

National Association of Probation Executives EXECUTIVE EXCHANGE

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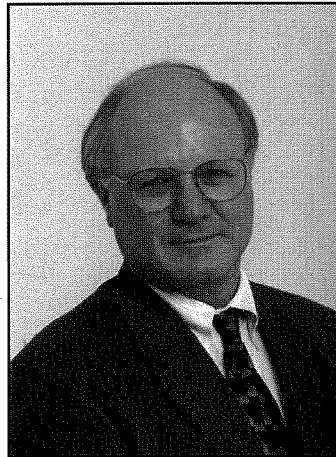
SUMMER 2002

PRESIDENT'S MESSAGE

I thank you for the privilege of serving you as your President for the next two years and hope that I prove worthy of your confidence. It is an extraordinary challenge to follow the last two Presidents — Robert Bingham and Dan Beto. Many of the issues that Bing identified in 1998 as worthy of exploration during his term as President might well have been identified as issues for the decade. His crystal ball was working well when he foresaw NAPE's involvement in assisting former communist-block countries in designing and implementing correctional systems. His efforts to keep NAPE involved in the continuing education arena, and in improved staff safety, are as timely today as they were in 1998. Bing recognized that changes in technology in our profession were inevitable, but required NAPE monitoring and guidance to insure that they were, in fact, enhancements.

During a time when many professional organizations are having serious financial difficulty, NAPE is the soundest financially that it has ever been, thanks to the stewardship of Dan Beto. Dan also positioned NAPE at the forefront of the "Reinventing Probation" movement. He was untiring in his advocacy for reforms that would improve probation and increase credibility with the public.

Not only is NAPE financially sound in this period of scarce resources, but it is rich in the most important resource of all. The NAPE membership possesses hundreds of years of experience and knowledge. As other probation organizations' lack of resources make it more difficult to meet the needs of their memberships, it will be necessary for NAPE to assist. We must increase our efforts in training. We must make conscious efforts to establish mentoring relationships and become vocal and active in the networks to which we belong.



Realizing that travel may be an unavailable luxury we must maximize use of the Internet and the telephone.

NAPE should reach out to other organizations to form those logical affiliations and partnerships. We must reap the increased returns generated through collaborative and cooperative efforts. We must embrace the concept that the whole is frequently greater than the sum of its parts.

Members must not be spectators. It is no longer acceptable for the work of the organization to be performed by the same few members. Volunteers are encouraged and solicited, and all members should stand ready to contribute if called upon.

We must take note of the demographics of our organization. Specifically, we should note that the organizational leadership is graying at the temples. Much of our membership decline last year can be attributed to retirements. We have plans to stem the "brain drain" by offering a special dues structure for retirees.

Regardless, there exists a need to recruit the youth of our profession and to encourage our younger members to seek leadership positions.

It was a real pleasure to see so many of you at the American Probation and Parole Association Annual Institute in Denver. Thanks to Dan Beto for the reception and the breakfast. It is just short of miraculous how he continues to increase the quality and quantity of the food and drink while increasing the money in the treasury. Thanks again for the faith you have placed in me. I will rely strongly on your input and your support over the next two years.

Ron R. Goethals
President

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CZAPLICKI HONORED AS PROBATION EXECUTIVE OF THE YEAR

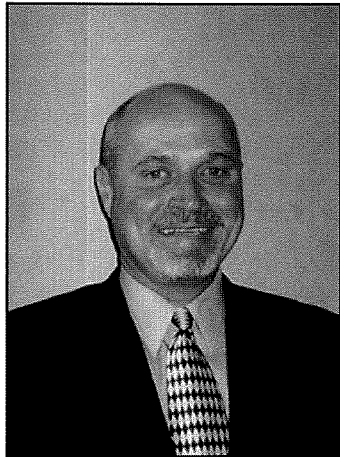
E. Robert Czaplicki, Commissioner of the Onondaga County Probation Department in Syracuse, New York, was presented with the Sam Houston State University Probation Executive of the Year Award on August 25, 2002, in Denver, Colorado, at the Annual Awards Breakfast of the National Association of Probation Executives. He is the 14th recipient of this prestigious award, given annually by the George J. Beto Criminal Justice Center at Sam Houston State University and the Association to a probation executive who has recorded exemplary and sustained service to the community corrections profession.

Czaplicki, a 1973 graduate of the State University of New York at Brockport, started his career in community corrections in 1974 as a probation officer in Onondaga County. Three years later he was promoted to Senior Probation Officer and placed in charge of the Pre-trial Release Program, a position he held until 1981, when he was elevated to Principal Probation Officer, which increased his administrative responsibilities. In 1986, Czaplicki was named Commissioner of Probation for Onondaga County, a position he continues to hold.

As Commissioner, Czaplicki established an array of alternative to incarceration programs, recruited minority probation officers, and participated in a major effort to reduce juvenile gun violence. In addition, he supported the drastic reduction of placements of juveniles while installing many alternatives to placement programs. More recently, he has been involved in the reinventing probation initiative; his department was selected by the Manhattan Institute to serve as a pilot site for implementing the recommendations of the Reinventing Probation Council.

Czaplicki, a decorated Vietnam veteran, is active in a number of local, regional, and national organizations. He is a member of the Onondaga County Criminal Justice Advisory Board, Onondaga County Chiefs of Police Association, Central New York Chiefs of Police Associations, American Correctional Association, Vietnam Veterans Leadership Pro-

gram, and the Solvay-Geddes Community Youth Center Board. He has served as Chair of the Onondaga County COPS Task Force, President of the New York State Council of Probation Administrators, Councilman for the Town of Geddes, Chair of the Onondaga County Labor Management Committee, and member of the Citizens Complaint and Policy Review Committee for the New York State Commission of Corrections.



At present, Czaplicki serves on the Board of Directors of the American Probation and Parole Association and the National Association of Probation Executives. He has been very supportive of NAPE, frequently contributing articles for publication in *Executive Exchange*.

His service has not gone unnoticed. In 1998 Czaplicki was the recipient of the Mutual of America Community Partnership Award and in 2001 he was presented the YWCA Diversity Award.

In presenting the award, Rocco Pozzi, Commissioner of Probation for Westchester County, New York, and a member of the NAPE Awards Committee, called Czaplicki a "true leader in corrections" and a person

who "has gone beyond the call of duty to assist others in need." He added that Czaplicki has been a "mentor to a number of probation executives" and has been a "driving force in promoting a rational and better funded probation system."

Czaplicki, in accepting the award, favorably commented on the commitment of his staff in developing and maintaining a number of viable probation programs and for grasping a vision of excellence.

Prior recipients of the Sam Houston State University Executive of the Year Award include Barry Nidorf (California), Don R. Stiles (Arizona), Donald Cochran (Massachusetts), Cecil Steppe (California), Don Hogner (California), Vince Fallin (Georgia), Tamara Holden (Oregon), Richard A. Kipp (Pennsylvania), Ronald P. Corbett, Jr. (Massachusetts), Richard E. Wyatt (Nevada), Rocco A. Pozzi (New York), Ron R. Goethals (Texas), and Cheryl K. Townsend (Arizona).

COCKERELL RECEIVES KEISER AWARD

Carey D. Cockerell, Director of Tarrant County Juvenile Services in Fort Worth, Texas, was presented the George M. Keiser Award on August 25, 2002, during the National Association of Probation Executives Annual Awards Breakfast held in Denver, Colorado.

This award, created in 2000 and first presented in 2001, is named in honor of George M. Keiser, Chief of the Community Corrections Division of the National Institute of Corrections and a career corrections administrator. The award, given jointly by the National Association of Probation Executives and the Community Corrections Improvement Association, is presented to a probation executive who has demonstrated exceptional leadership qualities.

Cockerell, who earned a bachelor's degree in philosophy from Ouachita Baptist University and a master's degree in social work from the University of Louisville, has devoted over a quarter of a century to the juvenile justice profession. During his distinguished career, he has held positions of increasing responsibility. He has served as Director of the Statewide Reception Center of the Texas Youth Commission; in addition, he served as Superintendent of the Corsicana State Home and Superintendent of the Brownwood State School, both facilities of the Texas Youth Commission. Since 1984 he has been the Director of Tarrant County Juvenile Services, one of the leading and more progressive juvenile probation departments in the country.

In 2001 the American Youth Policy Forum recognized Tarrant County Juvenile Services as one of eight "guiding lights of reform" in the area of juvenile justice. Cockerell's philosophy is to deal with delinquent youth and children in need in the community, rather than taking the easy approach

of sending them to placements or secure institutions. As a result of Tarrant County's home-based, treatment-oriented approach, there has been a significant savings to taxpayers and a substantial reduction in juvenile crime.

In addition to leading a model juvenile probation department, Cockerell is active in a number of professional organizations and initiatives. He is active in the Texas Corrections Association, Texas Probation Association, National Council of Family and Juvenile Court Judges, and the National Association of Probation Executives. He serves on the Advisory Board of the Texas Probation Training Academy and he is President of Challenge, Inc.

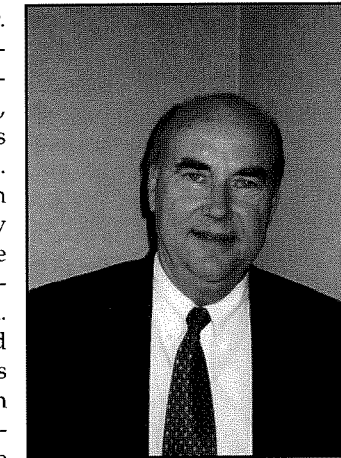
Cockerell has also served on the Texas Juvenile Probation Commission's Advisory Council, Governor's Task Force on Juvenile Justice, and as President of Tarrant County Youth Collaboration.

He has served as a consultant on juvenile justice issues in New Jersey, Pennsylvania, New Mexico, Maryland, and at various sites in England. He has also consulted for the Annie E. Casey Foundation and the Office of Juvenile Justice and Delinquency Prevention. He is

a member of the Texas Reinventing Probation Strategy Group, and has been a strong advocate for a more rational approach to community corrections.

In accepting the award, Cockerell stressed the importance of his staff, who have been instrumental in fulfilling the department's mission of providing effective treatment for delinquent and troubled youth through a continuum of non-residential sanctions and services.

Cockerell is a true leader in the juvenile justice profession — in Texas, nationally, and internationally.



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. 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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Submissions for publication consideration should be typed on 8 1/2 by 11 inch paper, double-spaced, with at least one inch margins. Manuscripts should be submitted in duplicate. Persons submitting articles, commentaries, or book reviews should enclose a brief biographical sketch or resume and a

black and white photograph for possible inclusion. Manuscripts exceeding one page in length should be submitted on a computer diskette, with the software used indicated.

Specific questions concerning *Executive Exchange* should be directed to Dan Richard Beto at (936) 294-1675. Facsimiles may be sent to (936) 294-1671. All correspondence regarding *Executive Exchange* should be sent to the following:

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REINVENTING COMMUNITY CORRECTIONS

by

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On June 12, 2002, on the floor of the United States Senate, North Carolina Senator John Edwards discussed problems associated with probation and parole in the United States, which he referred to as "overburdened, understaffed, inconsistent, and almost completely unsuccessful." During his statement, Edwards identified three "principles" gleaned from successful crime reduction efforts that should be employed in "reinventing probation and parole."

Principle One — Offender Accountability

Edwards suggested it be made clear that probation and parole is "a simple bargain — obey the law or suffer the consequences." In elaborating on this principle, he said:

First and foremost, we need real punishments for people who commit real violations of probation and parole. Today we have the opposite. We have a system where at one extreme, people can violate probation or parole ten times before anything actually happens to them. Nearly half the people in the probation system have violated the terms of probation, but only one in five gets sent back to jail for doing it. At the other extreme we have some people who miss an appointment and go back to jail for years. It just doesn't make sense.

Let me give you an example. We know that many people commit crimes to feed their drug habits. Almost half of the crimes in many big cities are committed by drug users. So if we are going to cut crime, we have to get people on probation and parole off drugs.

Now, it's true that right now, we say you have to remain drug-free while you are on probation or parole. But too often, that requirement exists only on paper. Drug tests are few and far between — maybe once a month and maybe less, so if a guy is using, he can hide it. If he does get caught, his officer has to negotiate a bureaucracy to get the guy punished, so a lot of time the officer doesn't bother. And if he does bother, the judge may choose not to impose the only punishment that's available, which may be years in jail.

The result of all this is that drug users on probation or parole know they're not likely to get caught, and so they use again and again and again. As they return to addiction, they commit more crimes.

We can do better. A rational probation and parole system would deter crime before it happens, using two basic elements. First, we'd have strict supervision focused on the conduct that leads to crime. Instead of just rules against drug use, we'd have frequent drug testing — like twice-a-week testing. Second — and this is critical — we'd have automatic punishments for people who break the rules. Those punishments would be swift and certain and graduated. You test positive for drugs, you get punished. You test positive a second time, you get punished more severely. Automatic, no exceptions; simple, swift punishment.

And by the way, the system ought to be the same for other violations of probation and parole besides drug abuse. Set real rules that focus on conduct connected with crime. If you break those rules, you suffer the consequences. That simple.

Principle Two — Meaningful Supervision

According to Edwards, "we need a system that has the resources to monitor the enormous number of offenders and the methods to monitor them effectively." Expanding on this theme, the Senator commented:

We need to get probation and parole officers out of their offices and onto the streets. Right now, a lot of probation and parole officers sit in their offices and wait for trouble to come to them. A typical probation officer has two fifteen-minute meetings with each probationer every month. That is no way to keep tabs on anybody.

What needs to happen in probation and parole today isn't all that different from what needed to happen to police work 20 years ago. Twenty years ago, cops spent their time in squad cars responding to crime. They caught some bad guys, but they didn't stop crime before it happened. So some innovative police chiefs went back to the method of policing they'd learned when they first came on the force. They moved police officers out of the cars and back onto the beat, where they got to know the neighborhood; got to know the shopkeepers, the pastors, the principals; got to learn from the many good folks in every community who the handful of troublemakers were. And this kind of police work, community policing supported by the COPS program, has helped to cut the crime rate across America.

It's time for the same revolution in probation and parole: Officers need to know the communities, not just the criminals. It has worked in Winston-Salem, where teams of probation and police, working with the clergy and the community, helped cut juvenile violence by 35 percent in the last year. That effort drew on a success in Boston, where a team effort called Operation Nightlight helped cut youth homicides by 65 percent.

Now getting probation officers back on the streets won't be easy. For one thing, it will be impossible until we cut the massive burdens on these officers. The average probation officer had over five times as many cases in the late 1990s as in the early 1970s — sometimes 200 cases. Under these conditions, even the most dedicated public servant can't get the job done. So we have to both change the bureaucratic culture and cut the caseloads in these departments. That may mean increasing the number of officers, it may mean holding managers more accountable, it may mean increasing competition for the work. It's something we have to do.

Principle Three — Opportunities to Succeed

Finally, according to the Senator, "we need to give those offenders who are truly ready to become law-abiding citizens a chance to succeed." While his remarks were focused on parolees, the issues he raised in the following comments are just as relevant to probationers:

A convict's debt to society does not end with his prison term. Men who've left prison have a responsibility to obey the law, stay off drugs, and stop victimizing their community. They have another responsibility as well — a responsibility to become productive members of our society who work hard, pay taxes, and support their children. If they are willing to fulfill those responsibilities, we have to be willing to help them — and keep an eye on them while they do.

This is not about what society owes to prisoners. But we have to face the reality that we will never build enough prisons to keep people behind bars forever, and we wouldn't want to be a society that did. Except for a tiny minority, they all come back to our communities.

This is about what society owes vulnerable communities. The last thing they need is an influx of people who are addicted to drugs and don't have jobs and don't have supervision. Far too often that is what our prisons are churning out today.

So we need to recognize that enabling prisoners to reintegrate into our communities as lawful and productive citizens is good for everybody. We should support proven efforts that get former prisoners to beat addictions and stay at work. And we should support efforts of community leaders, especially religious leaders, to keep a stern eye on former offenders, while also lending them a helping hand. This is something that is

beginning to work in Winston-Salem thanks to the Center for Community Safety at Winston-Salem State University. It is also beginning to work in places like Maryland and Ohio. It is something that needs to work across America.

Conclusion

In concluding his remarks, Edwards identified the challenge facing community corrections and offered a possible solution:

So that's the challenge: First, develop real and automatic punishments for real violations of probation and parole. Second, enable probation and parole officers to get out of their offices and onto the streets. Third, make sure offenders who are ready to turn their lives around have the chance to do it.

Meeting that challenge will not be easy. Every state has different probation and parole systems. Some states have differences within their systems. While the truth is that a lot of these systems are not working, some of them are. Every reform I've described is already working someplace in America today. Our job in Washington will be to spread the things that work. I know there is legislation in conference right now that will help do that in a limited way.

But I believe we should think bigger, on the model of the COPS program, a program that not only helped police departments hire over 100,000 more cops, but that also helped change the way the police departments do business. We need that same kind of effort when it comes to transforming probation and parole into an effective, accountable system for reducing crime.

Senator Edwards' vision for a reinvented probation and parole system is not inconsistent with the views advocated in *"Broken Windows" Probation: The Next Step in Fighting Crime* and *Transforming Probation through Leadership: The "Broken Windows" Model*, two publications written by members of the Reinventing Probation Council of the Manhattan Institute.

The themes that resonate in the "reinventing probation" literature, which may be applied to parole as well, emphasize the need for a system that:

- ▶ is value driven and places a priority on promoting public safety;
- ▶ supervises offenders in the community — where they live, work, and recreate — during non-traditional hours;
- ▶ has reasonable caseloads so that its work can be effective;
- ▶ is highly visible in the community and engages its members;
- ▶ rigorously enforces the conditions of probation and rapidly responds to violations;
- ▶ provides treatment to offenders, not just any treatment, but meaningful treatment that is supported by research;
- ▶ develops partnerships with law enforcement agencies, community organizations, the faith community, treatment providers, and other social service agencies;

- ▶ rationally allocates its limited resources, focusing them where they can do the most good;
- ▶ embraces the concept of accountability, not only for offenders, but for itself;
- ▶ is unshackled from unfunded mandates; and
- ▶ has a significant role in the crafting of correctional policy.

For a reinvented probation to become a reality, two things must occur. First, strong leadership must emerge from the profession. That leadership does not come from some unwieldy state bureaucracy, nor does it emanate from the work of committees. Leadership comes from individuals — individuals who care about probation, who are not satisfied with the status quo, who possess the courage to acknowledge that all is not well with the profession, and the vision and dedication to do something about it (Beto, et al., 2000). And, second, there must be a significant financial investment in community corrections by those who control the purse strings. For too long probation and parole have been neglected when the correctional dollar has been parceled out. That neglect has resulted in a system that, using the terms of the Senator from North Carolina, is “overburdened, understaffed,” and in jeopardy of collapse.

It is refreshing to read something that is supportive of probation and parole, and it is particularly gratifying when it is from someone who holds a position of authority. Let us hope that other lawmakers surface — both at the state and national levels

— that see the potential in a reinvented probation and are willing to make a substantial investment in it.

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COMMUNITY CORRECTIONS DATA RELEASED BY BJS

In August 2002, the Bureau of Justice Statistics released data on the nation’s correctional population as of December 31, 2001. The total correctional population grew by 148,400 during 2001 to reach a new high of 6.5 million. About 3.1% of the U. S. adult population, or one in every 32 adults, was under some form of correctional supervision at yearend 2001, according to **Lauren E. Glaze**, BJS Statistician, who authored the report.

A total of 3,932,751 adults were on probation at yearend 2001, representing a growth of 2.8% during the year. The adult parole population grew by 1.1%, rising to a total of 732,351 by December 31, 2001. Since 1995 the parole population has been the slowest growing correctional population, up 1.3% per year, compared to jails (up 3.7% annually), prisons (up 3.6% annually), and probation (up 3.4% annually). The country’s jail population topped out at 631,240 and the prison population reached 1,330,980 at the end of the year.

Texas had the largest probation population at yearend 2001, with 443,684 adult offenders. In addition, the state had the second largest adult parole population, following California, with 107,688.

A little more than three out of five of the nearly two million adult offenders discharged from probation in 2001

were reported as having successfully met the conditions of their supervision. Approximately 13% of those leaving probation supervision were incarcerated because of rule violations or new offenses. An additional 3% of those discharged and absconded, and 11% had their probation revoked without incarceration.

Of the more than 464,500 parolees discharged from supervision in 2001, 46% had successfully met the conditions of their supervision, while 40% had been returned to incarceration either because of rule violations or new offenses. An additional 9% had absconded and 2% had failed to successfully meet the conditions of supervision but were discharged without incarceration.

At yearend 2001, at least one in ten probationers had absconded supervision. Among all persons on probation, absconders have increased from 6% in 1995 to 10% in 2001.

Absconders represented 7% of the national parole population at the end of the year, an increase of only 1% since 1995.

This report — *Probation and Parole in the United States, 2001* — in portable document format and in ASCII, its tables, and related statistical data are available at the BJS web site: <http://www.ojp.usdoj.gov/bjs/>.

ILLINOIS HIGH-RISK PAROLEE RE-ENTRY PROGRAM CUTS RECIDIVISM

by

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For a variety of reasons, the Illinois Department of Corrections (IDOC) has been looking at many alternative sanction programs in an attempt to balance cost-effectiveness with public safety and reduced future crime. Four years ago, the IDOC opened an innovative Re-Entry Day Reporting Center (DRC) in South Side Chicago that was established for some of the toughest criminals that Illinois produces. An outcome study of the first three years of the program was recently completed to measure the effectiveness of it, and the results are impressive, with recidivism rates for the population involved dropping more than 40 percent, resulting in increased public safety and significant savings to taxpayers.

The South Side Re-Entry Day Reporting Center Program opened April 1, 1998, in the Englewood Community of Chicago. The center, funded by the IDOC and operated by BI Incorporated, a leader in offender supervision technologies and treatment services, was developed to assist the IDOC in providing a continuum of supervision, monitoring, treatment and educational services for high-risk parolees immediately upon their release from prison. In fact, this population was chosen because of its high risk of recidivism due to their entrenched attitudinal, motivational, behavioral, substance abuse, educational and employment problems.

The high-risk parolee population specifically chosen for the Re-Entry DRC includes:

- Offenders who have two or more prior prison incarcerations (many have in excess of 5);
- Offenders who have served sentences of 10 years or more; and
- Offenders who are under 25 years old and serving time for serious crimes against another person.

The estimated recidivism rate for this high-risk group from Englewood was previously about 85 percent. A highly structured community-based transition program was developed to help modify offender behavior patterns that could lead to crime, especially in the entrenched, negative culture of Englewood that was impacted by gangs, crime, violence, drug use and dealing and family and community dissolution.

As envisioned by the Community Corrections Division of the IDOC, the mission of the Re-Entry DRC is to reduce recidivism through a highly structured program where parolees modify their behavior patterns that lead to criminal activities. The IDOC also established a philosophy to change behavior patterns among targeted offenders through the use of the Day Reporting Center model (Illinois Department of Corrections, 1997). This approach means providing the client with basic education, functional skills, and vocational skills in a highly structured environment. In fact, clients completing this program will have a

GED, a job, and a plan outlining future living arrangements, employment, and education.

Very specific program goals were also established for the center, including:

- To reduce recidivism through a highly structured program where parolees modify their behavior patterns that lead to criminal activities;
- To decrease substance abuse and sex offender relapses;
- To increase parolees’ ability to find jobs and stay employed; and
- To structure the activity of assigned parolees within the community, and provide increased documentation to IDOC parole field agents.

The Design of the Re-Entry Program

The Re-Entry DRC is intended to protect the public by providing parolees a combination of maximum supervision, immediate reporting (seven days a week), and intensive treatment at one location. Each parolee is assigned to an individual case manager who meets with each parolee at least one time per week and documents pertinent information, tracks identified transportation and housing needs and reports offender progress at least monthly. The Re-Entry DRC case managers notify the IDOC Supervising Parole Agent of any program violations.

Three levels of supervision were established at the South Side Re-Entry DRC as well as an aftercare component. Each client begins at the most intensive level and progressively moves through the program to the less intensive levels — a tethered approach that corresponds to their behavior and response to programs participants attend.

An important component in matching the appropriate services to each individual is a risk/needs assessment tool. Called the Level of Service Inventory-Revised® (LSI-R), this standardized, 54-item assessment instrument was developed by researchers Don A. Andrews and James Bonta (1995). It is essential to identify the appropriate level of surveillance and support required for the individual by categorizing an offender’s likelihood of recidivism and risk to the community in an objective, standardized manner.

After completing a LSI-R with each assigned parolee, the case manager develops an individualized supervision and treatment plan that focuses on reducing criminogenic risk factors and substance abuse while helping build adaptive life and employment skills. Parolees may be assigned up to three separate rehabilitation activities per week including:

- Substance Abuse Education and Treatment;
- Adult Basic Education;

- GED Preparation;
- Survival Skills Building;
- Cognitive Restructuring (Moral Reconciliation Therapy®);
- Parenting and Family Reintegration Group;
- Anger Management;
- Employment Skills Building;
- Career Development Counseling; and
- Aftercare Group.

Progression through the Re-Entry DRC is individually paced and based on each parolee's compliance with and success in fulfilling the requirements of each of three supervision phases of varying levels of accountability. For example, no parolee may move to a reduced level of reporting until he or she has maintained abstinence from drug use for 30 days. In addition, all parolees are required to complete the MRT (Moral Reconciliation Therapy®) cognitive restructuring program, to break entrenched criminal thinking patterns, prior to entering aftercare.

Results After Three Years

To see how we were doing, we measured the results of our efforts. After three years, a period from April 1, 1998, to April 1, 2001, we tracked 1,503 clients who had participated in the Re-Entry DRC. In order to evaluate program impact, the IDOC Research and Information Systems drew a matched comparison sample of 871 parolees released to Chicago's West Side during this same period. The 871 parolees from the West Side went into regular parole supervision without day reporting services. The IDOC's Research and Information Systems Department drew its comparison group from Chicago's West Side because it is a community with socio-economic issues that rival South Side Chicago's high incidence of gangs, crime, violence, drug use and dealing, and family and community dissolution.

Approximately 300 parolees released to the West Side were drawn into the comparison group for each year. They were similar in age, number of incarcerations, longest holding crime type, race, and level of education to parolees assigned to the South Side Re-Entry Center. For the purpose of the study, recidivism was defined as return to prison as a result of a new crime conviction. Recidivism outcomes for the two groups are represented in the following table:

Table 1
Differences in Percentage of Re-incarceration for New Conviction Patterns

Period of time in the Community	Recidivism rate of Re-Entry Center participants (N=1503 Parolees)	Recidivism rate of matched comparison group with no DRC experience (West Side) (N=871 Parolees)	Difference in% of recidivism
3 years — Inmates released from prison, 4/98-3/99	35%	52%	17%
2 years — Inmates released from prison, 4/99-3/00	26%	45%	19%
1 year — Inmates released from prison, 4/00-3/01	10%	33%	23%
Average	25.7%	43.3%	17.6%

Matching Results Against Goals

To further measure the success of the program, the IDOC and BI reviewed the results for the clients in the program when compared to the goals established at the outset of the center's creation.

Goal 1: To reduce recidivism through a highly structured program where parolees modify their behavior patterns that lead to criminal activities.

Result: Parolees placed in the highly structured South Side Re-Entry DRC were re-incarcerated for new criminal convictions at a much lower rate than the West Side group. This held true for parolees in each of the three cohorts — those released and in the community for 3 years, 2 years and 1 year. Overall, this represents a 40.6% reduction in new criminal convictions over the comparison group (or 263 fewer crimes committed).

Importantly, we calculated that this translates into an estimated saving of \$3.6 million over 3 years to the Illinois taxpayers. This number was calculated by subtracting the cost of operating the Re-Entry program during the three years from the estimated gross marginal cost savings resulting from the avoidance of 263 new felony convictions (Lasater, 2002).

Goal 2: To decrease substance abuse and sex offender relapses.

Results: By structuring the program to curtail substance abuse, impressive results were achieved. The average number of urinalysis per month in the DRC that were positive for drug use or refused (we counted as positive) was 16% for year one, 15.6% for year two and 12.7% for year three. This indicated that approximately 85% of parolees were not using drugs in a given month, a significant figure considering the high percentage of substance abusers and addicts represented in the population. Serious addictions to crack cocaine or heroin undoubtedly accounted for a number of program failures. Drug abuse as related to outcome will be tracked in future program data gathering.

In addition, there were no re-convictions of sex offenders who were placed either in the Re-Entry DRC or in the West Side comparison sample during the study period. All sex offenders in the Re-Entry DRC program were transferred by IDOC to other supervision modalities by mid-2000 based upon policy change. As a result, the decrease in sex offender relapses that this implies cannot be attributed to the South Side program intervention.

Goal 3: Increase parolees' ability to find jobs and stay employed.

Results: The employment program at the South Side Re-Entry DRC was successful in preparing parolees for employment and placing them in suitable jobs. During the program's first year, 24% of parolees were employed; during the second year, 49% were employed; and during the third year, 47.5% of parolees in the program were employed. It was not possible to track how long each parolee maintained his or her job, though, because of program movement, but this will be targeted in future data gathering efforts. These results are impressive in light of the fact

that many of the parolees entering the South Side Re-Entry DRC reported *never* having worked at a formal job before in their lives.

Goal 4: To structure the activity of assigned parolees within the community and to provide increased documentation to field agents.

Results: This objective was accomplished through the immediate and continuing structure and accountability that was demanded of each parolee referred to the program, beginning within 24 hours after institutional release. At times, this created some resentment from parolees who were not psychologically prepared for the transition to the Re-Entry DRC so quickly. However, parolees frequently remarked at later stages of the program that the structure had been very helpful to them. In addition, it was BI's experience that the close cooperation and coordination with the Department is a key element of the program's impact. It was essential that parolees understood that noncompliance would be dealt with promptly and firmly and IDOC field agents provided the essential enforcement element that the program required. BI staff and parole agents kept in very close communication at all times.

Summary

Preliminary results from the South Side Parolee Re-Entry Center confirm that the program has been successful in enhancing public safety and facilitating community reintegration for a number of high-risk parolees. Based upon three years of operation, the South Side Re-Entry DRC has served the vision to protect public safety, enforce zero tolerance for inmates, and

offer services to those who truly want to better their lives.

In addition, intensive Re-Entry programming place parolees in high visibility positions that rapidly separates those who are serious about making changes from those who try to avoid responsibility. Noncompliant parolees are rapidly identified and sanctioned or returned to prison. This quick response system is changing behavior. In fact, pre- and post-testing on inmates indicated that the criminogenic risk factor for these parolees — a gauge of a criminal's mindset — dropped almost 30 percent, and their ability to understand and access resources that help them function day to day increased almost 20 percent. These are important changes that help break the cycle of future crime.

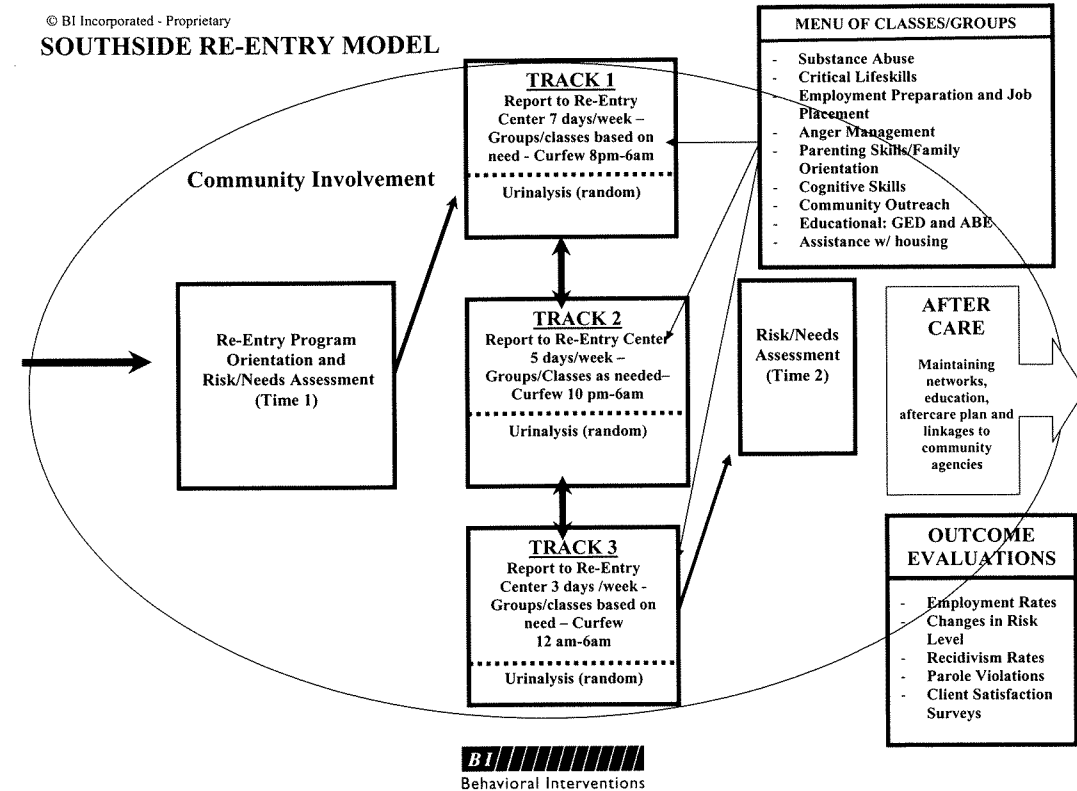
Despite intensive staffing and programming for parolees, programs such as the South Side Re-Entry DRC are proving to be smart alternatives to reducing institutional overcrowding, lessening taxpayer burden, avoiding future crime and finishing the job that prisons begin by making the offender truly accountable from the beginning of their sentence in prison through the duration of parole.

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PROBATION STRATEGIES OF VETERAN ADULT PROBATION OFFICERS AND PRE-SERVICE TRAINEES

by

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Probation officers have traditionally drawn from a variety of sources on the job or from pre-service and in-service training programs to develop a style of supervision of offenders. Their style or view of what the job should be is probably based, to some degree, on their personal philosophy, unique personality traits, gender, or cultural background. It is also quite likely that their style of supervision changes over time as they gain more experience and training. This is essentially a speculation because we don't actually know how officers decide what their strategy or the department strategy should be, or how or when it changes. On the other hand, there has been some creative thinking on the topic of role varieties that is beginning to evolve into a body of knowledge that may be approaching a theory of community supervision.

Role Varieties

Several authors have suggested that probation officers perform in a variety of different work roles when supervising offenders (Mangrum 1975; Van Laningham, Tabor and Diamants, 1977; Strong, 1981). These work strategies can be reduced to three categories: casework, resource brokerage, and law enforcement (Cole, 1989; Abadinsky, 1987). As a caseworker, the probation officer assumes the role of a therapeutic agent whose primary mission is to identify the needs of the offender and connect him or her with social service agents that can appropriately address those needs (Carlson and Parks, 1979; Dell'apa, Adams, Jorgensen, and Sigurdson, 1976). Most distant from the caseworker is the law enforcer, whose primary mission is to ensure community safety by monitoring the offender's activities to determine compliance with the conditions of probation and abstinence from further criminal acts (Cole, 1989; Van Laningham, Tabor, and Diamants, 1977).

Torres (1999) and Torres and Latta (2000) have discussed probation officer types extensively. Their discussions focus on the type of probation officer best suited to supervise substance-abusing adult offenders. They conclude that the law-enforcing, authoritarian style of probation officer is needed with substance-abusing offenders who exhibit personality traits that would be difficult for the social worker style to work with. Some of these traits are impulsivity, sociopathic, egocentric, or low frustration tolerance. The "law-enforcer" would more easily compel an offender to enter treatment than the "social worker." Furthermore, Torres and Latta focus primarily on the supervision aspect of probation, arguing that the social worker approach is less effective in supervising substance-abusing offenders. They do not address the notion of the probation officer being the treatment provider. Their conclusions are drawn from profes-

sional experience and, while they are thought provoking and detailed, they are not empirically based. An empirically based method to determine if their assertions are valid would bring us a step closer to expanding our professional observations by matching them to supportive data.

Andrews and Bonta (1998) indicate that high-risk offenders need intensive supervision and extensive service and that low-risk offenders need minimal or no intervention. The question this poses for probation departments concerns matching officers to level of intervention. Which officers are best suited to provide intensive supervision and which are suited for minimal intervention? Is traditional practice, in which officers typically offer both levels of intervention, the most effective? These and other questions relate to officer roles and probation styles and strategies.

Andrew and Bonta also indicate that we have made considerable progress over the last 20 years in offender risk assessment to determine which offenders need extensive supervision. They place us in the third generation of instruments designed as precise measures of risk. On the other hand, there does not seem to be a corresponding level of progress in determining the characteristics of individuals responsible for interventions. This would seem to be critical if any kind of matching is going to be attempted. This study was an attempt to describe the characteristics of veteran probation officers employed to deliver a variety of interventions.

Purpose of the Study

The primary purpose of this study was to describe and compare the probation strategies of veteran adult probation officers and pre-service probation trainees. This comparison was initiated by a request from a county adult probation office. The office hypothesized that a perspective on the strategies of veteran officers could provide tentative information about the probation officers being employed in adult positions in the county. The accuracy of personal selection and in-service training needs were the primary motivating force for the study.

A secondary purpose of the study was to generate initial normative data for further validation of an instrument designed to measure probation strategies. This normative data could be useful in future studies by providing a comparison group of probation officers who can, subsequently, be compared to other officers. This comparison can be done in a variety of adult probation settings. Without this reference group, the numbers generated by the instrument cannot be validated by predicting the responses of future respondents. In other words, after normative data is established, expected trends should emerge in the

responses of various groups completing the instrument. If these trends do emerge, then the validity of the instrument is further enhanced.

The Instrument

The research instrument used in this study was the *Probation Strategies Questionnaire (PSQ)* (Shearer, 1991; Sluder, 1991; Sluder, Shearer, and Potts, 1991; Shearer, 2000; Shearer, 2001). The rationale for developing the original scale originated in the literature of probation strategies, officers roles, and treatment matching.

The *PSQ* was developed as a 24-item instrument designed to measure support for the three predominant caseload management strategies noted in the literature: *Casework* (8 items), *Resource Brokerage* (8 items), and *Law Enforcement* (8 items). The *PSQ* is designed as an un-timed, self-completed measure that can be administered either individually or in groups. Subjects are usually able to complete the *PSQ* in about 5 to 10 minutes.

Persons completing the *PSQ* are asked to indicate on a 6-point Likert-type scale ranging from 1 (strongly agree) to 6 (strongly disagree) the extent to which they agree or disagree with each statement. Each scale (*Casework*, *Resource Brokerage*, *Law Enforcement*) is scored by summing the responses to the appropriate items. Sums for the individual scales are then divided by the number of items comprising the scale so that scale scores range from a low of 1 to a high of 6.

Validity. A considerable amount of research has been completed to establish the psychometric properties of the *PSQ*. Sluder (1991) established the validity of the *PSQ* by using a modified Q-Sort procedure. A panel of expert raters comprised of experienced probation officers correctly classified all of the items in the instrument into appropriate categories (i.e. *Casework*, *Resource Brokerage*, *Law Enforcement*). Sluder also conducted a factor analysis of the *PSQ* and determined that each scale appears to contribute unique information consistent with the three strategies measured by the instrument. A factor analysis conducted ten years later also supported the three strategies.

Reliability. The *PSQ* has also demonstrated acceptable levels of both external and internal reliability. In terms of external reliability, a test-retest administration of the instrument produced coefficients above .75 for the three scales. Internal reliability coefficients have also been calculated and produced results well within acceptable limits of this type. These recently generated coefficients ranged between .44 for the *Casework* scale to .49 for the entire *PSQ* scale. In summary, analysis of data from administrations of the *PSQ* have produced reliability and validity estimates that are well within acceptable limits for matching officers with interventions in probation departments.

Research. In a recent study (Shearer, 2002) using the *PSQ*, Juvenile and Adult probation trainees were compared on the three scales. The two groups were found to be significantly different on the *Law Enforcement* scale of the *PSQ* with adult officers reporting the higher score. No significant differences were found on the other *PSQ* scales. No other studies have been conducted with larger populations of officers like the present study. Consequently, the *PSQ* and corresponding norms are still in the

experimental stage of development.

The Sample

The samples in this study consisted of 300 adult probation officers in a large metropolitan county in a mid-western state in the United States and 65 adult probation trainees in the same jurisdiction. The first sample was taken from a population of 497 adult officers and represents 60.3% of the total population of the officers. The population from which the sample was drawn was 46.2% female and 53.7% male. It was also 55.7% white and 44.4% non-white with 76.2% of the population being between the ages of 32 and 53. No notation was made as to the demographic characteristics of the sample but there were not any obvious indications that the sample of 60% did not represent the total population. The second sample, which served as a quasi control group, consisted of 65 adult probation trainees who were administered the *PSQ* at the beginning of training. The average age for trainees was 30 years, with a range of 22 to 53 years. The second sample consisted of 44.6% male and 55.3% female trainees. The responses from the two sample were used to describe the indicated probation strategies and compare adult veteran officers and pre-service trainees.

Questions

Two questions were asked in this study. They were:

1. What are the probation strategies of adult veteran probation officers as indicated by scores on the *PSQ*?
2. What are the differences between *PSQ* scores on the *Law Enforcement*, *Resource Broker*, and *Case Management* scales for veteran adult probation officers and adult pre-service trainees?

These questions were posed to support the primary purpose of the study, which was to compare the probation strategies of pre-service adult probation trainees and veteran officers. If these questions provide answers about probation strategies, then the agency could use this information in personnel selection, in-service training, or case assignment.

A degree of care must be taken in generalizing too much from the results of the study for two reasons. First, it must be assumed that the training and experience was consistent for the two groups who were trained at different times. Second, it must be assumed that the veteran officers were similar in characteristics to the pre-service officers when the veteran officers went through training. With these notes of caution, several results, based on the two question posed in the study, emerged from the data analysis of the *PSQ* responses.

Results

The data resulting from the *PSQ* responses were analyzed using *t* tests for matched pairs for the first question and unequal *N* sizes for the second question. The results from this analysis are displayed in the tables with indications of the results that were significant. All significances were accepted at the .05 level. The analysis indicated several significant results that provide some answers to the questions originally asked in the study.

1. The *Law Enforcement* mean scale scores for the group of veteran adult probation officers were the highest of the three scales. *Resource Brokerage* followed, which was followed by *Casework*, the lowest mean scale of the three scales. The results of this analysis appear in Table 1.

2. There were significant differences between *Casework* mean scale scores and both the *Law Enforcement* and *Resource Brokerage* mean scale scores. There was not a significant difference between *Law Enforcement* mean scale scores and *Resource Brokerage* scores on the *PSQ*. The results of this analysis also appears in Table 1.

3. There was a significant difference between veterans and trainees on the *Resource Brokerage* means scale scores. Trainees scored significantly higher than veteran probation officers. There were not any observed significant differences on the other two scales of the *PSQ*. The results of this analysis appear in Table 2.

Based on the two analyses of the data, significant differences appeared in answer to the research questions. The final task of this study is to convert these results to less technical language and provide some possible explanations for their occurrence.

Conclusions

The practice of matching offenders, probation officers, and interventions has, in theory, become an admirable probation goal and philosophy. The reality of probation practice suggests that this philosophical goal is still very much in the "wouldn't it be nice" realm of probation practice. On the other hand, some progress has been made to access the strategies that probation officers endorse. This study provides some tentative conclusions that, hopefully, contribute to this progress.

The results of the study lead to conclusions concerning the probation strategy of *Resource Broker*. First, it appears that there is a decline in the level of endorsement of this strategy after trainees work for a time as probation officers. The length of service for veteran officers was not available in the study, so it is not possible to tell when this decline occurs. An alternative explanation for this result would be that the original two assumptions of the study were erroneous. The veteran officers may have had different personal characteristics than the recently employed trainees. For example, they may have been selected because of their interest or previous experience in community resources. It is also possible that the newest trainees received a greater emphasis on resource development in the community than the veteran officers had received when they went through training. Consequently, the differences in the *Resource Broker* strategy may be attributed to changes in the focus of pre-service training.

Recent changes in probation philosophy would certainly highlight the need for a greater emphasis on developing community resources. For example, Petersilia (2002) indicates that a key component of neighborhood probation supervision is brokering treatment and work resources. If there has been a shift to community resource development, then the *Resource Broker* scale has been sensitive enough to detect the recent changes. If there has not been a recent shift, then the scale has been sensitive enough to detect a progressive disenchantment with this strategy of probation supervision. The clue probably

lies in the emphasis and consistency of the pre-service training curriculum.

Second, the strategies of *Law Enforcement* and *Casework* seemed to be consistent from training to longer employment. This indicates that the perceptions by trainees of the strategies in probation are realistic and consistent with the strategies of the agency, if it can be assumed that the indicated strategies by veteran officers represent the philosophy of the agency.

Third, it appears that *Casework* is not only the least endorsed strategy of probation, but also veteran officers were significantly less enthusiastic about this strategy than the other two strategies. The probation strategy of *Law Enforcement* was the strategy with the strongest endorsement.

The probation strategy of *Law Enforcement* still seems to be a primary and classic issue in probation. This issue was identified over thirty years ago by Ohlen, Diven and Pappenfort (1956), and Klockars (1972), as one of the basic roles or officer work styles. The degree to which officers should actualize this role to the point that it becomes strategy of probation remains a central issue in the profession.

In this study, there was considerable disagreement between trainees and veterans concerning *Resource Brokerage*. The agency may want to determine if the decline in endorsement of this strategy is consistent with the personnel selection, training, or mission of the agency. At a minimum, these results could provide a basis for serious discussions about the strategies of the agency and the training curriculum, both pre and in-service. The obvious questions provided by the results of this study are:

1. What is the role of *Resource Brokerage* in the probation department?
2. Is the observed decline in *Resource Brokerage* consistent with department philosophy?
3. Are trainees too idealistic about *Resource Brokerage*?
4. Are veteran officers burned out on the task of marshaling community resources?
5. How do these results square with the concepts of community probation strategies and concepts?
6. Do these results merit further investigation into the strategy of *Resource Brokerage*?

It is hoped the results of this study will provide a stimulus and incentive to consider the answer to these questions. The end results will hopefully be greater public safety and more effective rehabilitation and supervision of offenders on probation.

Finally, the *PSQ* is an experimental instrument designed to measure probation strategies and this study presents initial data obtained from its use. The instrument, appears to contain a level of sensitivity to measure probation strategies in a variety at probation settings. This means the technology of matching officers with interventions, while still experimental, offers a lot of potential to probation. The potential of this technology can only be realized through cooperative research efforts. As more agencies (like the dedicated and gracious agencies in this coop-

erative effort) provide additional information on probation strategies, it is hoped the practice and philosophy of probation will advance and improve.

Table 1
Means, Ns, SDs, and t values for PSQ scale comparisons for adult probation officers

Scale Comparisons	N	Mean	SD	t
Law Enforcement	300	10.95	2.88	.374
Resource Broker	300	10.86	3.04	
Law Enforcement	300	10.95	2.88	4.81*
Casework Management	300	9.44	3.95	
Resource Broker	300	10.86	3.04	6.34*
Casework Management	300	9.44	3.95	

*p < .001.

Table 2
Means, Ns, SDs, and t scores for adult probation trainees and veteran officers

PSQ Scale	Group	N	M	SD	t
Law Enforcement	Trainees	65	11.26	2.87	.794
Law Enforcement	Veterans	300	10.95	2.88	
Resource Broker	Trainees	65	12.10	2.94	3.07*
Resource Broker	Veterans	300	10.86	3.04	
Case Manager	Trainees	65	10.15	3.50	.144
Case Manager	Veterans	300	9.44	3.95	

* p < .001.

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2001 TECHNOLOGY SURVEY RESULTS

By

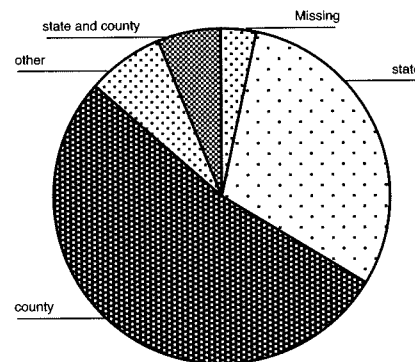
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In 2001, the National Association of Probation Executives, working in concert with Corrections Software Corporation, conducted a survey of probation executives across the nation regarding the data management capabilities within their respective agencies. The purpose of the study was to identify areas where technology advances might provide assistance to probation and parole departments across the country.

Eighty surveys were returned to the NAPE secretariat at Sam Houston State University in Huntsville, Texas, where the survey results were compiled. The agencies responding to the survey ranged in size from 5 to 2,332 employees, including both caseload and non-caseload employees. Fifty percent of the agencies were small, consisting of only 100 or fewer employees.

Over half of the reporting agencies were operating as county departments while 35% were state agencies. Some agencies reported operating as both state and county departments while others were classified as judicial district departments.

Figure 1
 Agency Jurisdiction



Most agencies (90%) reported being associated with adult supervision, including probation and parole, or handling both adult and juvenile caseloads. Only one agency reported responsibility solely for juvenile offenders.

The categories for offender supervision included both misdemeanors and felonies. The offender population within these categories ranged from no offenders to over 160,000. Most categories held fewer than 10,000 offenders. The total population for the area under supervision ranged from 8,500 to over 20 million residents.

A majority of the agencies (over 70%) own the server/mainframe used by the department, the workstations used by the staff, and the case management software used by their agency. Over half the agencies operate under client/server hardware platforms and the most common operating system/environment response was network technology. Windows is the visual

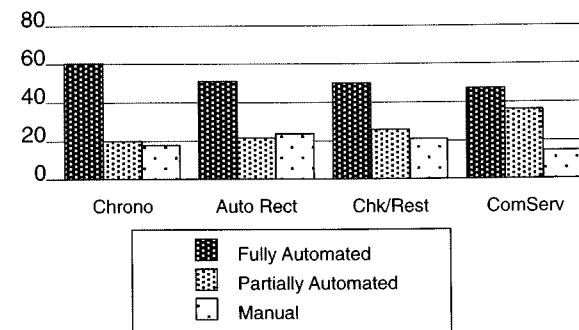
environment used most frequently (63.5%) among the responding agencies for the operation of application software.

The management of offenders' photographs yielded similar results among the various methods. Seventy of the eighty agencies reported how their agency managed offenders' photographs; among those respondents, 30% kept a physical picture in the case file and 30% had a digital picture integrated with the offender caseload data. Another 27% of the agencies used both methods.

Technology has not yet heavily impacted the storage and review of court documents as most of the agencies (over 70%) reported manual access in file folders as opposed to scanning the records into the computer. Probation and parole officers across America are taking advantage of the technological advances within their department and are using fully and partially automated systems for performing many of their daily tasks.

Several agencies did not respond to the following inquiries because their departments were not directly involved with the topic at hand. The information provided represents only those agencies that responded. As illustrated in Figure 2, agencies reported using fully automated systems considerably more often than manual methods for entering offender chronological notes, automated receipting, automated check/restitution processing, and community service restitution information.

Figure 2
 Percent of Agencies Using Technology for Specific Task



Agencies reported similar use of fully automated, partially automated, and manual systems with regards to assessment tools, sex offender tracking, crime victim management, bank reconciliation, drug testing results, and officer appointments/scheduling.

Technology is lacking according to the high results of manual methods used for information on community resources availability, offender geographical mapping, performance measures, and class scheduling/management.

Figure 3
 Percent of Agencies Using Technology for Specific Task

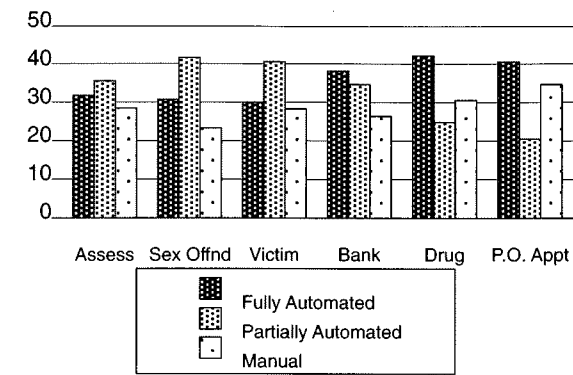
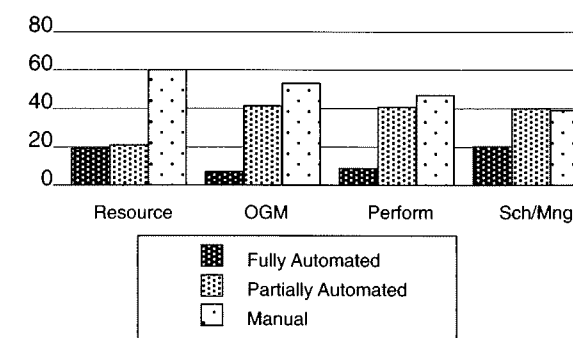


Figure 4
 Percent of Agencies Using Technology for Specific Task



The previous information provided specific details concerning the type of advanced technology currently used in probation and parole agencies. More importantly, however, is how the employees and surrounding community may benefit from technology in the future. How do current probation and parole employees foresee the usefulness of technology in the future?

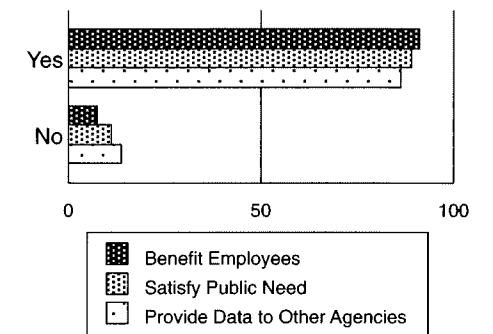
Currently, only 40% of the agencies participating in this study have Internet access for 100% of their staff. Some agencies argue Internet access is not essential for all employees but data from the survey regarding this topic does not support their claim. Figure 5 illustrates the positive attitude of the respondents regarding the use of the Internet within the agency. Eighty-seven percent of the agencies surveyed believed other government agencies in their jurisdiction needed information, which could be provided on the Internet. Also, 92% of the agencies reported their employees would benefit from their caseload or job information being accessible via secure Internet.

Local communities also benefit when technology is enhanced in probation and parole agencies. Sixty-three percent of the agencies participating in the survey reported operating a web site and 53% of the agencies post statistics and other information concerning the department on the Internet. Sixty-two percent of the agencies grant access to various data via the Internet to the public. Finally, 88% of the agencies surveyed agree posting certain information on the Internet would satisfy a public need for that information from their agency.

Advances in technology improve daily and it is important for each probation and parole agency across America to grow and

develop with these changes. Taking advantage of all the resources available will increase efficiency, allowing more time for fieldwork and community contacts. Although not every agency participating in this study embraced advanced technology with open arms, responses consistently acknowledged an increasing need for technology among their employees, colleagues, and communities.

Figure 5
 Agency Attitudes of Internet Services



CONFERENCE PERMANENTE EUROPEENNE DE LA PROBATION: AN INTRODUCTION

by

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In July of this year I visited with John Walters, The Secretary General of the Conference Permanente Europeenne De La Probation (CEP) in London, England. In our conversation we discussed the many pressures, changes, and opportunities facing probation today. Although every country and jurisdiction has unique challenges, many of the issues are more universal, and when we compared the topics we focus on in our respective conferences and seminars we noted that they all have a familiar ring. In Europe, as in North America, they are discussing drug related crimes, victims and offenders, management of dangerous sex offenders, supervision and enforcement as well as the use of technology as a supervision aid, and the introduction of risk and needs assessments. Given the similarities of our interests I thought it might be useful to briefly introduce CEP to NAPE in the hope that a close working relationship might emerge. The sharing of information and expertise in working with offenders in probation settings would be a natural place to commence a working relationship for CEP and NAPE.

CEP's mission statement indicates that they are an organization that works to promote the social inclusion of offenders through community measures and sanctions such as probation, community service, mediation, and conciliation.

CEP is twenty years old, having been founded in June 1982, and is registered as a private organization under Dutch Law. Its members are the statutory and voluntary organizations working in probation in Europe and a number of interested individuals who are approved by the General Assembly. This membership represents a unique network of expertise about ways of working with offenders in community settings. The CEP holds a General Assembly every three years, and is held in conjunction with a conference. The General Assembly elects a President, two Vice-Presidents, a Secretary General, and a Board of six at large members who develop the work of the CEP in accordance with the decisions taken by the General Assembly. The current President of CEP is Joao Figueiredo of Portugal. Currently the Secretariat is accommodated by the Dutch Probation Service, the Reclassering Nederland. CEP also has observer status in the Council of Europe and works with other international organizations. They have been involved in assisting the new European democracies in establishing probation services.

Between General Assemblies, CEP organizes and conducts a number of theme workshops and, depending on the country hosting these workshops, are either conducted in English, French or German languages. By way of example, a workshop was held in Barcelona in November 2001 on Immigration and the Penal System and was conducted in French, and a report of the workshop was published with a brief

summary in English provided. In this workshop three fundamental issues were identified.

- It is impossible to be an expert in the cultures of all those with whom one might have to work. Rather than aiming for an omni-competent expertise there is a need for staff who are open to work with questions of difference.
- It is not appropriate to respond simply in terms of the prevention of delinquency: access to such things as education, culture, or sport is vital and should not be provided simply in response to offending.
- Rather than searching for the causes of their delinquency in the cultures of immigrants, it is necessary to look in our culture to find what it is that causes us to problematise cultural difference.

The report then went on to make a number of detailed recommendations related to work with immigrant populations.

The second workshop, held in Malta, also in November 2001, explored the theme of Community Service in Europe. This workshop, which also produced a report, explored the use of community service in nine European countries and attempted to answer the questions:

- What is needed to make community service more successful?
- What are the obstacles facing in implementing community service?
- What are the objectives to be achieved and what is the evidence of success?

The workshop group concluded that community service is the only sanction that incorporates the concepts of retribution, reparation, and rehabilitation. They also noted that where a community service scheme has been designed and operated with these concepts the results could be positive.

These workshops and others that are planned for 2002 and 2003 highlight good practice and disseminate information to the members of CEP and, through their publications, to a larger audience. CEP publishes a bulletin twice a year and has recently, with the June 2002 issue, redesigned the format and renamed the publication "Probation in Europe."

The major project undertaken by the CEP in the past couple of years was the production of a book on probation. *Probation and*

Probation Services: A European Perspective, edited by Anton M. van Kalmthout and Jack T. M. Derks, covers 19 different European countries in its 608 pages. The book begins with an overview on the European Probation Service system and the editors compare the various systems noting similarities and differences. Each of the chapters on the countries included is divided into various parts and cover history, legislative basis, organizations, finances, and new developments. This is indeed a valuable resource for anyone desiring to get an overview of developments in European probation.

CEP is an organization that NAPE ought to reach out to since its membership tends to be the leaders in European probation. NAPE's membership is made up of leaders in U.S. probation and it appears that the two organizations might have some

reason for exchange of information and ideas on improving and enhancing the delivery of probation services.

References

van Kalmthout, A. M., and J. T. M. Derks (eds) (2000). *Probation and Probation Services: A European Perspective*. Wolf Legal Publication, NL.

Martin, Jamie (2001). *Immigration et système pénal: Fournir des services à une communauté diversifiée*. CEP. NL.

Scicluna, Sandra (2001). *Community Service in Europe*. CEP. NL.

Membership Application (TAX # 58-1497263)

NAME _____ TITLE _____

AGENCY _____

ADDRESS _____

TELEPHONE # _____ FAX # _____ E-MAIL _____

DATE OF APPLICATION _____

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

ASSOCIATION ACTIVITIES

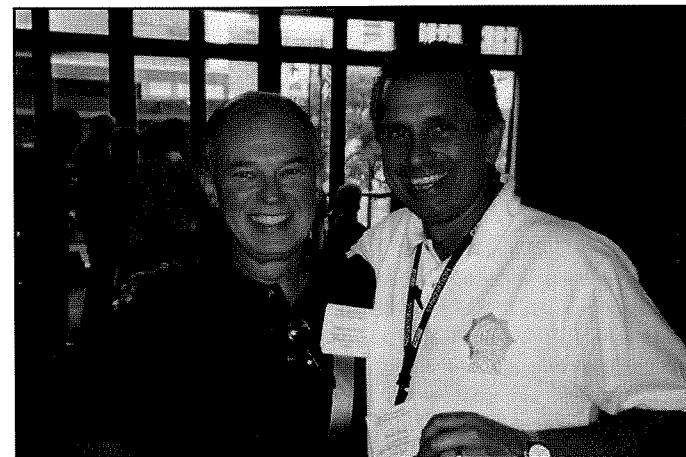
NAPE EVENTS IN DENVER
WELL ATTENDED

On Saturday, August 24, 2002, approximately 150 community corrections professionals attended the reception of the National Association of Probation Executives held at the Adam's Mark Hotel in Denver, Colorado. This reception was sponsored by **Synovation, Inc.**, of California.



Pictured, from left to right: Synovation representatives Preston R. Miller, Director of Marketing and Sales, and Rod Olsen, Account Executive.

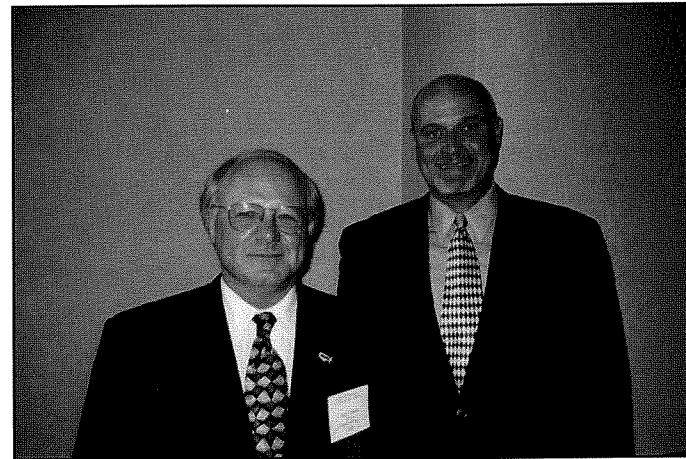
During the reception, an annual event formalized during the presidency of **Ronald P. Corbett, Jr.**, community corrections practitioners enjoyed networking, renewing acquaintances, and discussing correctional policies and practices.



Pictured, from left to right: APPA Secretary Denny McFarland of Georgia with New York's Rocco A. Pozzi, a past President of APPA.

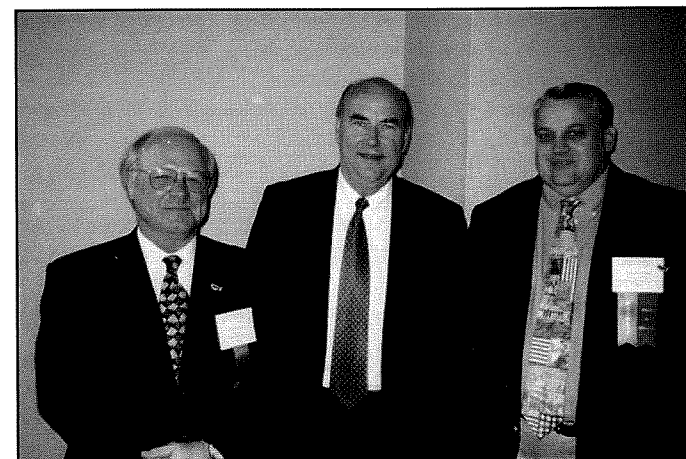
On the following morning, over 50 NAPE members and guests attended the Annual Awards Breakfast, where **E. Robert Czaplicki**, Commissioner of the Onondaga County Probation Department in Syracuse, New York, was presented with the Sam Houston State University Executive of the Year Award. This

award, first presented in 1989, is given jointly by the National Association of Probation Executives and the Criminal Justice Center at Sam Houston State University.



Pictured, from left to right: Ron R. Goethals, NAPE President, with the Sam Houston State University Executive of the Year Award recipient E. Robert Czaplicki.

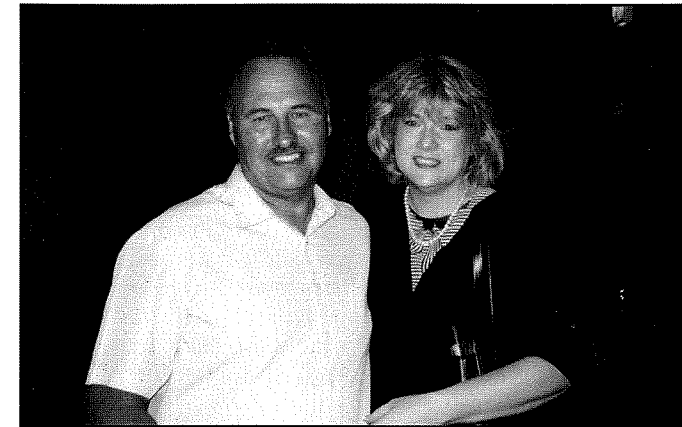
In addition, **Carey D. Cockerell**, Director of Tarrant County Juvenile Services in Fort Worth, Texas, was presented with the George M. Keiser Award for Leadership. This award is given jointly by the National Association of Probation Executives and the Community Corrections Improvement Association of Iowa.



Pictured, from left to right: Ron R. Goethals, NAPE President; Carey D. Cockerell, the George M. Keiser Award recipient; and NAPE Board member Gerald R. Hinzman.

Dan Richard Beto was presented with a plaque in appreciation for his service as President of the Association for the past two years from President **Ron R. Goethals**.

During the breakfast, sponsored by **LifePoint, Inc.**, those in attendance heard an exclusive presentation by **George M. Keiser**, Chief of the Community Corrections Division of the National Institute of Corrections, who spoke on the criminal justice policies of the 1990s and their impact on community corrections today.



Pictured, from left to right: Russ Smith of Oregon with Jill Taylor, Account Executive with LifePoint, Inc., the sponsor of the Annual Awards Breakfast.

Despite the lower than projected turnout for the APPA Annual Institute, attendance at the two NAPE events in Denver equaled or exceeded last year's functions in St. Paul.

NAPE MEMBERSHIP STATUS

As of August 15, 2002, as reported to the Board of Directors meeting in Denver, Colorado, the Association had 199 individual members, 20 organizational members, and three corporate members.

The states with the largest concentration of individual members are: Pennsylvania (26), Texas (18), New York (17), California (14), Arizona (12), and Illinois (12).

Of the 20 organizational members, half are from Texas; the remaining ten are found in the following states: Illinois (2), Indiana (2), District of Columbia (1), Michigan (1), New York (1), Ohio (1), Oregon (1), and Washington (1).

The three corporate members are from the states of Arizona, Minnesota, and Texas.

GUEST EDITORS NAMED
FOR EXECUTIVE EXCHANGE

During the Board of Directors meeting in Denver, several members volunteered to serve as guest editors of *Executive Exchange* for the next four issues: **Gary Hinzman**, Fall 2002; **Ron R. Goethals**, Winter 2003; **Robert L. Bingham**, Spring 2003; and **Dan Richard Beto**, Summer 2003.

Members desiring to contribute articles to these issues or who would like to volunteer to serve as a guest editor for a future issue 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 her email address of davidson@shsu.edu.

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 AFFILIATES WITH ICPA

The NAPE Board of Directors, meeting in Denver, approved an affiliation agreement with the International Corrections and Prisons Association (ICPA). The primary aim of ICPA is to contribute to public safety and healthier communities by encouraging and enabling best correctional practices in prisons and outside communities.

As a result of this affiliation, NAPE will receive all the benefits of an ICPA institutional member and ICPA will receive the benefits entitled to a NAPE organizational member. In addition, each organization can publicize its activities in the other's publication and reprint articles. Both organizations will collaborate to promote research and best practices throughout the national and international community.

"This affiliation comes at a good time for our organization," said **Ron R. Goethals**, NAPE President. "Several members of NAPE have been reaching out to other countries to share information about probation practices, and this new relationship will enhance our ability to become more involved in the global corrections community."

It was also during the Board of Directors meeting that an International Committee was created to help facilitate interaction with other countries. In addition to Goethals, **Dan Richard Beto** and **Donald G. Evans** will serve on the committee.

NEW MEMBERS

Since the Spring issue of *Executive Exchange*, four new members have joined the National Association of Probation Executives. They are as follows:

Bernard Fitzgerald, Chief Probation Officer, Dorchester Court, 510 Washington Street, Dorchester, Massachusetts 02124.

Debra Lesniak, Probation Manager, Broward County Sheriff's Office, Department of Community Corrections Division, 540 SE 3rd Avenue Mid Rise, 1st Floor, Fort Lauderdale, Florida 33334.

William Burke, Chief Probation Officer, Humboldt County Probation Department, 2002 Harrison Avenue, Eureka, California 95501.

Kenneth Brzozowski, Administrator, Office of Community Corrections, Michigan Department of Corrections, Grandview Plaza, 208 East Michigan, Lansing, Michigan 48933.

NEWS FROM THE FIELD

KEISER RECEIVES AWARD

On August 5, 2002, **George M. Keiser**, Chief of the Community Corrections Division of the National Institute of Corrections, was presented the 2002 Maud Booth Correctional Services Award from the Volunteers of America. Named after the cofounder of the Volunteers of America, the Maud Booth Correctional Services Award is given to a leader in the field of corrections who demonstrates leadership for improvement of public policies, programs, or service delivery.

Keiser began his career in the Iowa correctional system while attending school at Iowa State University. He worked as a correctional officer, institutional counselor, and caseworker. Keiser later was named Superintendent of the Iowa State Reformatory for Women; he also served as Chief of the Bureau of Correctional Institutions. In 1973, while attending graduate school in Iowa, he began working in community corrections. During a seven year period, Keiser was a program planner, program administrator, and Deputy Director of the Iowa Division of Community Correctional Services.

He was one of the authors of the Iowa Community Corrections Act, which created multi-county public community corrections agencies governed by boards of directors. He also served as a technical advisor to the Iowa Crime Commission on the subject of community corrections.

Keiser left Iowa for a position with the National Institute of Corrections, a division of the U. S. Department of Justice, where he has been Chief of the Community Corrections Division since 1983. During his tenure with the National Institute of Corrections, he has been a strong supporter of the National Association of Probation Executives and was one of the driving forces behind the creation of the Executive Development Program for new probation executives.

For approximately three decades Keiser has provided leadership and vision to community corrections agencies throughout the country. In 2000 the National Association of Probation Executives and the Iowa Community Corrections Improvement Association created the George M. Keiser Award for Exceptional Leadership. This award, first presented in 2001, recognizes a community corrections administrator who has demonstrated exceptional leadership under challenging conditions and who has provided value-added activity or service to the organization or community he or she serves.

APPA RECOGNIZES THE MARICOPA COUNTY JUVENILE PROBATION DEPARTMENT

On August 25, 2002, the American Probation and Parole Association presented the Maricopa County Juvenile Probation Department of Phoenix, Arizona, with the Excellence in Community Crime Prevention Award. This award, presented in

Denver, Colorado, recognizes a program that has integrated community crime prevention initiatives into the traditional role of supervision, intervention, and sanctioning of offenders.

The department has demonstrated integrated community crime prevention initiatives through its commitment to evolving as a department of community justice. In fact, the department has enhanced the principles of crime prevention so completely into the way it conducts its statutory business that it is difficult to isolate the individual exemplary programs. The department's commitment to crime prevention has spurred others across the nation to try similar efforts.

The Maricopa County Juvenile Probation Department and the Maricopa County Adult Probation Department have been selected by the Manhattan Institute as a site to pilot the recommendations of the Reinventing Probation Council.

Chief Juvenile Probation Officer **Cheryl K. Townsend**, who serves as Secretary of the National Association of Probation Executives and as a member of the APPA Board of Directors, accepted the award on behalf of her department.

STILES RECEIVES DUNBAR AWARD

On August 26, 2002, the American Probation and Parole Association presented **Don R. Stiles**, recently retired Chief Probation Officer for Pima County, Arizona, with the Walter Dunbar Memorial Award. This award is given to a professional in the field of probation or parole for significant contributions and sustained service.

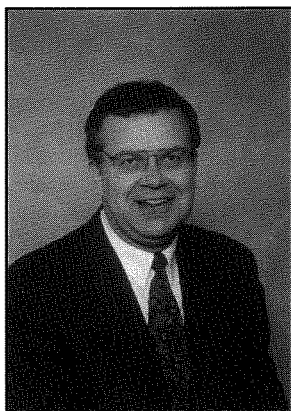
Don R. Stiles, recipient of the Walter Dunbar Memorial Award.

Stiles, who has recorded almost four decades of dedicated service to the criminal justice system, is a recognized leader in community corrections. Before making his mark in Arizona, Stiles was a Parole Commissioner with the Texas Board of Pardons and Paroles and served as the first Director of the Texas Adult Probation Commission.

A past President of the National Association of Probation Executives and the Texas Corrections Association, Stiles has served as a mentor to countless professionals who have gone on to become highly competent community corrections administrators and who now represent the future of the profession.

He is frequently called upon to provide technical assistance to jurisdictions and he was a member of the original faculty of the Executive Development Program for new probation and parole executives, a joint initiative of the National Institute of Corrections, National Association of Probation Executives, and the Correctional Management Institute of Texas at Sam Houston State University.

In accepting the award, Stiles recognized a number of professionals who had an impact on his life and career.



George M. Keiser

