencies were also included in the survey. Due to some ambiguity in the question wording, over 58% of the armed agencies did not respond to this query. Of the valid responses, jacketed hollow point was the most frequently listed type of ammunition with eight agencies (40%) reporting its use. Hydra-Shok, and hollow point were authorized by six and five agencies respectively. One agency reported the authorization of a combination of these types of ammunitions (see Figure 4).

Figure 4: Types of Ammunition Authorized



In the area of firearms training, over 88% of the agencies' training programs focus on weapon retention and weapon takeaway. Over 90% of agencies reported having firearms programs that include training in low light conditions. Of the firearms training programs explored, Firearms Audiovisual Training Systems (F.A.T.S.) were included in only 43% of the agencies' firearms programs.

Surprisingly, 42.6% of agencies with armed officers reported experiencing accidental discharges since their officers began to carry firearms. However, only four agencies reported experiencing an accidental discharge within the past year. Eighty percent of agencies experienced no accidental discharges within the previous 12 months. Almost one-quarter of the armed-agencies stated they had experienced firearms-related injuries since the arming of officers.

Training

Most agencies (82.5%) reported participation in some type of defensive tactics training. The types of programs listed by the responding agencies as defensive tactics training included verbal judo, survival training, client incapacitation, use of force continuum, street survival, advanced firearms, low-risk entry, medium-risk entry, Tactics for Officer Safety and Survival (TOSS), and Akido. Techniques included escape techniques, weapon retention, grappling, empty hand control, disarming offenders, de-escalation methods, pepper gas discharge, baton training, pressure points, apprehension, and take-downs.

Those agencies providing the instruction of defensive tactics included local sheriff's departments, the Federal Bureau of Investigation, state police agencies, state corrections agencies, state probation, state parole, municipal police, private martial arts instructors, and in-house instructors.

The use of simulation training was also explored. Thornton (1996:9) states that one goal of safety simulation training is "to provide a setting in which officers can practice skills ranging from officer presence to the use of lethal force in a realistic but controlled environment." Only 40% of agencies reported the implementation of a simulation (decision-making scenarios) program.

In *Garrity v. New Jersey* (1967) the Supreme Court held that law enforcement officials cannot use statements in a subsequent criminal trial that are acquired from employees who are forced to choose between continued employment and incriminating themselves. However, employees can be required to answer employment-related questions provided they are not compelled to incriminate themselves.³ The least common training provided by the responding agencies involved the "Garrity Rule" or officers' rights regarding self-incrimination in statements made during a follow-up departmental investigation due to a use of force or shooting incident. Only 15% of agencies reported providing this type of training to their officers. Of the agencies providing "Garrity Rule" training, over 70% provide refresher courses on an annual basis.

Philosophical Issues

The survey included a variety of questions regarding the importance of safety issues and training issues related to staff safety. In the area of safety, the following issues were explored: safety of officers, safety of the community, the avoidance of lawsuits, critical incident stress management, funding for training, and funding for equipment. Because we asked respondents to number the issues in order of importance, the lower score an issue received the more important it was deemed by those administrators (see Figure 5 for a comparison of the rankings of safety issues). The rankings represent the mode for each variable. The mode is the category that was most often selected by respondents. For instance, stress management received the rank of 3 by those responding more often than any other rank.

Consistent with the findings of Lindner and Bonn (1996), officer safety emerged as the most important philosophical issue concerning safety. Over 80% of responding agencies ranked officer safety as the most important issue facing their agencies. Probation and parole administrators most often ranked community safety as the second most important safety issue. Over 57% of respondents selected community safety as the second most important safety issue. However, 18% of

respondents felt community safety represented the most important safety issue facing probation and parole officers. Critical incident stress management was most often selected as the third most important safety issue (43%). Funding for training and funding for equipment were most often listed as the fourth and fifth most important issues respectively. Finally, the avoidance of lawsuits was deemed the least most important priority by the NAPE respondents.

Figure 5: Ranking of Safety Issues



With the introduction of firearms into many probation and parole departments, observers and participants initially pondered the philosophical divisions that might develop between armed and non-armed agencies. Smith (1991:124) cogently argued that the arming of officers can be effectively introduced into an agency without substantively altering its mission: "Put succinctly, the firearm did not turn a caring humanistic work force into slack-jawed, drooling fascists."

To explore any differences in philosophical emphasis among the armed and non-armed agencies, separate frequencies were examined comparing the responses of the armed agencies with those responses of the unarmed agencies. No significant differences emerged between the two groups. Armed and unarmed agencies ranked the safety issues in the same order with roughly equal percentages for each variable.

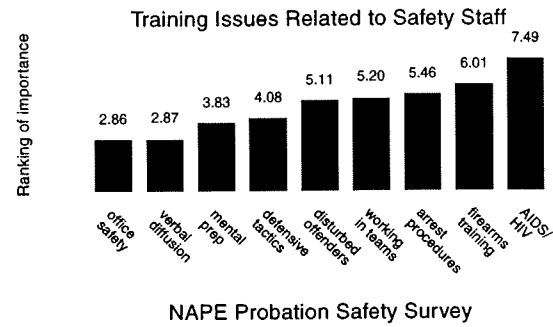
There was also an "other" category in which concerns not listed on the survey could be written in a blank area. Issues identified as "other" important areas regarding officer safety included prevention, training, statewide standards, managing and preserving evidence for police at critical incident crime scenes, policy, and the safety of minors in custody.

The areas ranked with regard to training issues related to staff safety were office safety, arrest procedures, defensive tactics, dealing with emotionally or mentally disturbed offenders, working in teams, firearms training, verbal diffusion skills, mental preparation of officers, and AIDS/HIV. In contrast, to those issues related to safety (Figure 5), agency responses were more widely dispersed among the categories. For this reason, the rankings are presented according to their mean or average scores and the mode category for each variable (see Figures 6 and 7).

Office safety received the lowest average score (2.86) indicating that, overall, agency administrators deemed this issue to be the most important regarding training issues related to staff safety. It was followed closely in ranking by verbal diffusion skills, which recorded an average ranking of 2.87. The average ranking of the mental preparation of officers and defensive tactics were virtually indistinguishable with scores of 3.83 and 4.08 respectively. The training issues of dealing with emotionally or mentally disturbed offenders (5.11) and working in teams (5.20) were also grouped closely together. Arrest procedures recorded an average score of 5.46 placing it seventh in the

rankings. Firearms training received an average score of 6.01. Finally, the issue of AIDS/HIV received very low rankings among the respondents. Its average ranking of 7.49 placed it last in the ranking indicating a very low level of training concern for respondents.

Figure 6: Ranking of Training Issues



The modal categories for each variable are presented in Figure 7. Office safety and verbal diffusion skills both received more number one (1) rankings than any other variable. However, office safety was ranked as the number one training issue related to staff safety by 38 agencies while verbal diffusion skills was given a number one ranking by 25 agencies. The mental preparation of officers was ranked number two by 19 agencies. To better understand the dispersion of responses and the lack of consensus regarding training issues, Table 3 outlines the number of responses and rankings for each variable.

Figure 7: Modal Ranking of Training Issues

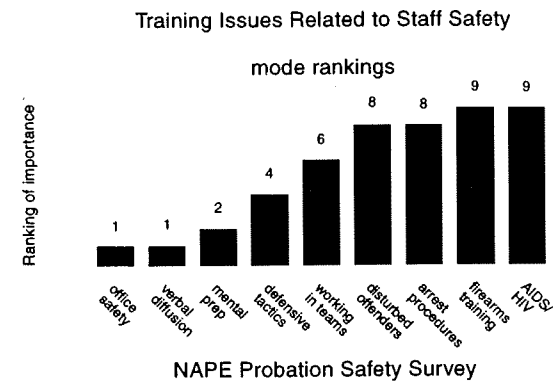


Table 3: Dispersion of Responses for Training Issues

Variable	Ranking								
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th
Office safety	38	16	14	12	10	5	4	2	0
Verbal diff.	25	24	23	10	7	7	4	0	0
Mental prep.	15	19	14	15	9	3	12	6	1
Def. tactics	7	11	14	34	13	8	7	3	0
Teamwork	2	8	9	7	18	28	13	6	2
Mentally ill	3	9	13	9	22	12	13	13	2
Arrest pro.	6	10	7	6	9	7	10	18	8
Firearms trng.	7	6	6	6	5	6	10	11	17
AIDS/HIV	0	0	1	4	3	16	15	17	28

(columns represent the agencies placing the issue in each rank)

In the "other" category regarding training issues related to staff safety the following responses were given: teaching staff better ways to communicate and develop rapport with offenders, tuberculosis and hepatitis, CPR/first aid, physical fitness of officers, policy, field safety, and officer recruitment.

Critical Incidents Issues

The final section of the survey explored issues surrounding the management of critical incidents. Previous research has indicated victimization among probation and parole officers to be significant. Utilizing a broad definition of victimization,⁴ Ely (1989) reported that 55% of probation officers and staff had experienced some form of victimization between 1984 and 1988. In the Mid-Atlantic region,⁵ Parsonage and Miller (1990) examined assaults and threats of assaults on probation and parole officers and staff. Over 62% reported at least one incident of victimization during their careers and 35% reported victimization within the past 12 months. The isolated period included the 12 months prior to November 1989.

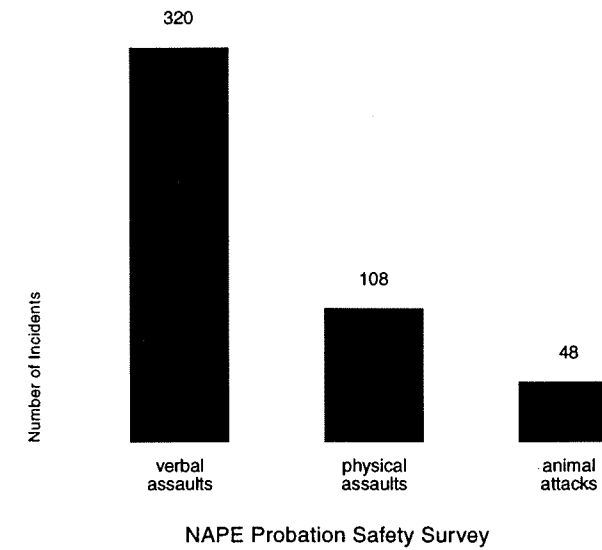
Perhaps the most extensive study to date on probation and parole officers was conducted by Bigger (1993) and the Federal Probation and Pretrial Officers Association. Focusing on serious assaults and attempted assaults, Bigger studied probation, parole, and pretrial service workers in local, state and federal jurisdictions. The isolated period spanned from 1980 through 1992. Overall, Bigger reported 2,610 assaults or attempted assaults during the period with a response rate of 48% (see Table 4).

Table 4: Federal Probation and Pretrial Officers Association Survey

Incident	Number
Abducted/Attempted Abduction/Held Hostage	3
Use/Attempted Use of Caustic Substance	3
Rapes/Attempted Rapes	7
Use/Attempted Use of Incendiary Device	9
Use/Attempted Use of Car as Weapon	12
Murders/Attempted Murders	16
Attempted or Committed Slash/Stab	28
Attempted or Committed Shot and Wounded	32
Attempted or Committed Use of Blunt Instrument	60
Other Attempted or Committed Sexual Assaults	100
Attempted or Committed Unspecified Assaults	944
Attempted or Committed Punched, Kicked, or Choked	1396
Total	2610

Agencies were asked to report the number of verbal assaults, physical assaults, and animal attacks upon officers occurring within the past 12 months. Only one agency reported the death of an officer in the line of duty since 1992. This death occurred during a training exercise involving firearms. Overall, the response rate for these questions was somewhat low. Almost one out of every four surveys did not complete this section leading the researchers to conclude that data on these critical incidents are not kept by many responding agencies. Thus, the figures presented here should be viewed cautiously. Due to the significant number of agencies not providing this information on the survey and the agencies that did not return surveys, this number undoubtedly under-represents the actual incidents occurring among probation and parole officers nationwide (see Figure 8).

Figure 8: Critical Incidents Reported



Linke (1996) asserts that critical incident management is much less common in community corrections than in law enforcement. The NAPE data indicate that only 35% of the agencies have received or participated in critical incident stress management training. Slightly more agencies (42%) report critical incident protocol consisting of specific procedures that are to be followed in the event of serious injury or death of an employee. Over 60% of responding agencies have hazardous duty report forms. Of the agencies utilizing hazardous duty report forms, over 60% stated they must be filed within 24 hours of the incident. Four agencies reported the forms must be completed before the end of the officer's shift during which the incident occurred. Three agencies allow 72 hours to complete the hazardous duty report form. Three-quarters of the agencies requiring such forms provide training on their completion.

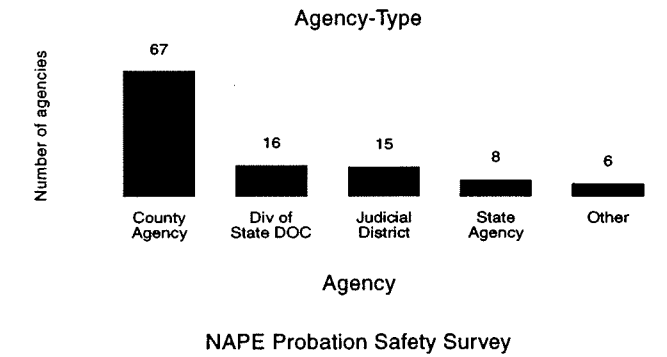
Demographics

Administrators were asked several questions designed to ascertain the size of their respective departments and the type of environment in which they operated (i.e. rural, urban, etc.). The sizes of agencies responding to the NAPE survey varied dramatically. The range of probation and parole officers employed varied from a minimum of three officers to a maximum of 1,286 officers. The average number of officers was 166. Similarly, the total number of employees reported for the responding agencies varied between six and 6,500. This wide dispersion of figures is partly attributable to the variety of responding agencies (i.e., local and statewide jurisdictions). The average number of total employees within the agencies was 356. While the average number of counties served was 11, the majority of agencies (76%) were responsible for only one county. The largest agency (state) administered services to 115 counties.

Completed surveys were received both from very large agencies responsible for administering probation and parole on a statewide basis and from county agencies serving a rural clientele. The majority of agencies (59.8%) describe themselves as county agencies, 6.8% were self-categorized as independent state agencies, 13.6% as divisions of the state Department of Corrections, 12.7% as judicial districts, and over 5% of reporting

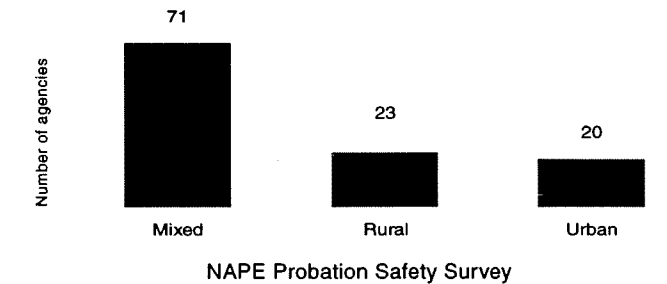
agencies used the "other" category to define themselves (see Figure 9).

Figure 9: Type of Agency



The constituencies served by the responding agencies were also explored. Agencies serving an urban clientele were represented by 17.5% of the respondents while rural agencies consisted of 20.2% of those agencies responding. Over 62% of agencies reported serving a "mixed" client-base, offering services to both rural and urban geographic areas (see Figure 10).

Figure 10: Type of Environment Served



Of the 114 agencies responding, 108 (94.7%) supervised adult offenders. Of these agencies serving an adult population, the smallest total number of cases supervised (including both probation and parole) consisted of 175 offenders. One responding state agency supervised over 130,000 offenders. The largest number of offenders supervised on a non-statewide basis included 63,000 offenders (New York City). The average total adult caseload consisted of 12,000 adult offenders.

The average number of probationers supervised was 9,633 while the average number of parolees was 3,894. The fewest number of probationers supervised by any one agency was 105 while the largest consisted of over 97,000 probationers (state agency). The fewest parolees supervised were eight while two state agencies reported supervising over 20,000 parolees. Of the agencies serving adults, 96% supervise probationers while 43% supervise parolees.

With regard to juvenile offenders, over 53% of the responding 114 agencies reported providing some type of supervision to this population. Of the 61 agencies supervising juveniles, 55 (90%) reported the supervision of juvenile probationers. The total number of probationers supervised ranged from a minimum of three to a maximum of almost 15,000 juveniles (state agency). The average number of juveniles supervised was

1,260. Less than 10% (6) of the 61 agencies reported the supervision of juveniles on aftercare or parole. The smallest number of juvenile parolees supervised by an agency was six while the largest was 1,596. The average number of juveniles supervised on parole was 302.

Discussion of Findings

Several findings from the NAPE survey are noteworthy. Within practice issues, the finding that over 72% of agencies have either requested or required officers to spend more time in the field than in previous years highlights the significance of safety issues for the community corrections profession. Given the influx of felony probationers in the past decade, safety concerns will likely become even more relevant to administrators and practitioners.

In the realm of firearms, the data indicate that 41% of the responding agencies are armed. More notable was the finding that 41% of the armed agencies reported experiencing at least one accidental discharge since becoming armed. This finding, however, is somewhat inconclusive in light of the lack of information regarding these discharges. Future research and administrative endeavors would be well advised to explore, in depth, the nature of all accidental discharges, concentrating on the roles that equipment and training may have played in this finding. Surprisingly, administrators ranked firearms training as a low training concern related to safety. Such a large percentage of accidental discharges will likely serve as a red flag to firearms trainers, administrators, and practitioners for future emphasis.

Within the area of critical incidents, the lack of complete information provided by the responding agencies likely indicates that this information (animal attacks, verbal and physical assaults) is not recorded by many agencies. Furthermore, the validity of the data obtained is somewhat questionable. Many responding agencies reported zero verbal and physical assaults as well as animal attacks. For instance, one agency with over 7,000 adult probationers reported zero total assaults and attacks. While we would expect physical assaults to be less common, the absence of any verbal assaults among such a large population of probationers is doubtful.

On a positive note, however, the results indicated that agencies were overwhelmingly supportive of the creation of a national clearinghouse/repository for probation and parole officer victimization information, with 98% of agencies indicating the willingness to routinely submit information relating to such victimization.

The data revealed several areas in which agencies report widespread participation. Almost 83% of responding agencies reported participation in some type of defensive tactics training. Seventy percent of agencies have a use of force continuum and 70% have implemented use of force policy to guide officers in the field. In the area of firearms training, almost nine out of every ten armed agencies provide firearms training that focuses on weapon retention and weapon takeaway. Even more agencies reported training in low light conditions. From these findings, the responding agencies are clearly involved in comprehensive training and exposure to relevant policy in many areas. Conversely, the training of officers regarding the "Garrity Rule" was reported by only 15% of the agencies responding to the NAPE survey.

Directions for Future Research

With most initial research endeavors, there are several areas in which clarification and improvement are possible. This project is no exception. To fully place the results in perspective, several areas of possible improvement should be addressed. While this project was fairly comprehensive, we did not isolate the practices of parole from probation within the survey itself. Thus, some agencies which supervise both probationers and parolees were asked questions which did not differentiate between the two. Future survey research in this area should segregate the practices of each appreciating the diverse practices may operate between the two divisions within one agency.

We must also address the composition of our respondents and how they might compare with the population of probation and parole agencies nationwide. First, the selecting criterion for inclusion in the study was NAPE membership. The mission statement of NAPE states a focus on "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" (www.napehome.org/Mission_page.htm). In all likelihood these agencies represent the more progressive contingency in probation and parole and thus invest greater resources into the various issues explored herein (i.e., training, safety equipment, etc.). We are therefore inclined to believe our survey is less a snapshot of the current trends in probation and parole and more of a representation of those agencies committed to progressive practices within their departments. However, only a random sample of probation and parole departments nationwide will significantly clarify this issue. Additionally, those agencies choosing to participate possibly represent the more professionalized agencies even within NAPE membership rolls.

Another area of concern emanates from the type of respondents completing the NAPE survey. Our respondents were administrators — not practitioners in the field. While most administrators have field experience, the concerns of current practitioners may vary somewhat from those in administration. While these possible discrepancies would only manifest themselves in the philosophical issues of the NAPE survey, future research would be well served by comparing the philosophical concerns of practitioners with those of administrators.

Endnotes

¹ The NAPE Probation Safety Survey was constructed by Ronald Schweer, United States Probation Service in Topeka, Kansas, and Robert L. Thornton, United States Probation Service in Spokane, Washington.

² States from which no surveys were received are Alabama, Alaska, Arizona, Delaware, Florida, Hawaii, Iowa, Maryland, Massachusetts, Minnesota, Mississippi, Montana, Nevada, New Mexico, North Carolina, South Dakota, Tennessee, and Wyoming.

³ Many police officers have begun to carry cards in their wallets that outline the following Garrity Rights: "On _____ (date) _____ (time) at _____ (place) I was ordered to submit this report (give this statement) by _____ (name

& rank). I submit this report (give this statement) at his order as a condition of my employment. In view of possible job forfeiture, I have no alternative but to abide by this order. It is my belief and understanding that the department requires this report (statement) solely and exclusively for internal purposes and will not release it to any other agency. It is my further belief that this report (statement) will not and cannot be used against me in any subsequent proceedings. I authorize release of this report to my attorney or designated union representative. I retain the right to amend or change this statement upon reflection to correct any unintended mistake without subjecting myself to a charge of untruthfulness. For any and all other purposes, I hereby reserve my constitutional right to remain silent under the FIFTH and FOURTEENTH AMENDMENTS to the UNITED STATES CONSTITUTION and any other rights PRESCRIBED by law. Further, I rely specifically upon the protection afforded me under the doctrines set forth in *Garrity v. New Jersey*, 385 U.S. 493 (1967), and *Spevack v. Klien*, 385 U.S. 551 (1956), should this report (statement) be used for any other purpose of whatsoever kind or description." This statement was obtained from the website at: www.marylandcops.org/Rights.htm.

⁴ Ely's definition of victimization included "any violence, threat of violence, intimidation, extortion, theft of property, damage to one's reputation, or any other act which inflict damage, instills fear or threatens one's sensibilities."

⁵ Parsonage and Miller (1990) focused on Connecticut, Delaware, Maryland, New Jersey, New York, Pennsylvania, Vermont, and the District of Columbia.

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A JUVENILE PROBATION DEPARTMENT RESPONDS TO EMPLOYEE SAFETY

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 Division Director
 Maricopa County Juvenile Probation Department
 Phoenix, Arizona

Background

Employee safety and agency safety response measures have historically been an ongoing activity for most organizations, private and public. Therefore, it was not unusual for this topic, once again, to surface at our division directors staff meeting as an agenda item in the Fall of 1999. Most of us had been present during a previous departmental effort to enhance probation officer safety.

Based on experience, we would have expected the following response: one of the directors would volunteer to handle this project again, create a safety committee, meet a few times, talk safety things, and develop a report with some recommendations to bring back to the directors meeting. And, if there were funds available, approve something to buy, safety-wise, or implement a few safety policy statements or, better yet, add some safety training courses for employees to attend. Sound familiar? This time was different.

The director asked all the division directors to refocus on employee safety. Our response was to be comprehensive and on going — not an event. The first action step was to identify probation officer and staff safety concerns. Secondly, we were to develop protocols for specific safety scenarios or situations. The key words here are "staff" and "concerns." The focus on staff was to be inclusive of all employees in our department, not just probation officers. We were to also focus on perceptions and concerns, not just actual incidents and threats to employee safety.

Our department is a reasonably large, urban juvenile probation department. We have about 800 FTE employees of whom 380 are probation officers. There are 430 employees who provide programming and supervision in our two detention centers as well as staff who provide some manner of support to our probation and detention operations. All of these employees are concerned about their personal safety. Our challenge was to identify concerns that were common to all employees and those that may be related to a specific job or location.

Survey

A representative group of employees developed a safety survey of 29 questions. The survey instrument was developed to measure employee perception of their personal safety while conducting normal duties and responsibilities. The survey was divided into three major sections based on specific duties and responsibilities. All employees were required to complete section one; probation/field officers were also required to complete section two, while detention staff was required to complete sections one and three. All employees were strongly encouraged to complete the survey, which resulted in an 85% response rate. A copy of this survey is provided at the end of this article.

The survey results were compiled and analyzed by the group of employees who designed the survey. The top three areas of

concern identified by all employees were unsecured exterior doors to office buildings, juveniles and other visitors bringing weapons into office buildings, and lighting in parking lots. The concerns that were specific to probation officers are identified in Table 1.

Table 1: Concerns about Personal Safety

Areas of Concern:	
High Risk Areas	86%
Before or After Daylight	78%
Contact with Animals/Pets	78%
Juvenile's Residence	73%
A Public Place	57%
Violent Coworker/Outsider	54%
Your Primary Office	48%
Juveniles in Detention	42%

All employees also rated their perception of their ability to respond to unsafe situations. As one reads down the list of situations in Table 2, it is apparent that employees become more uncertain of their ability to respond to these situations.

Table 2: Ability to Respond to Unsafe Situations (all employees)

	Yes	No	Maybe	Missing
A fire	81%	4%	10%	5%
A medical emergency	65%	10%	20%	5%
Threatening phone call/voice mail	62%	13%	20%	5%
Hostile person intruder/stalker	50%	20%	28%	2%
A bomb threat	50%	28%	19%	3%
Infectious disease	48%	30%	19%	3%
Chemical spill	35%	45%	20%	1%

Recommendations

The composite information from the survey was presented at a division directors meeting with two major recommendations:

1. The establishment of a standing safety committee of 12 employees, representing a cross-classification of employees who have a two-year commitment to serve, with 50% rotating out each year, and committee members being appointed by the director based on recommendations of the division directors.
2. Adopt the survey's top seven preliminary findings and their related recommendations.

Both recommendations were implemented and a true reality-based Safety Committee was born. Five recommendations

to respond to identified safety issues were endorsed for immediate implementation, with the other two to be the first priority for action by the new Safety Committee. This committee, when ready, presents additional safety recommendations at the directors meeting represented by the Safety Committee chairperson, a twenty-five year veteran probation officer.

Several recommendations to improve safety were identified by a majority of employees. These recommendations are identified in Tables 3 and 4.

Table 3: Training That Could Improve Personal Safety (Probation/Field Officers)

Conflict Resolution Training	83%
Emergency Response Training	81%
Escape Tactic Training	80%
Unarmed Self-Defense Training	79%
Mandatory Safety Training – annually	76%
Mandatory Defense Driving	66%

Table 4. Recommendations to Improve Safety (Probation/Field Officers)

Identify High Risk Areas	88%
Develop Partner System	85%
Distress Signal Devices	78%
Self-Defense Devices	75%
Self-Defense Weapons	79%
Two-Way Radios	74%
Karate/Kickboxing	72%
Central Monitor	62%
Daily Schedule for Contact	52%

Progress to Date

The first major recommendation of the Safety Committee was to develop training curriculum that could be provided to all staff. This was approved and an additional four hours of training will be required for all staff annually. The committee, sensing their empowerment, went the next step by including how this could be done utilizing existing departmental training resources. They have already obtained commitments from employee trainers to provide this for the entire training calendar year of 2001.

Departmental resources have also been focused on the purchase of equipment and site improvements that enhance and improve safety. Additional lighting has been installed in the parking lot generating the most staff concern. Card readers have been installed on exterior doors at the same location. And, a security post is now staffed with screening equipment for all visitors.

Our progress has encouraged us as we review policies and procedures to insure appropriate safety protocol for the most likely situations staff may encounter. We have also initiated a critical incident review process to insure that protocol and training meet employee needs. The desired outcome is that employees know what to do in any threatening or potentially dangerous situation. We want employees to be safe by limiting risks, enhancing competencies, maintaining a professional response, and feeling confident in their ability to respond.

It is our hope that the next survey will identify that staff report a safer work environment throughout our facilities and community. It is clear to us that we must address the perceptions of our employees as well as the risks they face in carrying out their duties and responsibilities if we want to enhance neighborhood-based probation supervision, community safety, and the outcomes of supervision.

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 or the George J. Beto Criminal Justice Center at Sam Houston State University unless so stated.

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Safety Awareness Survey

Please answer survey honestly. The results from this survey are confidential, and you cannot be identified. Thank You!

1. What is the location of your primary office? (Select one)

- Durango SEF School Site CJC Office VOPO - Home Office Other

2. Which of the following most accurately describes your current job category or duty (50% or more of your time)?

- Probation Officer (non-field) Field Probation Officer (Standard, JIPS)
 Probation Supervisor (Non Field) Probation Field Supervisor
 School or CJC PO Surveillance, Transportation and Home Detention Officers
 Youth Supervisor – YS (Detention) Clerical Supervisor
 Clerical Staff Administrative Supervisor
 Administrative Staff Technical Supervisor (Finance, Computer/Research)
 Technical Staff (Finance, Computers/Research) Other

3. How long have you worked for the Probation Department? Years: _____ Months: _____

4. How long have you worked in your current position? Years: _____ Months: _____

5. What is your age? _____ 6. What is your gender? Male Female

Very Safe	Safe	Somewhat Safe	Somewhat Unsafe	Very Unsafe
5	4	3	2	1

7. How safe do you feel: (Circle Answer)

	5	4	3	2	1
a. while carrying out the normal duties and responsibilities of your job	5	4	3	2	1
b. when working in your office during <u>regular office hours</u>	5	4	3	2	1
c. when working in your office during <u>non-business hours</u> (evenings/weekends/holidays/nights)	5	4	3	2	1
d. in the parking lot <u>during normal business hours</u>	5	4	3	2	1
e. in the parking lot <u>during non-business hours</u> (evenings/weekends/holidays/nights)	5	4	3	2	1

8. Within the last 2 years, how many times have you been **verbally intimidated or threatened** (include phone threats) while performing your job duties? _____ **or** _____ on the average how many times per month? _____

9. Within the last 2 years, how many times have you been **physically assaulted** while performing your job duties? _____

Strongly Agree	Agree	Somewhat Agree	Somewhat Disagree	Strong Disagree
5	4	3	2	1

10. How would you rate the following safety measures: (Circle Answer)

	5	4	3	2	1
a. clients are adequately checked for weapons before entering the building	5	4	3	2	1
b. clients are adequately monitored when in the building	5	4	3	2	1
c. desk and filing cabinets have adequate locks	5	4	3	2	1
d. doors to the outside are always locked	5	4	3	2	1
e. parking lots are adequately lighted	5	4	3	2	1
f. inside office doors are secured and prevent unauthorized entry	5	4	3	2	1

Safety Awareness Survey

11. Overall, how safe do you feel in carrying-out your duties and responsibilities? (Circle One)

Very safe	9	8	7	6	5	4	3	2	Very UnSafe
10									1

12. Would you know how to adequately respond to: (Answer all)

- | | | | | | | | |
|--|---------|--------|-----------|---|---------|--------|-----------|
| a. a bomb threat | yes () | no () | maybe () | e. a fire | yes () | no () | maybe () |
| b. an hazardous chemical spill | yes () | no () | maybe () | f. a medical emergency | yes () | no () | maybe () |
| c. an hostile person or intruder/stalker | yes () | no () | maybe () | g. a threatening phone call / voice message | yes () | no () | maybe () |
| d. an infectious disease (AIDS/Tuberculosis) | yes () | no () | maybe () | | | | |

13. What are some of your general concerns about your personal safety on the job? _____

(Put Additional comments on Back of this Page)

Probation/Field Officers

Only complete this section if your current position or another position you held within the last two (2) years, required you to make field contacts (at home, school, surveillance, and other) with your clients.

Definitely Useful	Useful	Somewhat Useful	Somewhat Not Useful	Definitely Not Useful
5	4	3	2	1

14. Please indicate how useful additional training in the following areas would be in improving your personal safety on the job: (Circle Answer)

	5	4	3	2	1
a. Unarmed Self-defense training	5	4	3	2	1
b. Escape Tactic training	5	4	3	2	1
c. Conflict Resolution training	5	4	3	2	1
d. Emergency Response training	5	4	3	2	1
e. The proper use of Pepper Spray/stun guns/ or other self-defense weapons	5	4	3	2	1
f. Mandatory Safety Training class - Annually	5	4	3	2	1
g. Mandatory Defensive Driving Training	5	4	3	2	1

15. Do you think you have been adequately trained to **recognize a potentially dangerous situation** when dealing with a client?

- Yes () Somewhat () No ()

16. Do you think you have been adequately trained to **diffuse a potentially dangerous situation** when dealing with a client?

- Yes () Somewhat () No ()

Very Concerned	Concerned	Somewhat Concerned	Generally Not Concerned	Definitely Not Concerned
5	4	3	2	1

17. How concerned are you about your personal safety: (Circle Answer)

	5	4	3	2	1
a. when contacting clients at your primary office	5	4	3	2	1
b. when contacting clients at their residence	5	4	3	2	1
c. when contacting clients at a public place (restaurant/library/school, etc.)	5	4	3	2	1
d. when contacting clients before or after daylight hours	5	4	3	2	1
e. when contacting clients in high risk areas	5	4	3	2	1
f. when contacting a client in detention	5	4	3	2	1
g. when coming into contact with dangerous animals/pets	5	4	3	2	1
h. with the possibility of a coworker or an outsider becoming violent in the workplace	5	4	3	2	1

Safety Awareness Survey

Definitely Useful	Useful	Somewhat Useful	Somewhat Not Useful	Definitely Not Useful
5	4	3	2	1

18. Please indicate how useful each of the following recommendations would be in improving your safety in the field: *(Circle Answer)*
- a. identifying "high risk" areas and informing probation officers and staff of these areas 5 4 3 2 1
 - b. developing as needed, a "partner system" when visiting clients in "high risk" areas 5 4 3 2 1
 - c. distributing hand-held 2-way radios to each PO/staff 5 4 3 2 1
 - d. requiring POs/staff to provide supervisor with a daily schedule prior to making home/field contacts 5 4 3 2 1
 - e. providing self-defense devices (stun guns, pepper spray), when making home/field contacts 5 4 3 2 1
 - f. providing distress signal devices to POs/staff when making home/field visits 5 4 3 2 1
 - g. requiring POs to check-in /out with a central monitor when making home/field visits 5 4 3 2 1
 - h. training in self-defense without weapons (Karate, KickBoxing, etc.) 5 4 3 2 1

19. Within the last two (2) years, how many times has your vehicle (Personal or County's) been vandalized while in the line of duty? _____

20. What type of damage was done to your car? _____

21. What are some of your concerns about your personal safety as a probation/field officer? _____

(Put additional comments on back of this Page)

Detention Staff

Only complete this section if your current position or another position you held within the last two (2) years, required you to work in Detention.

22. Whenever you experience an **intimidating threat**, you are most likely to: *(Select one)*
- report it to your division head report it to your supervisor discuss it with your co-worker/partner
 - discuss it with a family member discuss it with your friend(s) not discuss or report it to anyone
 - discuss it with another person discuss it with spouse/significant other none of the above

23. Whenever you experience a **physical assault**, you are most likely to: *(Select one)*
- report it to your division head report it to your supervisor discuss it with your co-worker/partner
 - discuss it with a family member discuss it with your friend(s) not discuss or report it to anyone
 - discuss it with another person discuss it with spouse/significant other none of the above

24. What percentage of the times, do you file a written report about:

an intimidating threat _____ %
 a physical assault _____ %

Very Effective	Effective	Somewhat Effective	Somewhat Not Effective	Definitely not Effective
5	4	3	2	1

25. How effective would you rate the current emergency response systems or procedures in Detention: *(Circle One)*

- a. "All-Call" response 5 4 3 2 1
- b. Fire/Medical response 5 4 3 2 1
- c. Police response 5 4 3 2 1
- d. Supervisor response 5 4 3 2 1

Maricopa County Juvenile
 Probation Department

Safety Awareness Survey

26. Have you been adequately trained to **recognize a potentially dangerous situation** when dealing with a client?
 Yes () Somewhat () No ()

27. Have you been adequately trained to **diffuse a potentially dangerous situation** when dealing with a client?
 Yes () Somewhat () No ()

28. When confronted with a physically threatening situation, you are most likely to: *(Select One)*

- a. handle the situation yourself
- b. use verbal Judo to diffuse the situation
- c. leave immediately
- d. call your partner for assistance
- e. conduct an "All Call" response
- f. other

29. What are some of your concerns about your personal safety while working in detention?

Maricopa County Juvenile
 Probation Department

ASSOCIATION ACTIVITIES

LARGE ATTENDANCE AT NAPE EVENTS IN PHOENIX

On Saturday, July 22, 2000, approximately 100 community corrections executives attended the Members Reception of the National Association of Probation Executives held at the Hyatt Regency in Phoenix, Arizona. On the following day, over 50 NAPE members and guests attended the Annual Awards Breakfast, where **Ron R. Goethals** was presented with the Sam Houston State University Executive of the Year Award.



Pictured, from left to right: Dan Richard Beto, President of the National Association of Probation Executives and representing Sam Houston State University, and Ron R. Goethals, Director of the Dallas County Community Supervision and Corrections Department in Dallas, Texas, and the recipient of the 2000 Executive of the Year Award.

During the breakfast, cosponsored by corporate member **Corrections Software Corporation**, those in attendance heard an exclusive presentation by **J. Richard Faulkner, Jr.**, a Community Corrections Specialist with the Community Corrections Division of the National Institute of Corrections, in which he provided an overview of issues relevant to the community corrections profession. In addition, he spoke on the strong relationship between NAPE and NIC in enhancing the probation profession.

Also during the breakfast immediate past President **Robert L. Bingham** was recognized for his stewardship of the Association during the past two years. Accepting the plaque on behalf of Bingham, who was unable to attend due to a family wedding, was **Leonard Simpson**, Assistant Chief Probation Officer for the Marion Probation Department in Indianapolis, Indiana.

NEW BOARD OF DIRECTORS ASSUME OFFICE

During the events in Phoenix, the newly elected NAPE Board of Directors assumed office. Members of the newly constituted Board of Directors are as follows:

<i>President</i> Dan Richard Beto Texas	<i>Vice President</i> Thomas H. Williams District of Columbia
<i>Secretary</i> Cheryl K. Townsend Arizona	<i>Treasurer</i> James E. Rood Oregon
<i>Past President</i> Robert L. Bingham Indiana	<i>New England Region</i> Nanci Lee Mary Bouchard Maine
<i>Mid-Atlantic Region</i> W. Conway Bushey Pennsylvania	<i>Central Region</i> Gerald R. Hinzman Iowa
<i>Southern Region</i> Ron R. Goethals Texas	<i>Western Region</i> Richard E. Wyatt, Sr. Nevada
<i>At Large</i> E. Robert Czaplicki New York	<i>At Large</i> Edward T. Mansfield Colorado

The members of this new Board of Directors will serve two year terms, from July 1, 2000, to June 30, 2002. During the organizational Board of Directors meeting, Goethals was elected by the at large and regional representatives to the Executive Committee.

GUEST EDITORS NAMED FOR EXECUTIVE EXCHANGE

During the Board of Directors meeting in Phoenix, several persons volunteered to serve as guest editors of *Executive Exchange* for the next three issues: **Gary Hinzman**, Fall 2000; **Bob Czaplicki**, Winter 2001; and **Dan Richard Beto** and **Ron R. Goethals**, Spring 2001.

Members desiring to contribute articles to these issues or who would like to volunteer to serve as a guest editor for future issues are encouraged to contact **Christie Davidson** at the secretariat; her address is as follows:

Christie Davidson
NAPE Secretariat
Correctional Management Institute of Texas
George J. Beto Criminal Justice Center
Sam Houston State University
Huntsville, Texas 77341-2296

In addition, she may be reached at (936) 294-3757 (voice), (936) 294-1671 (fax), or at icc_cxh@shsu.edu.

Persons serving as guest editors have considerable latitude; they may devote an issue to a particular subject or to the programs of a particular jurisdiction or state.

Executive Exchange is always interested in receiving news items about NAPE members and their agencies. In addition, members are encouraged to submit articles on community corrections issues for publication consideration.

NAPE MEMBERSHIP AT RECORD HIGH

As of June 30, 2000, as reported at the NAPE Board of Directors meeting in Phoenix, the Association had 201 individual members, 13 organizational members, and four corporate members.

In terms of individual members, there was an increase of 19 members over the past year. The states with the largest concentration of individual members are: Pennsylvania (24), Texas (20), California (19), New York (18), Illinois (13), and Arizona (12). NAPE has representatives in 43 states, four more than last year.

Of the 13 organizational members, five are from Texas, and one each from Arizona, Illinois, Indiana, Michigan, New York, Oregon, Pennsylvania, and Washington.

The four corporate members are from Arizona, Illinois, Minnesota, and Texas.

COMMITTEES APPOINTED

During the NAPE Board of Director's meeting in Phoenix, several committees were created and members appointed. The committees, their respective missions, and membership are as follows:

Technology Committee

The mission of this committee is to work with corporate member **Corrections Software Corporation** to craft a survey on the issue of technology.

Members of this committee include **Thomas H. Williams**, Chair (Washington, D.C.), **Sara Tullar Fasoldt** (New York), **Edward T. Mansfield** (Colorado), and **Ron R. Goethals** (Texas).

Membership Committee

This committee's mission is to study several issues relating to membership; specifically, the committee was asked to study and make recommendations on the Association's dues structure and membership recruitment and retention. In addition, the committee was asked to review the NAPE constitution as it relates to membership.

Members of this committee include **Richard E. Wyatt, Sr.**, Chair (Nevada), **James E. Rood** (Oregon), **Robert L. Bingham** (Indiana), and **Don R. Stiles** (Arizona).

Awards Committee

The Awards Committee, which selects the Executive of the Year recipient, is comprised of the last four recipients of this

prestigious award: **Ronald P. Corbett, Jr.**, Chair (Massachusetts), **Richard E. Wyatt, Sr.** (Nevada), **Ron R. Goethals** (Texas), and **Rocco A. Pozzi** (New York).

In addition, this committee will be responsible for reviewing criteria for new awards that may be presented by the Association.

NEW MEMBERS

Since the Spring issue of *Executive Exchange* was published, several probation executives have become members of the National Association of Probation Executives. The new members are listed below in alphabetical order:

J. E. Davenport, Director, Crockett and Sutton County Probation Department, P.O. Box 926, Sonora, Texas 76950.

Michael L. Goss, Deputy Chief, Maricopa County Adult Probation Department, 111 South 3rd Avenue, 3rd Floor, Phoenix, Arizona 85003.

Vern Fogg, Director, Office of Probation Services, Colorado Judicial Department, 1301 Pennsylvania Street, Suite 300, Denver, Colorado 80203.

Francine Perretta, Director, St. Lawrence County Probation Department, 48 Court Street, Canton, New York 13617.

Robert Sudlow, Director, Ulster County Probation Department, 17 Pearl Street, Kingston, New York 12401.

Luci Taylor-Welch, Director, Orleans County Probation Department, 13925 State Route 31, Suite 200, Albion, New York 14411.

In addition to the six new individual members, two new organizational members have joined as well:

Court Services and Offender Supervision, (**Thomas H. Williams**, Associate Director), 300 Indiana Avenue, N.W., Room 2132, Washington, D.C. 20001.

Dutchess County Office of Probation and Community Corrections (**Patricia L. W. Resch**, Director), 50 Market Street, Poughkeepsie, New York 12601.

SECRETARIAT HAS NEW AREA CODE

The Correctional Management Institute of Texas at Sam Houston State University, which serves as the Association's secretariat, has a new area code. The new telephone number for **Christie Davidson** is (936) 294-3757. The fax number for the Institute is (936) 294-1671.

NEWS FROM THE FIELD

NEW MONOGRAPH FROM THE
MANHATTAN INSTITUTE

Shortly before the annual events of the National Association of Probation Executives and the 25th Annual Institute of the American Probation and Parole Association, the Center for Civic Innovation at the Manhattan Institute released *Transforming Probation Through Leadership: The "Broken Windows" Model*. This monograph, published in conjunction with the National Association of Probation Executives, American Probation and Parole Association, and the Fox Leadership Program at the University of Pennsylvania, is an expanded version of *"Broken Windows" Probation: The Next Step in Fighting Crime* which was released in August 1999.

All current members of the National Association of Probation Executives received a complimentary copy of this latest publication, in which NAPE members assumed a leadership role in its production.

Community corrections practitioners wishing additional copies of this monograph may purchase them from the American Probation and Parole Association for \$5.00 per copy plus shipping and handling.

The possibility exists that a second printing of this monograph may be forthcoming. Should that occur, practitioners wishing to place orders of 100 or more copies should contact the NAPE headquarters immediately. It is likely that the price will be somewhat reduced.

CLINTON CREATES MEDAL
FOR PUBLIC SAFETY OFFICERS

On June 30, 2000, President **Bill Clinton** signed an order establishing a Presidential Medal of Valor for Public Safety Officers to honor those who show valor "above and beyond the call of duty."

Those eligible for the medal include firefighters, paramedics, police officers, prison guards, and probation and parole officers.

This medal is designed as a counterpart to the Presidential Medal of Freedom, which is the nation's highest civilian honor, and the Medal of Honor, the top military decoration.

LINDA NIDORF PASSES AWAY

On July 9, 2000, **Linda Nidorf**, the wife of **Barry Nidorf**, passed away following a courageous battle with cancer.

Linda was well known to NAPE and APPA members as she frequently attended NAPE events and the APPA annual institutes.

Barry is the former Chief Probation Officer for Los Angeles County and a past recipient of the Sam Houston State University Executive of the Year Award. NAPE members wishing to contact Barry may do so by writing him at 17250 Braxton Street, Granada Hills, California 91344.

POZZI HONORED

During the 25th Annual Institute of the American Probation and Parole Association in Phoenix, NAPE member **Rocco A. Pozzi**, Commissioner of Probation and Corrections for Westchester County in White Plains, New York, was presented with the *Walter Dunbar Memorial Award*.



Pictured, from left to right, are Ray Wahl, President of the American Probation and Parole Association, and Rocco A. Pozzi, the recipient of the Walter Dunbar Memorial Award.

The *Walter Dunbar Memorial Award* is the oldest APPA practitioner award, presented in honor of one of APPA's most distinguished colleagues, the late Walter Dunbar, who served as Director of the California Department of Corrections, Chairman of the U.S. Parole Commission, and Director of the New York State Division of Probation. This award is presented for significant contributions by a practicing professional or retired practitioner in the field of probation or parole.

U.S. CORRECTIONAL POPULATION REACHES
6.3 MILLION MEN AND WOMEN

The number of adult men and women under the supervision of Federal, state, and local correctional authorities rose to a record 6.3 million in 1999, the Justice Department's Bureau of Justice Statistics (BJS) announced on July 23, 2000. This number, which represents 3.1 percent of all adult residents in the United States, or one in every 32 adults, includes persons incarcerated in jails and prisons and those supervised in the community under probation or parole.

During 1999, the correctional population increased by 164,400 (2.7 percent). At mid-year 1999, there were approximately 1,254,600 adults in federal or state prisons and 596,500 adults in local jails. The 1990-1999 increase averaged 4.2 percent annually, and was a 44.6 percent gain for the nine-year period. There were 1.9 million more under correctional supervision in 1999 than in 1990.

At the end of 1999, there were approximately 3,773,600 adults on probation and 712,700 on parole. More than one million of the nation's probationers and parolees — slightly less than one-quarter of the total — were in Texas (556,410) and California (446,460). From 1990 through 1999 the percentage of the total correctional population under community supervision declined from 74 percent to 71 percent.

States with the largest percentage of their adult population under community supervision were Georgia (5.8 percent) and Idaho

(4.2 percent), and rates exceeding three percent were also found in Texas (3.9 percent), Delaware (3.8 percent), Washington (3.7 percent), and Minnesota (3.1 percent). Nine states had less than one percent of their population under community supervision.

Among probationers, criminal offenders sentenced to a period of correctional supervision in the community, slightly more than half (51 percent) had been convicted for committing a felony, 48 percent for a misdemeanor, and one percent for other infractions. Seventy-seven percent of probationers were being actively supervised at the end of 1999; ten percent were inactive cases and nine percent had absconded.

Probation population gains of ten percent or more during 1999 were recorded in Idaho (up 17.7 percent), Vermont (up 17.1 percent), Arizona (up 11.2 percent), and Montana (up 10.2 percent). Eleven states reported a decline in their probation population, led by West Virginia (down 7.9 percent) and Nevada (down 6.2 percent).

Parole is a period of conditional supervision following a prison term, and almost all parolees had been convicted of a felony (97 percent). Mandatory release from prison because of a sentencing statute or good-time provisions accounted for one-half of the persons entering parole during 1999; 42 percent entered parole because of a parole board decision, six percent were reinstatements and two percent were other actions.

California had the largest number of persons in the nation under parole supervision (114,046), surpassing Texas (109,310). Eight states reported a ten percent or greater increase in their parole population during 1999, led by Ohio (39.6 percent), South Dakota (20.9 percent), West Virginia (18.8 percent), Louisiana (16.8 percent) and Iowa (14.6 percent). Twenty-four states reported a decline in their parole population during 1999, led by Washington (down 46.7 percent), North Carolina (down 24.4 percent), Montana (down 17.7 percent) and Virginia (down 12.5 percent).

More than 1.9 million probationers and 400,000 parolees were discharged from supervision in 1999. More than 60 percent of those exiting probation (1,053,700) and more than 40 percent of those exiting parole (177,300) had successfully met the conditions of their supervision. During 1999, 14 percent of probationers (244,700) who were discharged from supervision in 1999 and 42 percent of parolees leaving supervision (173,800) were incarcerated because of a rule violation or new offense.

Women represented a larger percentage of the probation and parole populations in 1999 than in 1990. Twenty-two percent of all probationers in 1999 (up from 18 percent in 1990) and 12 percent of those on parole (up from 8 percent in 1990) were women.

Blacks were more than a third of probationers at year-end 1999 (1,310,000), and nearly half of parolees (312,100). Almost two-thirds of probationers (2,394,400) and more than half of parolees (390,700) were white. Persons of other races accounted for about two percent of the probation population (69,300) and one percent of the parole population (9,900). Hispanics, who are of any race, comprised 16 percent of probationers (600,200) and 21 percent of parolees (152,000).

Data tables, prepared by BJS statisticians **Thomas P. Bonczar** and **Lauren E. Glaze**, as well as other information about the nation's correctional populations may be obtained from the BJS Internet site under press releases at: www.ojp.usdoj.gov/bjs. Additional criminal justice materials can be obtained from the Office of Justice Programs Website at: www.ojp.usdoj.gov.

MANHATTAN INSTITUTE RECOGNIZED AT APPA

During the APPA Awards Luncheon in Phoenix, The Center for Civic Innovation at the Manhattan Institute was presented with the *Sam Houston State University Award* for creating the Reinventing Probation Council that produced *"Broken Windows" Probation: The Next Step in Fighting Crime* and *Transforming Probation through Leadership: The "Broken Windows" Model*.

This award is particularly significant for NAPE because a number of its members served on the Reinventing Probation Council and assumed leadership roles in the production of these two publications. The Reinventing Probation Council is chaired by **Ronald P. Corbett, Jr.**, a past President of NAPE; other NAPE members involved in this initiative were **Dan Richard Beto**, **Norman Helber**, **Gerald R. Hinzman**, **Robert Malvestuto**, **Rocco Pozzi**, and **Edward E. Rhine**.

The award was accepted by Chairman Corbett on behalf of **Henry Olsen** and **John J. DiIulio, Jr.**, of the Manhattan Institute.



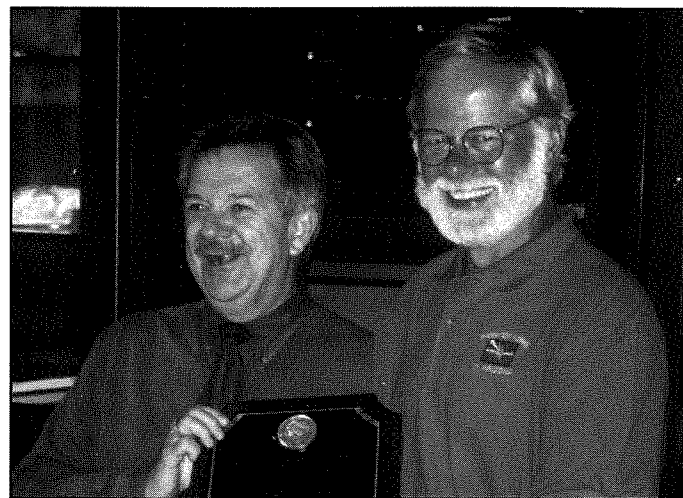
Pictured above is APPA President Ray Wahl presenting the Sam Houston State University Award to Ronald P. Corbett, Jr., Chairman of the Reinventing Probation Council of the Manhattan Institute.

The Sam Houston State University Award is a practitioner's award given to an individual who has published an article concerning probation, parole, or community corrections which provides new information and insights into the operation, effectiveness, or future of the community corrections profession. The two publications generated by the Reinventing Probation Council certainly met these requirements.

HELBER RECOGNIZED

Longtime Maricopa County Chief Adult Probation Officer **Norman Helber** has retired. During the APPA Annual Institute in Phoenix, Helber, a past President of APPA and a member of NAPE, was recognized several times for his service to the profession.

Helber was presented a plaque during the APPA Board of Directors Meeting on Sunday, July 23, 2000, by President **Ray Wahl**. On July 25, 2000, Helber was presented another plaque during the Arizona Hospitality Night by **J. Richard Faulkner, Jr.**, Community Corrections Specialist with the National Institute of Corrections, recognizing his many contributions to community corrections.



Pictured above is Norman Helber accepting a plaque from J. Richard Faulkner, Jr., on behalf of the National Institute of Corrections.

Helber brings to a close a successful career in community corrections. His commitment to service, his knowledge and wisdom, and his efforts on behalf of improving the justice system will be missed.

CORRECTIONAL MANAGEMENT INSTITUTE OF TEXAS RECEIVES GRANT TO SUPPORT PROJECT SPOTLIGHT

The Correctional Management Institute of Texas at Sam Houston State University, which provides secretariat services for the National Association of Probation Executives, has received a grant from Texas Governor George W. Bush's Criminal Justice Division to provide an infrastructure and technical assistance to Project Spotlight.

Project Spotlight, an innovative program initiated and funded by the Governor's Office in the seven most populous counties in Texas, where through collaboration and coordination police, juvenile probation, and community supervision and corrections departments provide intense supervision and surveillance during non-traditional work hours, strong enforcement of probation conditions, enhanced case management, and specific services to offenders and families in targeted areas. In addition, the project encourages neighborhood organizations, the faith-based community, social service agencies, and the business community to assist in providing expanded services to Spotlight clients and other at-risk youth and adults who live in the targeted areas.

The Institute will provide training, technical assistance, and curriculum development for the Project Spotlight sites, which are located in Dallas, Fort Worth, Corpus Christi, Austin, San Antonio, El Paso, and Houston. In addition, the Institute will generate publications for Project Spotlight and assist in research initiatives associated with the project.

WYETT ASSUMES NEW POST

Nevada Governor **Kenny Guinn** recently called **Richard E. Wyett, Sr.**, back into service by appointing him Chairman of the Nevada Parole Board. Wyett, who has recorded more than a quarter of a century to the criminal justice system, previously served on the board from 1991 to 1993 before being named Director of the Nevada Division of Parole and Probation. Following his retire-

ment from that position, Wyett served as President of the Make-A-Wish Foundation of Northern Nevada and as a member of the Nevada Juvenile Justice Commission.

Wyett, a past recipient of the Sam Houston State University Executive of the Year Award, serves on the NAPE Board of Directors as the Western Region Representative.

CORBETT NAMED EXECUTIVE DIRECTOR OF MASSACHUSETTS COURT SYSTEM

On August 28, 2000, **Ronald P. Corbett, Jr.**, assumed the position of Executive Director of the Massachusetts Supreme Judicial Court (SJC). Prior to this position, Corbett served as Deputy Commissioner of the Massachusetts Probation Service.

As Executive Director, Corbett reports to the Chief Justice and Justices of the Court and will help supervise, manage, and coordinate the day-to-day administrative responsibilities of the Court, SJC departments, and various committees and projects. His duties also include interacting with the Appeals Court and the Trial Court, as well as with bar associations, other governmental branches, legal and law enforcement agencies, and community organizations.

Supreme Judicial Court Chief Justice **Margaret H. Marshall** said, "I am delighted that Ron Corbett is the new Executive Director. It is an enormously challenging job, and I am confident he brings the requisite skills, management experiences, and knowledge. With Dr. Corbett's extensive background with the Trial Court and with his expertise in educational development and training, he will be a tremendous asset to the Court."

Corbett has been a Trial Court employee for more than a quarter of a century, having worked as a probation officer, Assistant Chief Probation Officer, Regional Director, Director of Training and Development, and Deputy Commissioner in charge of field services. From 1994 to 1996 he served as President of the National Association of Probation Executives. He currently serves as Vice Chair of the SJC Judicial Education Policy Board.

Corbett earned a bachelor's degree from Harvard University, a master's degree from Northeastern University, and an Ed. D. from the University of Massachusetts. He presently serves as an adjunct professor at the University of Massachusetts at Lowell, where he has taught since 1979. He has written numerous articles for the corrections field, which have been published in *Federal Probation*, *Justice Quarterly*, *Corrections Management Quarterly*, and *Executive Exchange*. He has served as Chair of the Editorial Committee of *Perspectives* and as a member of the Editorial Advisory Committee of *Federal Probation*.

For the past several years Corbett has served as Chair of the Reinventing Probation Council, a group of probation leaders convened by the Manhattan Institute, which published "*Broken Windows*" *Probation: The Next Step in Fighting Crime* and *Transforming Probation through Leadership: The "Broken Windows" Model*.

In 1997 Corbett was named the Probation Executive of the Year and was presented the Sam Houston State University Award by the National Association of Probation Executives. His other awards include the Manson-Robinson Award presented by the New England Council on Crime and Delinquency in 1994, the William Haskell Memorial Distinguished Teaching Award from the University of Massachusetts in 1990, and the American Probation and Parole Association's Sam Houston State University Award in 1990 in recognition of several of his publications.

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 # _____ E-MAIL _____

DATE OF APPLICATION _____

- | | | | | | | | | |
|--------------------------|-------|----------------|--------------------------|----------------|--------------------------|-----------------|--------------------------|-----------------|
| <input type="checkbox"/> | CHECK | Regular | <input type="checkbox"/> | \$ 50 / 1 year | <input type="checkbox"/> | \$ 95 / 2 years | <input type="checkbox"/> | \$140 / 3 years |
| | | Organizational | <input type="checkbox"/> | \$250 / 1 year | | | | |
| | | Corporate | <input type="checkbox"/> | \$500 / 1 year | | | | |

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

NAPE Secretariat
 ATTN: Christie Davidson
 Correctional Management Institute of Texas
 George J. Beto Criminal Justice Center
 Sam Houston State University
 Huntsville, Texas 77341-2296
 (936) 294-3757



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