

National Association of Probation Executives EXECUTIVE EXCHANGE

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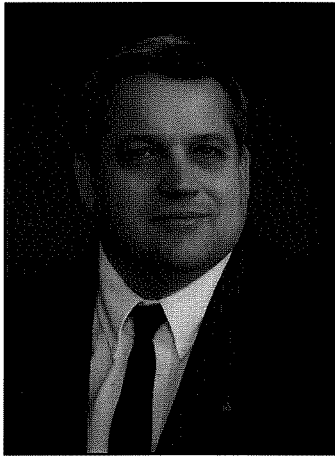
SUMMER 2004

HINZMAN NAMED EXECUTIVE OF THE YEAR

Since 1989 the Criminal Justice Center at Sam Houston State University and the National Association of Probation Executives have recognized a member of the Association with the *Executive of the Year Award*. This year's recipient, **Gerald R. Hinzman**, Director of the sixth Judicial District Department of Correctional Services in Cedar Rapids, Iowa, has distinguished himself through service, innovative programming, and commitment.

Hinzman began his distinguished career in criminal justice in 1970 as a police officer with the Cedar Rapids Police Department. During his first seven years with the department he was a police officer assigned to patrol, traffic, and as a helicopter pilot; he also served as a detective with the Detective Bureau, Youth Bureau, and Narcotics and Vice Bureau. In 1977 Hinzman was promoted to the rank of Captain and was named Director of the Cedar Rapids Police Academy, a position he held until 1985, when he was named Chief of Police for the City of Cedar Rapids.

In 1989 Hinzman was named Director of the Sixth Judicial District Department of Correctional Services headquartered in Cedar Rapids, where he is responsible for all community corrections services — pretrial, presentence, probation, work release, and parole — for



a six county area. Within this jurisdiction, Hinzman oversees nine office sites and three residential facilities. His agency has a budget exceeding \$12,000,000 and over 200 employees who supervise approximately 4,300 offenders at a given time.

Hinzman brings to the community corrections profession a wealth of experience coupled with a strong educational background. He earned a bachelor's degree in business administration and criminal justice in 1976 from Mount Mercy College, and in 1977 he was awarded a master's degree in public administration from Iowa State University.

Hinzman is active in a number of professional organizations. In addition to membership in the National Association of Probation Executives, where he now serves as Vice President, he is a member of the International Community Corrections Association, International Association of Chiefs of Police, Reinventing Probation Council of the Manhattan Institute, Iowa Corrections Association, and the American Probation and Parole Association, where he serves on the Board of Directors and as Chair of the Issues, Positions, and Resolutions Committee.

Hinzman is frequently called upon by the National Institute of Corrections to provide technical assistance. He currently serves as a member of *continued p. 12*

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PRESIDENT'S MESSAGE

The annual events of the National Association of Probation Executives, held in conjunction with the American Probation and Parole Association's Annual Institute in Orlando in July, were extremely successful. During the annual breakfast, I had an opportunity to share why I value NAPE and its members and my vision for our future as an organization. This issue of *Executive Exchange* provides me with an opportunity to share that message again.

Like many of our members, I value the National Association of Probation Executives for many reasons. First, I value this organization because of the knowledge and experience of NAPE members and the fact that members so freely share their successes and their challenges, their ideas, and their opinions with each other. Secondly, I value the support that NAPE members show for one another. Finally, I value the networking opportunities that are available through NAPE sponsored events and through *Executive Exchange*.

On a more personal note, NAPE has been a lifesaver. As a new executive, I learned from the members of NAPE and was supported by them. This organization has given me opportunities to grow and to contribute to our profession. Through NAPE, I was able to identify people who were willing to serve as my mentors. Finally, as a new probation executive, NAPE provided me with an opportunity to network with individuals who I would probably not otherwise have had the opportunity to know.

Today, I continue to learn from NAPE members. I often seek their advice and receive their support. NAPE continues to provide me with the opportunity to network with the leaders in our profession. And, I continue to be given opportunities, through NAPE, to grow and contribute to our profession. One of those opportunities is to serve as the President of NAPE. It is truly an honor to serve as President of this organization.

In an article that Dan Beto wrote in the Winter 2004 *Executive Exchange* regarding the future of corrections, he shared his thoughts (which he referred to as random—but which probably were not) regarding leadership. He wrote, "I find little to comfort me when contemplating the next generation of leaders, due in part to corrections' failure to realistically engage in strategic planning and succession management. While some still exist, true correctional leaders are becoming an

endangered species." If that is true, and I believe it is, NAPE members are an endangered species—they are the few—the **mighty** few leaders in our profession.

Ron Goethals, immediate Past President of NAPE, wrote in the same issue of *Executive Exchange*, "Our successes define our current practices, but our failures will define the future of probation." I would like to reflect on the many successes that NAPE has had as an organization and to suggest some next steps for us to insure that our failures or lost opportunities do not define our future.

Executive Orientation Program

The Executive Orientation Program, which is done in partnership with the National Institute of Corrections and the Correctional Management Institute of Texas, has been a tremendous contribution to our profession. Our next step is to include those executives who are solely juvenile probation/parole executives in program.

Reinventing Probation

Five years ago NAPE was a partner with the Manhattan Institute and the Reinventing Probation Council in reexamining our profession, our results, and the strategies that we employed to achieve those results. The work that was done on reinventing probation and the publications that followed were excellent. We should not fail to follow up on that initiative. Our next step is to look at Reinventing Probation—Five Years Later. We have an opportunity to set the stage for transformation in policy, practice, outcomes and leadership in the future. And, it is my goal to publish the results of this review by Summer 2005.

Professional Development

Another significant accomplishment of NAPE has been our contribution to the professional development of probation and parole executives. NAPE members plan the APPA Management Tract. These workshops have involved our members in the APPA Annual Institute, brought in executives from other fields, and provided great learning opportunities. Perhaps the next step we should take is to focus on this as a leadership and executive development track, with a special



PRESIDENT'S MESSAGE cont'd

emphasis on succession planning and development of new leaders as well as influencing public policy.

Another next step in the area of professional development is to publish monographs in areas of interest and need by our membership. The intent in doing this is to expand the knowledge base of not only our members but also others in our profession and to influence public policy.

Collaboration

NAPE has always provided leadership for our profession. This organization was conceived in collaboration with other organizations. This has always been one of our strengths. As I read the Spring 2004 issue of *Executive Exchange*, I was reminded of the importance of collaboration by the very excellent article written by Gwendolyn Griffith. I believe our organization needs to be more visible in our partnerships with law enforcement. And, we need to strengthen our relationships with our existing partners, particularly affiliate organizations such as ICCA, ICPA, AWEC.

Public Policy

Our failure to be at the table when policy is being crafted will define the future of probation. So, simply stated, a critical next step is to be at the table when correctional policy is crafted both locally and nationally. An example of this is the current re-entry initiative.

NAPE As A Professional Community

NAPE must be responsive to the professional community we serve as an organization. The Kittering Research Foundation identified five components for an effective community. First, the community educates itself as a whole. Second, unique public information is available to the community, i.e., facts, what the facts mean in the lives of diverse people who make up the community, and shared knowledge. An effective community talks the issues. We must be courageous in doing this. There is an understanding of the differences between mass opinion and public judgments. Finally, they found that community leadership is the most powerful ingredient in building an effective community.

NAPE has been responsive to our professional community. That is reflected in our membership, the level of participation in our annual events and in our treasury. NAPE is similar to other organizations in that

it is a volunteer organization. We have had excellent member involvement in all of our activities. We have utilized *Executive Exchange* and the NAPE listserv to educate ourselves and to share unique information. It is my expectation that all of the above will continue in the future.

In terms of leadership, our members have served as leaders within our various jurisdictions and states. In some cases, our members have individually served in leadership roles nationally and internationally. The time has come for all of us, individually and collectively, to initiate and to influence policy based on our experience in the profession of probation, parole, and community corrections. We must contribute to the research in our profession, publish results, and establish relationships that become the foundation for influencing policy.

Our Future

In closing, NAPE will continue to serve our profession in the ways that we have been successful in the past. Our new efforts will be to strengthen our partnerships and collaborative efforts with other organizations, to take a five year look at Reinventing Probation and to publish the results, to publish monographs in areas that our Board determines will best add to the knowledge base of leaders in our profession and which will best influence public policy, and to sit at the table of policy development at all levels.

I look forward to working with all of you over the next two years.

Cherie Townsend
President

SUPERVISION INITIATIVES

Over the past few months there have been several favorable media articles related to probation and parole supervision, some of which involve members of the National Association of Probation Executives. Those articles, their authors, and their sources follow.

PROBATION OFFICERS GIVE WAKE UP CALLS TO OFFENDERS IN BOSTON

After staying up a little too late last week to watch a movie, a young probationer got an unusual wake up call around 10:30 a.m. — he found his probation officers at his door, trying to rouse him from a deep sleep. Just an hour earlier, probation officers had gone through the same drill with another offender in the area who was content to sleep his day away.

These two probationers aren't the only ones who've been starting their days off this way lately. A handful of youthful offenders in the Boston-area have had similar experiences since May, when Operation Alarm Clock began and probation officers starting going into bedrooms during the morning hours to wake up their clients, who should be out working, looking for jobs or going to school.

"We thought this was a good initiative to kind of get people in tune with the rest of the world and help them with their rehabilitation," said Tony Gully, Assistant Chief Probation Officer for the Dorchester, Massachusetts, District Court.

The program is the brainchild of Gully and fellow probation officer Tom Todd who created it to give an added layer of supervision to probationers who need an extra boost to get out of the house and look for a job. It's designed to ensure that offenders are complying with the terms of their probation, which typically include working or going to school, refraining from travel and abiding by a curfew.

Offenders are hand-picked for Operation Alarm Clock by the six probation officers who oversee youthful offenders, ages 17-23, in Dorchester and Mattapan, two Boston boroughs. Currently, the officers have identified about 30 candidates for the program, mostly people who require maximum supervision. But it's not in full-swing yet.

"[We hope to] build up to full capacity by the middle of the fall," Gully said.

For the time being, though, probation officers are dropping in on members of a test group of offenders, late at night or early in the morning to make sure they are either home and in bed or waking up to start the day. It's important to get these individuals into a routine, so they can successfully complete their probation and function in society, Gully said.

"It's targeted towards getting people up in the morning because that's the way a good portion of the world operates," Gully said. "You have to be persistent in trying to get a job."

Focusing on Employment

Offenders who are looking for employment need to go to personnel offices early in the morning and early in the week in order to apply for jobs, Gully said. Also, they can't go in there looking disheveled; they need to make a good impression on employers, he said.

"The employer expects a certain image," Gully said. "Perhaps these guys need to learn to get along, you go along."

Since helping these probationers to find a job is a main goal of the program, probation officers not only go to their homes and wake them up, but they also distribute materials to them that can help them in their hunt for employment or education.

"[We give them a] leaflet on some of the programs that are available to them and temp agencies and GED programs," Gully said. "We even take copies of the classified ads in the daily newspaper."

If offenders aren't home when their probation officers stop by to check on them, they leave a fuchsia-colored card at their doors, indicating that they need to contact the court to let them know what programs they are involved with or what kind of employment they have secured.

"Every week [we try] to have some kind of contact [with the offender]," Gully said. "You can't forget about them."

But, an offender never knows exactly when the probationer officers will be stopping by his home, which is another important piece of Operation Alarm Clock.

Stopping in on Offenders

"We don't want to tell them what time," Gully said. "[We want] to kind of rent some space in the probationer's head."

The element of surprise — never knowing when your probation officer will be checking up on you — will motivate offenders to do what they are supposed to be doing and get out of the house and go to work or school, Gully hopes.

"We're giving [them] a little extra support and hopefully they'll get themselves into a GED program or school or work," Gully said. "We want them showing some positive steps while they are on probation."

And that is basically what Gully tells these young people when they start out on probation: this is their chance to turn their lives around.

Offering Offenders a Second Chance

"I say to guys at the counter 'I'm sorry for your trouble, [but] you have an opportunity in the next year or two to make some positive changes in your life, one is attitude and two is behavior,'" Gully said.

These offenders can use the probation system as a reason to change where they typically hang out or who they are socializing with.

"[By placing young offenders on probation], you're taking away that thing saying 'I can do whatever I please and nobody is going to stop me,'" Gully said.

According to Gully, times have changed in the court system compared to years ago when the supervision of offenders on probation basically ended with the close of the workday. Operation Alarm Clock is evidence of that shift.

"Now, once you're in their bedroom, they can't very well be deceitful," Gully said. "Their life is in front of you."

But, probation officers will only search an offender's room if there is reasonable suspicion to do so and they don't just barge

right in; they usually ask a mother or a grandmother, who are the typical parental figures for many of these young men, to accompany them.

"These young men are primarily raised by women," Gully said. "We become father in some ways [by saying] 'get out and look for work,'" he added. "It seems that the mothers and grandmothers that I've encountered are pretty happy to have the support."

And Gully hopes that the individuals they are targeting through this program will benefit from the increased support and supervision, too.

"I've always felt that basically one-third of all probationers sail through probation [and] one-third fail," Gully said. "There are about one-third that are right in the middle that, you, as a probation officer, can really make a huge difference in their life," he added. "Those are the ones you need to spend the time on."

Resources

To learn more about Operation Alarm Clock, contact Tony Gully at (617) 288-9500, ext. 195.

This electronic article, written by News Research Reporter Meghan Mandeville, appeared on the Corrections Connection Network.

PROBATION, WITH HOUSE CALLS

David Benjamin of Patterson, New Jersey, said that he expected the probing, no-nonsense questions from his probation officer: Where were you when I stopped by earlier? You remember your curfew, right? You're not down with that gang anymore?

What the 17-year-old didn't expect were the concerned questions that would follow, not from his tough-minded probation officer but by the avuncular physician who accompanied the officer on the visit to David's home: How's your blood pressure? Are you feeling dizzy? How are those headaches? "You're going to have headaches for a long time," said the physician, Dr. James N. Pruden, who explained that David was suffering from post-concussion syndrome, but tried to lighten the mood when he noticed the youngster turn downcast at the news. "But I still think you're going to live." He paused. "Just not forever." Both doctor and patient smiled.

David is one of several hundred juvenile offenders in Paterson who, as part of their probation, receive free home health care visits from Dr. Pruden and a team of nurses from St. Joseph's Regional Medical Center here. Dr. Pruden and the nurses, who all volunteer their time for the monthly consultations, accompany probation officers on home visits, answering questions, dispensing medical advice and offering cursory checkups to youngsters and, sometimes, their family members.

But it is not just altruism at work here. Paterson juvenile justice officials hope that something as simple as reaching out to those on probation in a gentler way might help reduce the number of repeat offenders.

According to the county's statistics, the visits — which are part of a program called the Village Initiative (as in, "It takes a village") — might be showing some promise in cutting recidivism. In the five years since the program began, recidivism rates that once hovered around 37 percent have fallen to just over 5 percent

for those who receive visits. Although those involved with juvenile probation concede that a more in-depth analysis must be done before a direct cause-and-effect relationship can be drawn between the visits and the decrease, they are encouraged by what they have seen.

"This stuff is hard to quantify," said Chief John V. Krieger of the Passaic County Probation Division. "But I ask myself, 'Why is the rate as low as we've ever seen it?'"

Whatever the debate over the effectiveness of the visits, there can be no question that the doctor's presence shows a different face of a system that often seems to care about these children only when they misbehave. "These children are in a position where the system is coming down pretty hard on them," Dr. Pruden said. "Now, they see the other side. It becomes less of a cold, uncaring, police-state situation and more of a 'Look, we care.'"

This marriage of handcuffs and stethoscopes was the brainchild of Chief Krieger as an effort to reach some of the county's most troubled youngsters and alter their path of self-destruction, whether it is involvement in gangs, as in David's case, or drug use.

The idea, Chief Krieger said, was to identify what was going wrong in the lives of youngsters on probation before they decide to commit another offense. For many of the teenagers, who often live in communities where the push and pull of poverty and drugs is ever present, the visits give officials another entryway into the lives of youngsters whom they serve.

Last year, the medical team made about 250 home visits. The \$150,000 cost of running the program is financed through grants from the office of the New Jersey Attorney General, Peter C. Harvey.

"It's a holistic approach," Chief Krieger said. And one of the reasons why officials say that approach seems to be working is the work of Dr. Pruden and the nurses.

On a recent Friday, the medical team and the probation officers set out in a caravan from the Probation Division offices and began wending their way through the night. The first stop was the narrow second-floor apartment on 18th Street where David Benjamin lives. In April, during a stay at a juvenile detention center, he was attacked by a few members of a gang that is the rival of one in his neighborhood. With a single punch from David's blind side, a boy drove his head into the floor.

He does not remember much between then and waking up in the hospital, vomiting. Now, just over two months later, he still has intense headaches.

After exchanging introductions, David sits in a rocking chair and Dr. Pruden starts with a series of tests — follow my finger with your eye; lift your left leg — and questions about the weeks since David's injury. "How long were you out?" the doctor asks, referring to the time David was unconscious after he was struck.

"They told me a couple of minutes," David replied.

"How many times did you vomit?" Dr. Pruden asks.

"The whole day I was in the hospital," the youngster replied. "I was spitting up blood."

Dr. Pruden stretches a stethoscope to David's chest. Both of them are in jeans and T-shirts — the uniform of a generation for David, camouflage for the doctor. David confides that although he had a CAT scan several weeks ago at a local hospital, he's still worried about his recovery. He received the results of the scan — several typed pages — but found them confusing and never saw a doctor to discuss them. He asks Dr. Pruden to take a look.

For a few minutes the conversation turns to zygomatic fractures and the rates at which bones heal, but after a few minutes of reviewing the scan results the doctor offers a prognosis that is easy enough to understand: David will be fine. The lanky teenager, who had seemed worried and nervous for much of the visit, visibly relaxes. And although the medical team is there to assuage many of the probationers' health concerns, that does not mean they are necessarily treated with kid gloves. At one point during the visit — shortly after Dr. Pruden and a nurse, Barbara Koegel, packed up an electronic blood pressure gauge — a member of the probation team, Sonia Valentin, pressed David on his gang membership.

Later, framed by a half-dozen posters of Tupac Shakur in his room, David said that he appreciated the visits, but Dr. Pruden did not hear him. He was already headed down the stairs to his next appointment.

There will be many probationers to see this night. At one visit, the team encountered a 16-year-old who is eight months pregnant with her second child. At another, they checked on a probationer's grandmother who complained of a serious shoulder strain. At each stop, Dr. Pruden was sent off with handshakes, embraces, and words of thanks.

In the end, though, perhaps it was Ashley Orr who paid Dr. Pruden the highest compliment in the lexicon of 17-year-olds when he nodded in the direction of the departing physician and said simply, "He's cool."

An earlier version of this article, written by Richard Lezin Jones, appeared in the July 16, 2004, edition of *The New York Times*.

THE PORTLAND CONNECTION

Given the nature of their responsibilities, one would think the Portland Police Bureau and the local probation/parole office would have an open line of communication. Until recently, they didn't.

Often the Multnomah County Department of Community Justice adult probation and parole staff relies on police as its eyes and ears in keeping track of corrections clients out on parole or probation. But tracking information from police contact with corrections clients on the street was a chore, until the city modified its computer-aided dispatch (CAD) system.

Now officers routinely check with parole/probation when stopping clients on the street. They immediately transmit a report from their mobile data terminal (MDT) to a probation or parole officer's desk.

If necessary, due to parole or probation violation, probation or parole officers can immediately call the officer on the street and have a subject detained.

"Parole/probation and police certainly need a relationship, in that we have contact with parole/probation clients on a regular basis," said Jeff Myers, senior neighborhood officer with the Portland Police Bureau. "There has been a problem in the past in that we didn't have an easy way of exchanging the information."

Approximately 400 squad cars are equipped with the technology to transmit this information, and about 250 of those are active on a daily basis.

Prior to modifying the CAD system, probation and parole officers received a delayed computer notification that a police officer

had contact with an offender. The officer then had to track down the police officer to identify the type of contact, a process that often took days.

Now the information is available as soon as the officer fills out a form — called a "mask" — which is usually right after the encounter. Soon officers will be required to enter the information, and will be unable to log off the MDT before it is sent to parole/probation.

How It Works

When an officer runs a check on a subject through his MDT, the system searches the state's Law Enforcement Data System for information on the subject. If the subject is on parole or probation, a mask is immediately generated and sent to the officer to fill in.

The mask contains queries on the subject's state, and if there was evidence of drugs, alcohol, weapons, a sex offender with a minor, or other situations that would violate the subject's parole or probation.

"That information is extremely important to the parole officer," Myers said. "During the contact, if there was alcohol, drugs or weapons on board, certainly that would be of interest to the parole officer. The nature of the contact is important to the individual parole or probation officer because there are certain behaviors or acts that are prohibited based on their probation or parole requirements."

The mask also has a section for the officer's random remarks, which could be for suspicious behavior that may not be an obvious parole or probation violation, such as being in proximity to a known drug house.

In a recent case, an officer found a corrections client sleeping in a parked car next to a known drug house. The officer noted nothing criminal about the subject's behavior, but talked to him and ran his information. The mask came back, indicating the subject was a parole/probation client. The officer filled out the mask, sent it and drove off.

The subject's parole officer read the report and notified dispatch. Minutes later, the officer received a call to detain the individual, who had earlier violated his parole.

Myers cautioned the system doesn't work like that every time, but said police get between 35 and 50 hits on corrections clients every day, which will help parole/probation keep track of clients.

"That's the way the system is supposed to work," Myers said. "It facilitates the exchange of information in real time, and gives [parole/probation] the ability to supervise individuals through our eyes and ears."

There are eight sanctions with varying degrees of severity for offenders who violate probation or parole, but not severely enough to be arrested. For example, as part of his or her parole, an individual might be required to stay away from known drug dealers, and a violation might yield a sanction, such as a work program.

Cops are also using the system to check the status of known offenders, according to Myers. "They'll know individuals in their district that have prior criminal behavior, and just randomly run someone without having any contact with them, without having to see if, by chance, maybe they have a warrant now."

In essence, it's a quick way for officers to check on a subject they know is on parole or probation to see if the suspect is wanted for a violation of those conditions.

Zero Dollar Investment

The system required merely a modification of the current PRC/Northrop Grumman CAD system the city uses, according to Jim Churchill, CAD coordinator for the Portland 9-1-1 Bureau of Emergency Communications.

"Luckily we had programming staff in house, so we didn't have to invest in any specific equipment," Churchill said. "It was a software modification."

Churchill said programmers made sure the system was "officer friendly."

"It defaults to all the cumbersome information, then all that's left for the officer to do is fill in the basic information surrounding the contact," Churchill said. "That's a format that's very easy for them to use."

The system began as a pilot in June 2003, and went live city-wide the first week of December. It is expected to go countywide soon, and it is hoped to go statewide in the near future.

An earlier version of this article, written by Justice Editor Jim McKay, appeared in the February 2004 issue of *Government Technology*.

THEY'RE NOT DROPPING BY FOR A SOCIAL CALL: HOME VISITS DURING PROBATION HELP PROMOTE ACCOUNTABILITY

When Marshall County probation officers drop in on their charges at home in Plymouth, Indiana, like they did Wednesday, it's not a social call. In fact, the home visits the probation officers conduct randomly on the probationers they oversee is dangerous work — so much so that they take an armed state police officer along with them and wear body armor.

The probation officers never sit down, are always aware of their surroundings, are trained to defend themselves and certainly don't take any food or beverage ever offered to them, according to Marshall County Chief Probation Officer Mary Jane Walsworth.

Bad things happen when you get comfortable, according to Indiana State Police Trooper Jason Faulstich, who accompanied James Bendy, assistant chief probation officer, and Probation Officer Sarah Wiggins on home visits Wednesday. After all, they are dealing with arsonists, sex offenders, people convicted of burglary, drug charges and even white collar crimes. Of the 24 probationers Bendy, Wiggins and Faulstich checked in on Wednesday, all of the above were in the mix.

According to Walsworth, the home visits are important because they lead to accountability for the offender on probation, especially since the home visits are random. Sometimes the home visits are used simply to check an offender's address to make sure he or she is really where he tells his probation officer he lives, according to Walsworth.

When a probation officer's suspicions are raised, they test probationers for drugs and alcohol and their homes, car and person are searched — as they give up their Fourth Amendment rights when they agree to probation terms, according to Walsworth. Bendy said Thursday after processing his home visits he did find "a couple of misrepresented addresses." Besides that, though, "I am pleased to say there were no major violations," Bendy said.

Though he would characterize that as a good visit because he wants probationers to abide by the terms of their probation, Bendy said he would have also considered it a good day had a violation been exposed and the probationer taken to jail.

"It was a very productive day," Bendy said. "Any additional contact you have with (probationers) outside the office is worthwhile." But Bendy also contends that home visits are helpful in other ways besides accountability for the probationer. In the past, Bendy says, home visits have opened up further avenues for investigation and arrests from criminal activity. For example, cooperation between Nappanee police and Elkhart and Marshall county police through a home visit of a probationer helped break up a burglary ring several months ago, Bendy said.

"Birds of a feather flock together," said Bendy, noting that many probationers know each other, talk on a regular basis and even warn each other when they know probation officers are conducting home visits.

Once while beginning home visits at a local manufactured housing park, Bendy said he encountered a probationer who indicated he knew probation officers were out conducting home visits. Bendy said it was the first home he visited.

On Thursday, Bendy said that while the probationers who are visited is random, the probation officers try to get out at least a couple of times per month to conduct the home visits, which can happen during the day, in the evenings or on weekends. However, Bendy said there are times when probation officers are "too busy and cluttered with paperwork" to get out.

According to Walsworth, she doesn't have enough probation officers to meet state guidelines for contact with offenders. According to state guidelines, probationers that are considered high risk should be visited once every 90 days.

As of June 14, the Marshall County probation office has 458 people on reporting probation, the majority of whom were convicted of felony offenses, according to statistics from Walsworth's office. Of those 458 on reporting probation, 103 were classified as needing high-risk supervision.

According to Bendy, each probation officer deals with 158 of those people on reporting probation, not to mention the 842 people on non-reporting probation. The probation department employs three adult probation officers. Between conducting home visits and meeting with probationers at the county probation office, probation officers also have to conduct presentence investigation reports, which take about eight hours each to prepare, Walsworth said. She said those reports help the judge determine an appropriate sentence.

Despite that work, Walsworth said probation officers make it a point to continue making contact with probationers, who hopefully learn to become productive members of society. "Probation is a privilege in lieu of incarceration," Bendy said, and home visits remind probationers they need to abide by the terms of probation.

This article, written by staff writer Jennifer Ochstein, appeared in the *South Bend Tribune* on August 1, 2004.

FROM THE BOOKSHELF

For the past several years Dan Richard Beto, Executive Director of the Correctional Management Institute of Texas and a past President of the National Association of Probation Executives, has provided the readers of Executive Exchange with periodic reviews of books of interest to chief executive officers and administrators in community corrections. Commencing with this issue, Donald G. Evans, President of the Canadian Training Institute and a past President of the American Probation and Parole Association and the International Community Corrections Association, joins Beto to contribute a regular column of book reviews dealing with the topics of leadership, management, ethics, strategic planning, innovative and promising programs and initiatives, and program and policy development and execution.

Primer for Nurturing Managers

A review of *The First 90 Days: Critical Success Strategies for New Leaders at All Levels*, by Michael Watkins. Boston: Harvard Business School Press, 2003. 272 pp. \$24.95 (cloth).

Since the late 1990s the National Institute of Corrections, working in concert with the National Association of Probation Executives and the Correctional Management Institute of Texas at Sam Houston State University, has offered the Executive Development Program for newly appointed probation and parole executives. This highly successful program, the brainchild of Ronald P. Corbett, Jr., Executive Director of the Massachusetts Supreme Judicial Court and a former President of the National Association of Probation Executives, arms the profession's future leaders with information and resources to assist them in surviving the pitfalls they may encounter as heads of community corrections agencies.

To complement the material and peer interaction made available during the weeklong program, past and future participants would do well to purchase *The First 90 Days: Critical Success Strategies for New Leaders at All Levels* by Michael Watkins, an Associate Professor at Harvard Business School. Watkins, who conducts research on leadership and negotiation, is the author of *Breakthrough Business Negotiation: A Toolbox for Managers* (2002). In addition, he is the coauthor of *Winning the Influence Game: What Every Business Leader Should Know About Government* (2001) and *Right from the Start: Taking Charge in a New Leadership Role* (1999).

In his latest effort, Watkins coherently lays out a plan to meet the challenges associated with the transition to a new leadership position based on five propositions, which are as follows:

- 1) the root causes of transition failure always lie in a pernicious interaction between the situation, with its opportunities and pitfalls, and the individual, with his or her strengths and vulnerabilities;
- 2) there are systematic methods that leaders can employ to both lessen the likelihood of failure and reach the breakeven point sooner;
- 3) the overriding goal in a transition is to build momentum by creating virtuous cycles that build credibility and by avoiding getting caught in vicious cycles that damage credibility;
- 4) transitions are a crucible for leadership development and should be managed accordingly; and
- 5) adoption of a standard framework for accelerating transitions can yield big returns for organizations.

These propositions, found in the book's introduction, serve as the foundation for the next ten chapters, in which the author provides guidance in achieving a successfully accelerated transition.

Each of the following chapters is devoted to a specific topic which, taken collectively, outlines a plan to meet the challenges of transition. According to Watkins, the ten "key transition challenges" may be addressed by the following action steps:

Promoting yourself;
Accelerating your learning;
Matching strategy to situation;
Securing early wins;
Negotiating success;
Achieving alignment;
Building your team;
Creating coalitions;
Keeping your balance; and
Expediting everyone.

These chapters are highly instructive and provide detailed discussion of the ten action steps; in addition to containing a wealth of relevant information, they provide a number of activities, a series of questions to enhance the learning experience, helpful figures, and are concluded with "acceleration checklists."

The value of *The First 90 Days: Critical Success Strategies for New Leaders at All Levels* is inestimable. It is an excellent guide for new managers and executives. In addition, for organizations committed to succession planning, this book would be extremely beneficial if shared with and required reading for emerging leaders. Moreover, the book is laid out in such a way that training modules could easily be developed from it. Michael Watkins has made a significant contribution to leadership development literature.

Dan Richard Beto

A Guide for Developing Leaders

A review of *Be-Know-Do: Leadership the Army Way*, introduced by Frances Hesselbein and General Eric K. Shinseki (USA Ret.). San Francisco: Jossey-Bass, 2004. pp. 157. \$24.95 (cloth).

The development of leaders in the field of probation should be a major aspect of the current probation leadership. Encouraging leadership development at all levels of the organization is a sure

sign that the organization is on its way to being a winning one. Frances Hesselbein and her co-editor, retired U.S. General Eric K. Shinseki, have provided a useful guide for leaders who wish to hone their own leadership skills and develop future leaders for their organization. Adapting the official U.S. Army Leadership Manual the editors have put into the hands of leaders a ready reference on leadership that incorporates lessons for civilian organizations.

The tone of the book is set in the foreword by Richard E. Cavanagh, President and CEO of the Conference Board, when he states that: "Leadership is first and foremost a character-based and value-driven art, not just management and communication skills." In the introduction Hesselbein and Shinseki outline the general principles of the U.S. Army's leadership development program and provide an overview of what to expect in the chapters to follow. The authors set out to argue that leadership development is essential if organizations are to grow successful leaders for the changing environment. They firmly believe that leadership matters and that the "leadership of successful organizations is not a nine-to-five, five-day-a-week duty. It is a way of life." The authors have organized their adaptation of the Army Leadership Manual into seven chapters that deal with what they argue are the essential elements in eliciting leadership behavior.

Chapter one discusses what a leader must be, know and do. The authors advise that "people want leaders who are honest, competent, forward-looking and inspiring." They also suggest that "people willingly follow only those who know what they are doing." Knowledgeable leaders have mastered the following skills: interpersonal, conceptual, technical and tactical. "Good leaders make it a regular practice to add to their knowledge and skills" noted Kesselbein and Shinseki. Finally, being and knowing is not enough, leaders act. Doing is an important function of leadership. Leaders produce results. Successful leaders achieve results in three ways: influencing, operating and improving.

The character of leaders is the topic of the second chapter and deals with why values are critical for leadership. Values such as loyalty, duty, respect, selfless service, honor; integrity and courage are discussed. There is also a good summary of leadership attributes that surveys the key mental, physical and emotional attributes that contribute to the making of successful leaders.

How leaders lead people is the key theme of chapter three. Critical people skills are discussed such as communication, supervision, mentoring and counseling. The authors also discuss the importance of creating the right environment that strengthens staff morale.

The fourth chapter contains a very interesting discussion of the value of "leading from the front." Drawing on army experiences, the authors stress the importance of leaders being able to see reality, that is seeing the current situation as it really is not as they might wish it to be and then being able to mobilize appropriate responses. In terms of how this might be applied to probation organizations, he leader will have the capacity to:

- Get critical information about what is happening on the front lines.
- Set the example.
- Provide clear direction to the organization.
- Build morale and the determination to win.

According to the authors leading from the front involves the practices discussed being visible, communicating directly with the staff and putting self on the line.

The importance of effective teamwork is the theme of chapter five. Here the authors walk us through the elements of successful teams, examine the requirements for effectiveness in teams and provide some guidance to team building. Some key insights into team development are given, such as the note that effective coaching is critical for team performance and the reminder that mistakes are opportunities to learn. The authors advise that "organizations that want to promote teamwork cannot do so if they do not also support the underlying values that support teamwork."

In chapter six the authors guide us through the leadership tasks of managing complexity and leading change. By using the model developed by the Army to describe the world of increasing complexity facing them, the authors give civilian leaders a tool to assist them in managing complexity in their organizations. VUCA is an acronym for the words "volatility, uncertainty, complexity and ambiguity." In a VUCA environment, leaders need to manage "multiple time domains and operate flexibly to manage change." The bottom line, according the authors, is that leaders must be proactive, not reactive in dealing with change. There is also a section in this chapter on the necessary skills for leading change. These skills include transformational forms of leadership rather than transactional forms, effective communication, consistent mentoring, remembering to honor the past and focusing on the long view. In a changing environment the leader must, according to the authors, assess personal strengths and take responsibility for planning their own development in a changing environment.

The seventh chapter deals with the topic of building and leading learning organization. One way to deal with continuous change is to develop continuous learning opportunities to cope with the challenges brought about by rapid change. This chapter identifies how leaders can promote learning through:

- Their own learning.
- Helping others in their organizations to learn.
- Shaping and contributing to an organizational culture that promotes learning.

The authors believe that "organizations need to become laboratories of learning in order to compete effectively in the global marketplace but also to attract the talent that they need." They also note that "creating an infrastructure for learning means, first, making it possible to integrate reflection and action." And finally, they state, "organizations that encourage learning have a culture in which people naturally ask, 'What did we learn this time? And what should we do differently next time?'"

In reading this book five themes stuck with me:

- Communications is the lifeblood of the organization.
- Resisting the temptation to deny reality, and daring to define the new realities, may be the leader's greatest challenge.
- Quality leadership builds trust and confidence.
- If leaders commit to the good of the whole and not themselves, they can build powerful commitment.
- The leader mobilizes people around the mission of the organization, making it a powerful force in times of uncertainty.

The above themes are taken from this book and are an indication of the thought provoking insights that can be found in this adaptation of the U.S. Army Leadership Manual. I would recommend that leaders in probation add this to their leader's bookshelf but not before reading, marking, digesting and reflecting upon the ideas contained within its pages.

Donald G. Evans

Ethical Leadership

A review of *Leadership, Ethics, and Policing: Challenges for the 21st Century*, by Edwin Meese, III, and P. J. Ortmeier. Upper Saddle River, New Jersey: Prentice Hall, 2003. 336 pp. \$49.00 (paper).

The issue of leadership — and particularly ethical leadership — in the public service sector has become an area of increasing concern for veterans employed in the criminal justice system. And as many of the true leaders in law enforcement and corrections approach retirement age — with their impressive base of knowledge and experience — that level of concern intensifies. The problem is compounded with increasing number of reports in the electronic and print media concerning aberrant behavior on the part of criminal justice practitioners: having sex with offenders; participating in brutal acts on those in custody; falsifying documents; engaging in inappropriate relationship with members of offenders' families; soliciting and accepting bribes and kickbacks; smuggling contraband into correctional facilities; participating in malicious prosecution; committing perjury; and condoning illegal behavior and other acts that bring discredit to the criminal justice system by coworkers through inaction.

In an effort to highlight the importance of ethical leadership in law enforcement, Edwin Meese, III, and P. J. Ortmeier have written *Leadership, Ethics, and Policing: Challenges for the 21st Century*. Meese, who holds the Ronald Reagan Chair in Public Policy at

the Heritage Foundation, served as the 75th Attorney General of the United States during part of the Reagan presidency. He is also a Distinguished Fellow at the Hoover Institution, Stanford University, and the University of London's Institute of United States Studies. Ortmeier, a former police officer who now serves as the Coordinator of the Administration of Justice Program at Grossmont College in El Cajon, California, is the author of *Public Safety and Security Administration, Policing the Community: A Guide for Patrol Operations*, and *Security Management: An Introduction*. He also holds teaching positions at the Union Institute, Webster University in San Diego, and California State University at San Marcos. Together they have produced an excellent text on ethical leadership.

While this book is designed for law enforcement personnel, much of what is found in it could equally be applied to the community corrections profession. Of particular interest is Chapter 2, which defines ethical leadership, discusses how it might be developed, and identifies competencies necessary for leadership. Chapters 3 and 4 further define leadership and provide overviews of the theories of leadership and ethics. In Chapter 7, Meese and Ortmeier discuss motivational theory and the role of the ethical leader as motivator. Found in Chapter 8 is a description of an ethical decision-making process and a number of problem-solving techniques. Chapter 9 is devoted to a rational planning process and Chapter 10 contains a description of community policing and the importance of police-community partnerships.

On the Prentice Hall website, *Leadership, Ethics, and Policing: Challenges for the 21st Century* is described as a text "for courses in police administration/management in police academy and college-level criminal justice curricula. It is "also appropriate for seasoned police professionals, those preparing for promotional exam, or any criminal justice or community-oriented government practitioner." Meese and Ortmeier have easily accomplished that objective.

The only criticism I have for the text is its price; \$49.00 seems a bit much for a paperback book.

Dan Richard Beto

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.

Executive Exchange does not accept advertisements. 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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Correctional Management Institute of Texas
George J. Beto Criminal Justice Center
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Huntsville, Texas 77341-2296

The Correctional Management Institute of Texas at Sam Houston State University serves as the Secretariat for the National Association of Probation Executives. *Executive Exchange* is published by Sam Houston Press.

INTERNATIONAL REPORT

BETO VISITS TURKEY

On June 20-28, 2004, Dan Richard Beto, Executive Director of the Correctional Management Institute of Texas and a past President of the National Association of Probation Executives, and David Webb, Assistant Director of the Law Enforcement Management Institute of Texas, visited historic Turkey, where they met with representatives of police, corrections, and academia.

Turkey is known as "the cradle of civilizations," and has been the home to a number of ancient cultures, including the Hittites, Assyrians, Phrygians, Urartians, Lycians, Lydians, Ionians, Persians, Macedonians, Romans, Byzantines, Seljuks, and Ottomans. The modern Republic of Turkey was founded by Mustafa Kemal Ataturk in 1923. Turkey, a democracy, is a member of NATO and enjoys a close relationship with the United States.

While in Istanbul, Beto and Webb held meetings with Feridun Yenisey of Bahcesehir University to discuss the development of a formal relationship between his program and the Criminal Justice Center at Sam Houston State University.

They also visited with Shane Bryans and Bernard Wydra with the European Commission, who are assisting Turkey in modernizing its criminal justice system. In addition, they met with Judge Necati Nursal with the Turkish Ministry of Justice, who has been charged with the responsibility of developing a formal probation system.

"From a practitioner's perspective, Judge Nursal is in an enviable position," said Beto. "He has the opportunity to create a model community corrections program and to have a significant impact on his country's criminal justice system. I am excited for him. The Correctional Management Institute stands ready to provide him with technical assistance should he desire it."

Beto extended an invitation to Nursal to visit the United States and offered to arrange a meeting with members of the National Association of Probation Executives.

Beto and Webb also met with Ibrahim Konuk, Director of the Correctional Service Training Center, and made presentations about the Texas criminal justice system and issues surrounding probation to a class of senior corrections officers.

During their stay in Istanbul, Beto and Webb were hosted by Salih Kara, Chief of the Tourism Police Department, and Ahmet Ekici, a Chief Superintendent with the Turkish National Police who is pursuing a doctorate in criminal justice at Sam Houston State University.

Beto and Webb toured the Turkish National Police Academy in Ankara, the capital of Turkey, and met with Tulin Gunsen Icli, Dean and Professor, Onder Aytac, Vice Dean, and Hursit Cakmak, Chairman of the Applied Studies Department.

The National Police Academy was initially founded in 1937 as an institute for the purpose of training police commissioners. In 1984 it was transformed into an institution of higher learning that offered undergraduate classes and conferred a bachelor's degree in police studies. As a result of the Police Higher Education Act of 2001, the mission of the National Police Academy expanded with the creation of the Institute of Security Sciences that offers graduate studies, and Police Vocational Schools that provide two-year higher education programs for high school graduates.



Pictured, from left to right: Dan Richard Beto, Tulin Gunsen Icli, David Webb, Ahmet Ekici, Onder Aytac, and Hursit Cakmak.

They also visited the Turkish International Academy Against Drugs and Organized Crime (TADOC), a cooperative program of the United Nations Office for Drug Control and Crime Prevention and the Turkish National Police, and met with its Deputy Director, Ismail Sevimli. TADOC, formed in 2000, maintains several research centers and makes available training and technical assistance to 24 countries in the region on drug control, crime prevention, money laundering, and computer crimes.

"This is an excellent program in that it attempts to strategically address some very serious multi-national crime problems," observed Webb.

The final meeting in Ankara was with Recep Gultekin, head of the International Relations Department of the Turkish National Police. During that meeting Beto and Webb shared information about Sam Houston State University's criminal justice program; they also explored way in which the university could expand its relationship with the Turkish National Police.

"At present there are 11 police officials with the Turkish National Police at Sam Houston State University pursuing advanced degrees in criminal justice," said Webb. "In addition to our



Pictured, from left to right: Shane Bryans, Bernard Wydra, Dan Richard Beto, Necati Nursal, Ibrahim Konuk, and David Webb.

academic programs, we would like to begin offering leadership and management training to Turkish police officials as we have with those from Poland and Italy."

While in Ankara, Beto and Webb were hosted by **Salih Hakan Can**, a Chief Superintendent with the Turkish National Police who is working on a doctorate in criminal justice at Sam Houston State University.

"In terms of developing and fostering relationships with our Turkish colleagues, this was a very beneficial trip," Beto said. "As a result of this initial visit, we have identified several avenues for exchange and cooperation."

PORTUGUESE JUSTICE OFFICIAL VISITS CRIMINAL JUSTICE CENTER

As part of an itinerary that included stops in Washington, D.C., Lincoln, Nebraska, Houston, Texas, San Diego, California, and New York City, **Antonio Pedro da Fonseca Delicado**, Legal and Political Advisor for the Portuguese Minister of Justice, visited the Criminal Justice Center on July 2, 2004. He was in the United States from June 21 to July 9, 2004, under the auspices of the U. S. State Department's International Visitor Leadership Program.

Delicado, who also serves as Assistant Professor of Law at the University of Lisbon, traveled to the United States to learn more about the judicial system, correctional training programs, and prison administration.

During the Huntsville portion of his visit he was hosted by **Dan Richard Beto**, Executive Director of the Correctional Management Institute of Texas. While at the Center he also met with faculty member **Kathleen Lutz**, **David Webb**, Assistant Director of the Law Enforcement Management Institute of Texas, and **Sharese Hurst**, Project Coordinator with the Correctional Management Institute of Texas.

Instrumental to the success of Delicado's visit was **Rick Thaler**, Region I Director of the Texas Department of Criminal Justice, who arranged tours of the Estelle and Huntsville prisons. Senior Wardens **Tim Morgan** and **Joe Fernald** and members of their respective staffs devoted considerable time explaining administrative and operational issues related to the management of large correctional facilities with diverse missions.

His visit to Huntsville gave Delicado "much to think about," as he is responsible for drafting legislation related to justice issues. As he departed, he expressed appreciation for the hospitality he received while in Huntsville.

HINZMAN NAMED EXECUTIVE OF THE YEAR cont'd

the Advisory Council of the National Resource Center for Police-Corrections Partnerships.

He is also active in community organizations. He has served on the boards of the Community Dispute Settlement Center, Child Protection Center, Hawkeye Area Council of Boy Scouts, Substance Abuse Committee for Cedar Rapids, Iowa Corrections Education Task Force, Greater Cedar Rapids Foundation, and the Community Corrections Improvement Association, to name just a few.

Hinzman has published extensively in such professional journals as *Executive Exchange*, *Perspectives*, *Police Chief Magazine*, *ICCA Journal*, *Corrections Management Quarterly*, *Journal of Offender Monitoring*, and *Weed and Seed Magazine*. In addition, he has contributed articles to the National Institute of Corrections' *Topics in Community Corrections* and was a co-author on two monographs published by the Manhattan Institute.

As a result of his many contributions, Hinzman has been the recipient of several recognitions. In 1985 he was presented the Distinguished Alumni Award by Mount Mercy College, and the Iowa State University Alumni Association recognized him with the Service Key Award in 1994. In April 1995 he was featured in the

Cedar Rapids Gazette Success Magazine as a community leader with entrepreneurial spirit in an article entitled "Beacon of Change Lights Way." A year later he was honored when the Sixth Judicial District Department of Correctional Services Board of Directors named the new \$2,000,000 residential facility in Cedar Rapids the "Gerald R. Hinzman Center."

Through his exemplary work history, his unselfish involvement in voluntary efforts, and the leadership he readily provides, Hinzman has demonstrated time and again his commitment to the community corrections profession.

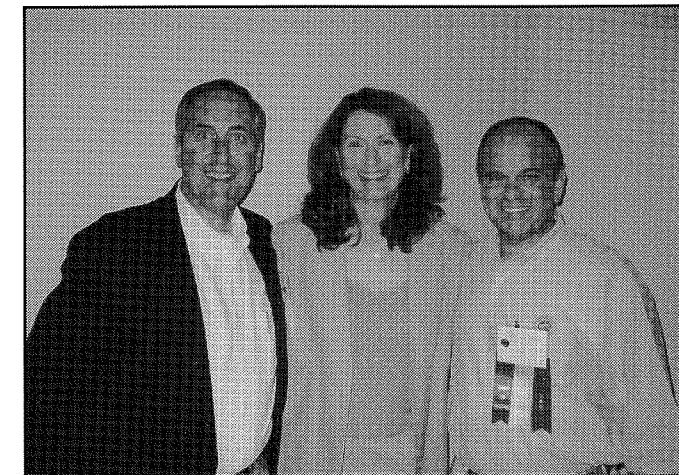
Previous recipients of the *Sam Houston State University Executive of the Year Award* have been **Barry Nidorf** (California), **Don R. Stiles** (Arizona), **Donald Cochran** (Massachusetts), **Cecil Steppe** (California), **Don Hogner** (California), **T. Vincent Fallin** (Georgia), **M. Tamara Holden** (Oregon), **Richard Kipp** (Pennsylvania), **Ronald P. Corbett, Jr.** (Massachusetts), **Richard E. Wyett** (Nevada), **Rocco A. Pozzi** (New York), **Ron R. Goethals** (Texas), **Cheryl K. Townsend** (Arizona), **E. Robert Czaplicki** (New York), and **Robert L. Bingham** (Indiana).

ASSOCIATION ACTIVITIES — ORLANDO 2004

ANNUAL EVENTS

On July 24-25, 2004, the National Association of Probation Executives held its annual events at the Orlando World Center Marriott in Orlando, Florida. These events were held in conjunction with the 29th Annual Training Institute of the American Probation and Parole Association.

Activities commenced on Saturday, July 24, 2004, with the Members Reception, hosted by corporate member **National Curriculum and Training Institute (NCTI)** of Phoenix, Arizona. Well over 100 community corrections administrators attended this function, where they renewed acquaintances, made new friends, and engaged in networking.



Pictured, from left to right: Alan Werner of NCTI, President Cheryl K. Townsend, and Gary Bushkin, President of NCTI.

On the following morning, NAPE members gathered at the Annual Awards Breakfast, sponsored by **Varian, Inc.**, to recognize and honor persons who have made significant contributions to the probation profession.



Pictured are Jacquie Sheehy of Varian, Inc., and President Townsend.

During this event **Gerald R. "Gary" Hinzman**, Director of the Sixth Judicial District Department of Correctional Services in Cedar Rapids, Iowa, was recognized as the Probation Executive of the Year and was presented with the *Sam Houston State University Award*. For additional information about the *Sam Houston State University Award* recipient, see the cover story.



Pictured, from left to right: Dan Richard Beto of Sam Houston State University, Gerald R. Hinzman, and Cheryl K. Townsend.

Donald G. Evans, President of the Board of the Canadian Training Institute in Toronto, Ontario, was presented the *George M. Keiser Award for Exceptional Leadership*. This award is presented jointly by the Association and the Iowa Community Corrections Improvement Association. Evans has devoted his entire professional career, which commenced in 1967, to improving the criminal justice system. He is a past President of the American Probation and Parole Association and the International Community Corrections Association.



Pictured, from left to right: Gerald R. Hinzman of the Iowa Community Corrections Improvement Association, Donald G. Evans, and Cheryl K. Townsend.

Also recognized were **Patrick Cobb**, first Board President of the Community Corrections Improvement Association of Cedar Rapids, Iowa, with the *William G. Faches Award for Exceptional Community Service*, and Judge **Lana McDaniel** of Dallas, Texas, with the *Arthur Neu Award for Exceptional Policy Development*.

In addition, outgoing NAPE President **Ron R. Goethals** of Texas was presented a plaque for his stewardship and leadership during the past two years.



President Cherlyn K. Townsend congratulation out-going President Ron R. Goethals for a successful term.

Newly elected NAPE President **Cheryln K. Townsend** of Arizona, introduced the new Board of Directors and outlined her agenda for the next two years.

Following the Awards Breakfast, the Board of Directors met to conduct the business of the Association.

GUEST EDITORS FOR EXECUTIVE EXCHANGE

Vice President **Gary Hinzman** of Iowa will serve as guest editor of *Executive Exchange* for the Fall 2004 issue. **Kay Adkins** of Washington, Board Member representing the Western Region, volunteered to be guest editor of the Winter 2005 edition, and **Gary Sherzan** of Iowa and Central Region Representative, accepted responsibility for the Spring 2005 issue.

Executive Exchange is always looking for articles dealing with leadership, policy related issues, and innovative practices that positively impact the community corrections profession. Likewise, *Executive Exchange* encourages members to submit news items for publication. News releases about promotions, job changes, innovative programs, retirements, and recognitions, along with related photographs, are always welcomed. Articles and news items may be sent to **Dan Richard Beto**, National Association of Probation Executives, George J. Beto Criminal Justice Center, Sam Houston State University, Huntsville, Texas 77341-2296. In addition, they may be sent via email to drbeto@shsu.edu or faxed to (936) 294-4081.

NATIONAL ASSOCIATION OF PROBATION EXECUTIVES

Membership Application (TAX # 58-1497263)

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- CHECK Regular \$ 50 / 1 year \$95 / 2 years \$140 / 3 years
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 George J. Beto Criminal Justice Center
 Sam Houston State University
 Huntsville, Texas 77341-2296
 (936) 294-3757

NEWS FROM THE FIELD

GRAVATT MAKES A DIFFERENCE IN WASHINGTON COUNTY

In Salem, Indiana, gawking fifth-graders filed into the county jail, guilty only of killing time. One after another, the students casually greeted their tour guide, a squat, smiling man with "Ernie" embroidered on his brown shirt. He recognized many of them, a disconcerting notion at first thought, since **Ernie Gravatt** is Washington County's Chief Probation Officer. But Gravatt is a determinedly different probation officer, and the familiarity fits. He wants to reach people — and young ones especially — before duty calls. That way, duty might not call. Encourage them now or punish them later. What choice is that?

The jail tour was a follow-up to a visit Gravatt made to the school, as part of his routine involvement in the schools and other youth serving programs.

Washington County is not without juvenile delinquency, of course. The day of this field trip, three boys were brought in having been accused of a rash of thefts. Gravatt makes a difference by making a dent, by leaving an impression and counting on parents and teachers and preachers and others to share his commitment.

"He has the ability to communicate with the children," said Washington Circuit Court Judge **Robert Bennett**, Gravatt's boss. "It's not like he's looking down on them. He just has a knack."

"The more familiar kids are with you," Gravatt said, "the more respect they'll have for you and the system you represent."

Gravatt corralled these fifth graders in what amounts to the jail's library/commissary/juvenile wing and purposefully slammed the heavy door. "Any of you see a swimming pool?" he asked. A cluster of heads turned from side to side. "See the trampolines?" Gravatt went on. "Where were the bicycles?" He noted that the students soon would spot the shower without a curtain and a toilet without a door. "Don't come to jail if you're modest," he told them. Gravatt then described a day — any day — in this place. "Most of it is spent sitting and sitting and sitting," he told the youngsters. "It's not bad compared to what I would call bad, but it's not good."

Gravatt leads hundreds through the jail and many others through an after-school program to curb alcohol and drug use and to instill values.

Arguably more than anyone, he urged into reality a YMCA in Salem. He helped find money for a drug-sniffing dog for the county. He has presided over the County Fair Board and that was him, grilling at a recent community kids' fest. He seems to be in more places than a politician on the ballot.

"Everybody knows Ernie," said **Sandy Saulman**, a court reporter for Washington Superior Court, for which Gravatt and his staff also work.

Gravatt, 63, has been on this job for two decades. He arrived here several years before to own and operate a Burger Queen. He had gravitated to fast food after having lost his appetite for his former career. He had been a special education administrator in Louisville, a niche he had settled into first as a teacher in his native Virginia. His road to Salem included stops in South Carolina and Tennessee.

Bennett rescued Gravatt from the restaurant business. He clearly had more to offer than a lunch in a sack. "Ernie's been a really great asset," Bennett said. "He's reached out."

Gravatt's caseload averages 175, and he deals with adults as well, lawbreakers to whom he always lends an ear but not necessarily a bleeding heart. Caring need not coincide with cutting slack when Gravatt recommends punishments to judges.

Brad Johnson, the attorney for some who are sent Gravatt's way, calls the probation officer "reasonable." "Gravatt cares," Johnson said; "he's approachable." Gravatt is content if he's considered fair after 20 years of often trying tests. Like him; don't like him; popularity cannot be the goal.

He appreciates each day's unpredictability just as he realizes that no two cases are quite the same. He does not hide from his decisions, even though in Salem he might not be able to anyway. He said people recognize his car, and at his office there's only one entrance and exit. "It's humorous, in a way," Gravatt said of suggestions that he somehow shield himself.

People ask predictably if Gravatt looks forward to retirement, to more time with Dottie, his wife of 43 years. He responds by complimenting his nice, like-new office near the jail and by bragging on his staff of eight. Besides, Washington County keeps producing children who deserve direction the otherwise might not get. He'll keep doing all he can for now and apparently for a while.

"I never felt I have had to back up to get my paycheck," he said.

An earlier version of this article, written by Dale Moss, appeared in the *Louisville Courier-Journal* on June 4, 2004.

CAHILL ASSUMES POST IN COLLIN COUNTY

Melissa A. Cahill, formerly Chief Psychologist with the Dallas County Community Supervision and Corrections Department in Dallas, Texas, has been named Director of the Collin County Community Supervision and Corrections Department in McKinney, Texas. She replaces **Glen Johnston**, who retired after a long and distinguished career in community corrections.

Cahill, who received a bachelor's degree from Loyola University in New Orleans and a doctorate in clinical psychology from the University of Texas Southwestern Medical Center in Dallas, joined the Dallas County department as a psychologist in 1997. A year later she was promoted to Chief Psychologist, a position she held until her recent appointment. She is also a member of the adjunct faculty at the University of Texas Southwestern Medical Center. In addition, she has served as a consultant for the National Institute of Corrections.

In addition to the National Association of Probation Executives, Cahill holds memberships in the Texas Probation Association, American Psychological Association, American Psychology and Law Society, and the American Probation and Parole Association, where she serves on the Board of Directors as one of the Region 12 representatives. She is widely published and she is frequently called upon to make presentations at professional conferences.

"I am so happy for Melissa," said **Ron R. Goethals**, Director of the Dallas County Community Supervision and Corrections Department. "I know she will do a great job in Collin County, but I will miss her. She has been an integral part of the department's senior management team and I have come to rely on her for so many things."

GRUNDEL RECOGNIZED BY ICCA

The International Community Corrections Association (ICCA) created the *David D. Dillingham Public Service Award* in 2000 to recognize an individual who has demonstrated “quite leadership” in community corrections as exemplified by the lifelong work of the late **David Dillingham**, a longtime employee of the National Institute of Corrections. The award is presented annually to a career public service professional who quietly provides leadership, direction, and a steady influence to move his or her agency toward evidence based practices.

The 2004 award recipient is **James R. Grundel**, Assistant Director of the Administrative Office of the Illinois Courts for Probation Services.

Grundel began his probation career in 1970 as Director of Juvenile Court Services in Know County, Illinois, a position he held until 1984, when he joined the staff of the Administrative Office of the Illinois Courts as a field coordinator. Through the years he held position of increasing responsibility and in 1995 he was promoted to his current position.

In addition to the International Community Corrections Association, Grundel holds memberships in the American Probation and Parole Association, National Association of Probation Executives, and the Illinois Probation and Court Services Association, where he is a past President.

BILL TO CREATE PROBATION AND PAROLE OFFICER SAFETY TASK FORCE INTRODUCED IN CONGRESS

On July 22, 2004, seven Members of Congress introduced H. R. 4982 in the Second Session of the 108th Congress to establish a Probation and Parole Officer Safety Task Force within the U.S. Department of Justice. The bill, introduced by Bill Pascrell, Jr. (New Jersey), Maurice Hinchey (New York), Curt Weldon (Pennsylvania), Charles Stenholm (Texas), Frank Pallone, Jr. (New Jersey), Gene Green (Texas), and Major Owens (New York), has been referred to the Committee on the Judiciary. The language of the bill reads as follows:

A BILL

To establish a Probation and Parole Officer Safety Task Force within the Department of Justice, and for other purposes.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

SECTION 1. SHORT TITLE.

This Act may be cited as the ‘Probation and Parole Officer Safety Task Force Act of 2004.’

SECTION 2. ESTABLISHMENT.

There is established within the Department of Justice a task force to be known as the ‘Probation and Parole Officer Safety Task Force’ (in this Act referred to as the ‘Task Force’).

SECTION 3. DUTIES.

(a) Study – The Task Force shall study Federal and State policies and practices as they affect the personal safety of probation and parole officers during the execution of their duties and recommend guidelines for the safety training of probation and

parole officers, the use of force by probation and parole officers in the execution of their duties, and equipment standards for probation and parole officers, including whether to arm such officers.

(b) Report – Not later than one year after the date on which all members of the Task Force have been appointed pursuant to section 4, the Task Force shall submit to the Attorney General and to Congress a report containing the results of the study and the recommended guidelines under subsection (a), along with any other information and recommendations that the Task Force considers relevant to the personal safety of probation and parole officers.

SECTION 4. MEMBERSHIP.

(a) In General – The membership of the Task Force shall be composed of 9 individuals appointed by the Attorney General, in consultation with the Committee on the Judiciary of the House of Representatives and the Committee on the Judiciary of the Senate.

(b) Qualifications – The members of the Task Force shall have knowledge of Federal and State policies and practices relating to the personal safety of probation and parole officers and shall include —

(1) individuals with experience as a probation officer or other related official;

(2) individuals with experience as a parole officer or other related official; and

(3) representation from both urban and rural areas.

(c) Deadline for Appointment – The members of the Task Force shall be appointed not later than 90 days after the date of the enactment of this Act.

(d) Chairperson – The Chairperson of the Task Force shall be appointed by the Attorney General not later than 30 days after the date on which all of the members of the Task Force have been appointed.

(e) Compensation – The members of the Task Force shall receive no compensation for their service on the Task Force.

(f) Travel Expenses – Each member of the task force shall receive travel expenses, including per diem in lieu of subsistence, in accordance with sections 5702 and 5703 of title 5, United States Code.

(g) Administrative Support – Upon the request of the Task Force, the head of any Federal agency shall, to the maximum extent practicable, provide to the Task Force such advice and assistance, with or without reimbursement, as is appropriate to assist the Task Force in carrying out its duties.

SECTION 5. TERMINATION.

The Task Force shall terminate on the date on which the Task Force submits its report under section 3(b).

SECTION 6. VIOLENCE AGAINST PROBATION AND PAROLE OFFICER STATISTICS.

Beginning after the date on which the Task Force terminates under section 5, the Director of the Bureau of Justice Statistics of the Department of Justice shall carry out, for each calendar year, a comprehensive statistical review of the incidence and effects of violence perpetrated against Federal and State probation and parole officers and submit a report containing the results of the review to the Attorney General.