

National Association of Probation Executives EXECUTIVE EXCHANGE

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GRUNDEL NAMED EXECUTIVE OF THE YEAR

On July 24, 2005, at the Annual Awards Breakfast of the National Association of Probation Executives held in New York, New York, James R. Grundel of Illinois was presented the Sam Houston State University Executive of the Year Award for 2005. Grundel, who has devoted more than three decades to the probation profession, is the 17th recipient of this prestigious award, which is given to formally recognize an outstanding probation executive.

During his distinguished probation career in the "Land of Lincoln," Grundel served as a juvenile probation officer, Director of the Mary Davis Detention Home in Knox County, Director of the 9th Judicial Circuit Probation and Court Services Department, Field Coordinator of the Probation and Court Services Division of the Administrative Office of the Illinois Courts, Supervisor of the Administrative Office Probation Services Division, Associate Director and, for the past ten years, Assistant Director of the Administrative Office of the Illinois Courts Probation Division.

Grundel, who was one of the founding members of the Illinois Probation and Court Services Association and who served as that organization's President, has been credited as crafting probation reform legislation in the late 1970s an early 1980s and for developing standards and practices that helped professionalize the Illinois probation system.

Perhaps what is most telling is what Jim's colleagues say about him. NAPE's past President Robert L. Bingham of Indianapolis, Indiana, wrote: "Jim is a veteran probation execu-

tive who possesses deep and diverse knowledge regarding local and state probation operations in Illinois. He is highly regarded and respected for his multiple accomplishments and his quiet, yet steady, leadership through some turbulent times within Illinois probation. I view Jim as a reliable and progressive force within the probation industry. He is bright, dedicated, articulate, balanced, collaborative, and rarely one to take personal credit for his accomplishments. He is a superb role model for probation administrators in any capacity."

According to John E. Bentley, Director of the Department of Probation and Court Services in DuPage County, Illinois, Jim is "a steady and determined advocate for improved probation services. While Jim's outward appearance and demeanor are gentle, don't be deceived for his character is solid, his values are unwavering, and his purpose is noble. Justice reform is not for the

'short-winded' and in the course of probation's movement in Illinois, Jim has been the 'marathon man.' His diplomacy and acumen have successfully moved 84 probation directors, 22 chief circuit judges, seven Supreme Court justices, and various other bureaucrats and officials within Illinois. Probation in Illinois is in a state of transition. It is taking significant steps to honestly assess its values and effectiveness. Jim has created the atmosphere where it is safe to be candid about probation's failures and to openly challenge its efficacy. This is true leadership. Jim is blessed with extraordinary intelligence, but it is his heart, his deeply rooted care *continued p. 15*



Dan Richard Beto of Sam Houston State University presenting the Executive of the Year Award to James R. Grundel.

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PRESIDENT'S MESSAGE

Last summer I shared with you that one of my goals was for NAPE to look back over the past five years to determine what impact the work that was done on reinventing probation and the publications that followed had had on our profession. The NAPE Board of Directors then decided that the best way to do this was to plan for a Summit on the Broken Windows Model and to publish the results.

I want to share with you the preliminary results of not only the Summit but also the survey that was distributed to all NAPE members. My intention in doing this is to share information **and** to engage the participation of all NAPE members in the steps that will be taken prior to a final publication of the results.

In their initial assessment of probation the Reinventing Probation Council wrote, "...we believe probation is at once the most troubled and the most promising part of America's criminal justice system." They called for a "new era of 'broken windows' probation and community corrections." Their bottom line was "either probation will be at the political and intellectual core of future policy-oriented efforts to promote public safety and offender rehabilitation in America, or it will continue to be widely marginalized, mischaracterized and under-funded."

The first question asked at the NAPE Summit, which was held June 5-7, 2005, was whether the original assessment of probation by the Reinventing Probation Council was accurate? There was certainly a lot of discussion after each of the publications on the Broken Windows Model on this very question. At the NAPE Summit we also engaged in some spirited discussions on this — using both our own opinions and repeating those we had heard from our colleagues. In the final analysis, there seems to be some consensus by Summit participants — at least on the assessment of probation (not the strategies) that while the assessment of probation was accurate, we ended up spending a lot of energy convincing people that there were some problems that needed to be addressed within our profession and that many of those problems **were within our control**. We continue to believe that, while there have been improvements, the assessment continues to be accurate.

There was a need five years ago to remind us that our business is public safety. That reminder, though, caused a reaction to the Broken Windows Model and brought criticism that it focused too much on accountability. Interestingly, the key strategy of "placing public safety first" is the one that survey results show has most positively impacted probation agencies — particularly in supervision strategies.

Some individuals continue to voice criticism of the model because they believe that it did not focus sufficiently on the research findings regarding offender treatment and its relationship to recidivism and risk reduction and public safety. One survey response stated, "... The (Reinventing Probation) Council emphasized 'control' and 'surveillance' of offenders

without addressing the issue of risk level." At the Summit it was noted, though, that the second strategy of rationally allocating resources included focusing on high risk cases and increasing the use of risk assessments upon which to base any increased surveillance. Is it, then, the strategy that does not withstand scrutiny or is it the way that it was conveyed or the package it was presented in that invited criticism?

In both the Summit and in the survey results, we found that the seven strategies for reform, overall, were sensible and are a sound foundation for probation. Who can argue with:

1. Place public safety first
2. Work in the community
3. Rationally allocate resources
4. Vigorously enforce conditions and quickly respond to violations
5. Develop partners in the community
6. Emphasize performance-based initiatives
7. Cultivate and develop strong leadership?

Unfortunately, the model did not provide tools for organizations to assess where they were in terms of these strategies or to improve

in those areas where there was a need or an opportunity for improvement. There was a plan to provide this — building on the experience of the pilot sites — but we were not able to implement it. We also conclude that some strategies were not presented in sufficient detail and with supporting research to be as effective as they might otherwise have been. This is particularly true for "leadership" and for "performance-based initiatives." The Summit participants also concluded that there is a need for any model that is developed to be inclusive in its development, review, and implementation. This was perceived by some as a weakness in the Broken Windows Model.

The Summit participants see many positive trends nationally in probation. They believe that the Broken Windows Model provided momentum to many of these trends. The discussions we began to have when the model was first introduced caused many of us to be more open-minded, more honest in our assessments of our organizations, and more focused on public safety initiatives. They concluded that evidence-based practices, partnerships, greater use of risk assessments, graduated sanctions, evaluation components, intermediate outcomes, broadening our thinking on 'strong enforcement' and quick responses to violations are all very positive strategies within the current trends in probation. They also were able to identify a growth in intelligent practice within probation.

The next step for the Summit participants is to draft a publication/monograph that presents the following:

1. The history/rationale for the Reinventing Probation Council and a review of the key strategies and recommendations — what the strategies are and what they are not; *continued p. 16*



EVIDENCE-BASED PRACTICE IN PROBATION AND PAROLE: THE IMPLEMENTATION CHALLENGE

by

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Introduction

Decades of research on offender rehabilitation programs indicate clearly that effective supervision and treatment services can be developed and implemented resulting in a significant reduction in offender recidivism. Therefore, to improve probation and parole effectiveness and enhance the safety of our communities, we must adopt offender supervision practices that are supported by the existing evidence of the causes of crime, and the existing knowledge of which correctional programs and practices have been proven to positively change offender behavior.

The field of corrections has and continues to develop the knowledge, tools, and program models needed to decrease recidivism and increase public safety; however, few correctional agencies have been willing or able to change the way they function. The adage, "if you always do what you have always done, you will always get what you have always gotten," is well ingrained in correctional practice.

It has been nearly five years since we began to implement evidence-based practice or what is commonly referred to as "What Works" in the Connecticut adult and juvenile probation system. Although we have made significant changes within our network of contracted treatment services, as well as in the focus of probation supervision, we still have a long way to go in operationalizing evidence-based practice and principles.

Upon reflection, there are a number of things that I would have done differently if I knew at the time what I know now. From my perspective, the primary struggle in the implementation of evidence-based practice is not in determining what needs to be done, but rather in how to do it. In an approach that is dependent upon measuring impact and outcome, it may be the implementation process that holds the key to the success and sustainability of evidence-based practice. The combination of organizational cultures that resist change and administrators and supervisors who have little experience and knowledge on how to create change can prove lethal to any change effort. Therefore, any attempt to implement evidence-based practice must be based on both a thorough understanding of the "What Works" research, and an equal understanding of the concepts and process of organizational change.

The following recommendations and observations are derived from my own experiences, have not been empirically tested, and therefore ironically are not evidence-based. They should be read with a degree of caution and skepticism until sound evidence dictates otherwise.

Establish a Vision/Mission

- **Establish and articulate a clear vision and mission of contributing to public safety through recidivism reduction by facilitating offender behavior change.**

Over my career I have participated in workshops, retreats, committees, focus groups, and meetings in order to create an agency vision and mission statement. As a result, I often react by rolling my eyes and wanting to leave the room when someone suggests that we need to begin by establishing a vision and mission. However the truth is that a clearly articulated vision that describes where you want to go and what it will look like, along with how you will get there (mission), is a critical first step toward implementing evidence-based practice.

For any organizational change effort to be successful, we need to understand that whenever staff are asked to support something, they need to know why it is important and to what end. Without a clear vision and mission that is understood and embraced by agency staff, a clever strategy or a detailed strategic plan can rarely inspire the kind of action necessary to produce and sustain a change in what we do and how we do it. This cannot be a static process or a task to "get done." If the outcome of a vision process is a written statement that is hung on the wall, very little in how staff do their work will change.

For many probation and parole officers, a shift from primarily a monitoring and control model to a behavior change approach is not congruent with how they were trained and reinforced to do their job. A generation of probation and parole officers have viewed their primary role to be the enforcement of court or board ordered conditions, and the detection of violation activity. While the goal of behavior change was not discouraged, in many ways it became ancillary to the primary mission of holding offenders accountable for compliance with conditions. As a result, many probation and parole officers have viewed their job as follows:

I tell offenders what they are obligated to do and make it clear to them that failure on their part will result in severe consequences. I document this advice in my case notes. I then try to uncover evidence that they are failing to comply. Once I catch them, I might give them a break, or I might violate them. If they go to jail, they brought it upon themselves. After all, I warned them what was going to happen and they ignored me.

Unfortunately, with this view of probation and parole supervision, offenders who were likely to succeed on the day their supervision began will probably complete their supervision successfully.

Executive Exchange

Offenders with multiple cognitive and behavioral deficits are far more likely to have a quick trip to court or jail. Paradoxically, the latter group of offenders probably presents the greater risk to society. Improving the behavior of someone who was probably going to cause harm has more value than monitoring the behavior of someone who was probably going to do well anyway.

It was naïve on my part to believe that staff would easily embrace a clearly articulated vision of recidivism reduction, and support the application of evidence-based offender behavior change strategies. A change in values, attitudes, and beliefs must precede a change in behavior. I also discovered that no matter how well it is delivered, a "PowerPoint" presentation doesn't change a person's values and beliefs, let alone behavior. Even if staff were to understand the logic of a new vision and mission, unless they believe that change is actually needed, it won't happen. Change is difficult, and staff resistance and cynicism is at times a reflection of their fear of trying new skills and approaches that they are unfamiliar with. Resistance is natural and should be expected. Therefore, one should not be too quick to judge resistant staff as unwilling to change and not on board. Furthermore, telling resistant staff what you expect them to support, what they should be doing, and how they should behave, whether by policy, training, memos, or face-to-face communication, is only likely to increase their resistance. The principles of motivational interviewing apply equally well to staff (express empathy; avoid arguments; roll with resistance; and look for opportunities to provide positive reinforcement through verbal affirmations).

Don't Marginalize Staff

- **Communicate that recidivism reduction is an extension of, not a replacement for, the past and present activities of probation and parole supervision.**
- **When introducing evidence-based practice and the need for change, avoid sending messages that can be interpreted as marginalizing or devaluing what your staff have done, or are doing.**
- **Evidence-based practice that facilitates offender behavior change and reduces recidivism can only be effective through the hard work and dedication of skilled and committed staff; never underestimate their importance or believe that any positive change can occur without their support.**

I quickly discovered as we set out to identify, develop, and implement evidence-based practice that it is not what you say that is important, only what people hear. The evidence has been very consistent in establishing that contact-driven supervision, surveillance, and condition enforcement by itself has had a limited ability to change offender behavior or to reduce the likelihood of recidivism. This is not to say that this approach doesn't have some impact on controlling or suppressing an offender's criminal behavior while they are under probation or parole supervision. Certainly, monitoring and enforcement activities remain important and necessary elements of the supervision process. However, in the absence of other activities geared toward offender behavior change, they are insufficient to enhance public safety through recidivism reduction. When the above statement is not fully explained or clearly articulated by management, it is easy for line staff to feel that what they are doing is not appreciated or valued. Changing our own behavior is difficult under the best of circumstances, and when staff start to believe that agency leadership neither understands nor supports the work they have

been doing, implementing evidence-based practices will become impossible.

In my own attempts to convince staff of the merits of a new agency vision, I unintentionally sent messages that probation supervision as it was being practiced was ineffective and not working. Rather than reducing staff's understandable resistance in many cases, it increased it. The more passionate and insistent I was, the more entrenched the resistance became and staff felt less comfortable in vocalizing it. The application of the evidence-based principles I was so strongly promoting would have served me well if I had with greater consistency applied them in my own organizational change efforts. There is no doubt that the overwhelming majority of our staff are conscientious employees who want to make a positive difference with the offenders they supervise. No one becomes more personally frustrated with the often seeming futility of changing offender behavior than those who deal with this population every day. Evidence-based offender supervision strategies require skill sets that are not easy to learn. Staff must be given the time and support they need to incorporate these skills into their daily activities.

The fact remains that in the final analysis, it is what our staff do, and not what we say, that will be the determining factor in the success of any organizational or offender change effort. Implementing a new vision and mission of recidivism reduction is not about finding fault with what is, but of pursuing what could be.

Don't Oversell It and Stay Current

- **Acknowledge that although there is empirically sound research that has established what doesn't work and what works better in changing an offender's criminal behavior, there are no panaceas or absolutes.**
- **New findings that are based on more sound research continue to emerge. Stay current and don't stop learning. Be willing to change what you are doing when sound evidence indicates you should.**

If there is one overarching conclusion that can be drawn from the research to date, it is that when it comes to changing an offender's criminal behavior, there is no silver bullet. Evidence-based practice by its nature must be tested, retested, revised and expanded. The fact is that we are truly at the earliest stages of the "What Works" research and the development of evidence-based practice. It is easy to get so caught up in the "What Works" agenda that we make it seem to our staff that we have found the "answer" to how we can change offender behavior. The truth is much more sobering. No one approach or practice works equally well in every situation. Much of the research has demonstrated only modest improvements in recidivism reduction. I certainly have a higher degree of confidence in what the research indicates doesn't work than does work. There is a need for more and better conducted research on the promising practices in which previous research has produced positive outcomes.

I am not suggesting that we should not move forward in adopting practices and programs that have been linked through credible research to recidivism reduction. On the contrary, based upon the evidence that presently exists, I feel it would be irresponsible not to begin to incorporate evidence-based practice into our daily probation and parole operations. Even modest reductions in recidivism, when translated into economic impact and a decrease in crime and victim suffering, leave us no ethical option other than

to move our agencies in this direction. Overstating however the efficacy of any single model or approach to our staff in order to underscore the need to change, or because of some misguided belief that we can shock staff into supporting our efforts, is likely to result in just the opposite. Wisdom is not being confident about what we think we know, but rather in being aware of what we don't know. We must keep learning, challenging, growing, and encouraging our staff to do the same.

Be Strategic and Don't "Dumb It Down"

- Evidence-based strategies are difficult to implement and sustain. Change needs to occur incrementally over time. Don't try to change everything or everybody at once. Be strategic but start small and celebrate and build on the short-term successes that are supportive of evidence-based practice.
- In an attempt to make evidence-based practice easy to understand and implement, don't oversimplify it to the point that it no longer has any resemblance to what the evidence has identified that works.

Many of us who are in management and leadership positions have demonstrated our skills in solving problems while minimizing their impact. We have throughout our careers been in situations that require immediate solutions, and therefore we have learned to think and act tactically. The thinking skills and processes that have served us well in the crisis environments in which we work will not serve us well to implement a major organizational change initiative. The complexity of the components of an evidence-based probation and parole model requires us to think and act strategically. The ability to see issues in the context of systems and their relationships to all other components of the organization, as well as to view the daily tactical issues in a broader context is the key to strategic thinking.

Big changes require small steps and take time, usually lots of time, and always more than we thought. Developing the capacity of staff to accurately determine an offender's risk and needs by administering a validated risk and needs assessment tool; to accurately interpret and share the results with the offender; to understand an offender's degree of motivation and have the interactive skills to facilitate their willingness to change; to collaborate with the offender in developing an individualized change plan; to place the offender in an appropriate program to address their identified criminogenic needs; to have the knowledge and skills to support the offender's successful program completion; to use each supervision contact as an opportunity to increase the offender's desire and ability to change; to apply principles of positive reinforcement; and to collaborate with an offender's family and other members of the community in providing ongoing support for the offender; all take significant time to understand and master.

The implementation of these evidence-based approaches cannot occur all at once and with all staff. Having tried to do too much too quickly I can attest for the need to move slowly and incrementally with both patience and persistence. No single individual, no matter what position he or she may hold within the agency, or even a small group of talented and dedicated staff, is ever able to develop a compelling vision, communicate it to large numbers of people, eliminate all the resistance and obstacles, generate a broad base support, and integrate the new practices in the organization's culture. For any change effort to be successful it can not be viewed by staff as only a central office initiative.

I certainly subscribe to the belief that the ability to take what is complex and to make it understandable so it can be operationalized in daily practice is a key leadership skill. However in many probation and parole agencies, it is time that we raise the level of the conversation around the water cooler. We need to support and encourage staff to not only act and do things, but also to question and think. Based on my experience, evidence-based practice, although not easy to understand and learn, is doable. In an attempt to lower staff resistance and speed up implementation, we must be careful that we don't oversimplify offender change strategies that are evidence-based to the point that they are no longer effective.

Demonstrate Leadership

- Evidence-based practice will illuminate the need to do things differently and therefore will inevitably encounter resistance from both within and outside the agency. It therefore can not be undertaken partially, selectively, or hesitantly. Better that you do not begin this journey if you are not willing to take risks, or will ignore the evidence when it is unpopular.
- Discontinue what the evidence indicates doesn't work, and operationalize what does work.
- Avoid making decisions that are only a political response and are not supported by the evidence. The hypocritical message this sends to staff that you are asking to embrace evidence-based practice can be insurmountable.
- Don't spin the evidence to support your position or to avoid looking bad. When it comes to sound empirical evidence, it is what it is. Doing good must take precedence over looking good. When the evidence is used for quality improvement that leads to better outcomes, everybody wins.

The benefits of evidence-based practice in reducing recidivism will not be realized immediately and therefore will remain invisible to both internal and external stakeholders. Funding sources, advocacy groups, and staff are often impatient when it comes to promises of positive results that may not be measurable for a number of years. The fact remains however, that there are no shortcuts to changing organizational culture or offender behavior. The principles of evidence-based practice and effective behavior change are interdependent and they can't be effectively implemented selectively or partially.

In Connecticut after selecting our risk and needs assessment tools, we trained all our probation supervisors and officers for three days in the use of the assessment tools and Motivational Interviewing. Following the training, each probation officer had their completed assessments reviewed by our training team until they displayed an acceptable level of proficiency. Despite our intentions there was little ongoing observation and reinforcement of our staff's Motivational Interviewing skills. The result has been that today few officers are actually using these skills in their daily supervision contacts.

To address this we have decided to retrain every probation supervisor and officer in motivational interviewing. The probation supervisors working in our Center for Best Practices developed a comprehensive plan that includes extensive follow-up and reinforcement for each participant after they complete the classroom training. In the introduction to their implementation plan they wrote the following:

Our agency should have no illusions about what it is undertaking. Achieving these goals will take significant time and patience, unprecedented focus, and the sustained commitment of leaders at every level of the organization. If this endeavor is viewed as a momentary (though highly disruptive) diversion from our routine so that we can prove we are responding to outside pressure, or as a stand alone event by which we swallow the bitter motivational interviewing training pill during one frenzied year, then the result will be worse than insignificant. We will have squandered precious public resources and the good will of the dozens of employees who want to provide effective service to the people of Connecticut. We will have created a staff that is confused at best and at worst, is convinced that motivational interviewing doesn't work, or takes too long. The lure of cynicism is already too powerful in our work. If we are not committed to fundamentally changing what probation officers do when they meet with offenders for years to come, then we should not undertake this initiative.

The key to creating and sustaining the organizational change that the implementation of evidence-based practice will require is leadership. Leadership will be needed not only at the top of the agency but throughout the entire organization. Leaders will need to be able to step out of their comfort zones; honestly assess their successes and failures; aggressively pursue information and ideas from others; be flexible and maintain an open mind; and carefully and actively listen. The greatest obstacle to overcome in operationalizing evidence-based practice is the presence of an agency leader who always chooses what is practical, doable, and politically safe, even when it contradicts empirically sound evidence.

Change Organizational Structure

- **Create an organizational culture that facilitates and reinforces recidivism reduction activities and encourages and supports evidence-based practice.**
- **Changing organizational culture (values, beliefs, attitudes and behavior) occurs through positive modeling and positive reinforcement. Train, practice, and reward what you want. The evidence is clear that in the long run, you won't mandate or force staff into compliance. It doesn't work.**

Evidence-based practice will not become the way our staff does their work unless it is embedded in the organization's culture and more importantly the local office culture. For years we have often been frustrated when we send staff to training in the hope that with new ideas and skills, they will become more effective employees. A few months after they return to the office we discover that they are pretty much doing things the same way they always were. The reality is the office culture is more powerful in shaping their behavior than the training.

Culture refers to norms of behavior and shared values among a group of individuals. The culture of an organization is important regardless of its level or location because it has a powerful impact on the beliefs, attitudes, and actions of staff. Furthermore, because the culture is often invisible, it is difficult to identify and change. There are a number of ways in which an agency's culture is created and reinforced: statements or documents concerning the vision, mission and goals; established policy, procedures, and systems

of operation; criteria used to select, reward, and promote staff; the activities that are measured and monitored; how the agency reacts to crisis; and perhaps most importantly, the actions and behavior of its leaders.

As leaders our creed must match our deeds. Incongruence between what leaders say and do will not only condemn them for their hypocrisy, but will derail their efforts to promote the change they profess to believe in. Leaders change behavior by their action and inaction, and by what they model and reinforce. You can't expect your staff to use new and difficult skills when they work with offenders if you do not use the same skills when interacting with them.

Measure the Right Things

- **If it is true that what gets measured is what gets done, then if you are measuring the wrong things you will be doing the wrong things. Make sure that the data elements you are collecting, reporting, and reinforcing are supportive of evidence-based practice.**

With the explosion of information technology systems, we are collecting and reporting more data than we could have ever imagined just a few years ago. The ability to collect information and measure outcomes is the cornerstone of evidence-based practice. However that is only true if we are measuring and analyzing the right data elements.

Our ability to collect data has outpaced our ability to effectively manage it. The fact we can measure something doesn't mean we should. When it comes to information technology, more is not necessarily better. If our goal is to determine whether or not we are moving in the direction of increased public safety through recidivism reduction, then we need to be collecting and analyzing the right information. It is what an agency measures and rewards that is the most honest indicator of what is truly valued. Unfortunately there is often a significant difference between what is said to be valued and what is actually measured and rewarded.

If a probation or parole agency primarily measures, audits, and reports the timeliness of completing an assessment and the frequency of offender supervision contacts, and not the quality, then no matter what you feel or say to the contrary, staff will know what is really important. Often measurement is exclusively used to identify staff who are not measuring up. Once identified, staff are informed of their poor performance along with some possible negative consequences if they don't improve. It's no wonder that so many staff avoid being measured whenever possible. No one wants to be identified as a poor performer and a problem.

When we are measuring the right things that are aligned with our vision and mission, then measurement in and of itself is not bad. The problem in measurement comes from the way it is used. If it is used to judge and punish rather than to inform, teach and reward, staff will go to extraordinary lengths to avoid being measured.

I wonder what would happen if we told our staff that we were not going to measure on an ongoing basis any of their job activities. Rather their performance was only going to be measured by the recidivism rates of the offenders they supervise. Of course we would equalize work units and develop agency norms to compare recidivism by the offenders' assessed risk. We then would inform staff that we were going to collect recidivism data both during and after the offenders' period of supervision. Furthermore, we would share with staff that there are a number of evidence-based strategies that have been identified that are directly linked to decreasing criminal behavior. We would tell them that we are go-

ing to conduct training in these strategies and establish a system to provide staff ongoing feedback on their use of these skills. It would be their choice on whether they participated in the training or not. I wonder what would happen. Would staff begin to see the importance and correlation between the agency vision, the skills being taught, and what they are or should be doing.

The fact is that what gets measured is not what gets done. What gets measured and positively reinforced is what gets done. If we are to effectively implement evidence-based practice, then we need to be clear on the results we are going to reward and which behaviors and activities we need to reinforce. Too often when we develop a new agency vision, identify the staff behaviors that are associated with the vision, and train staff in the required skills to operationalize it, staff still don't change. It is not because they can't change but because management continues to measure and reinforce the same activities they always have. The way to change individual behavior is to provide them with the required skills, set achievable goals, positively reinforce their efforts, and celebrate their accomplishments.

Implement Quality Improvement

• **The most thoroughly researched correctional practice, principle, or program, that is poorly implemented and fails to maintain fidelity and integrity to the evidence-based model, will result in unintended and disappointing outcomes. Systems for ongoing quality assurance and improvement must be incorporated into the design and implementation of every new practice and program.**

When an evidence-based program model or strategy is not providing the outcomes that were purported by the research, we often are quick to conclude that the research was wrong or the results can not be replicated and therefore it doesn't work. Like many other things in life, if an evidence-based strategy or program is not paid attention to after it has been implemented, and if it is not nurtured and properly supported, then it will not produce the results that are expected. In the business that we are in, people are both the ends and the means. Therefore we need to continue to monitor, support, coach, and reinforce the staff who are implementing the evidence-based service.

Whether it is called quality control, quality assurance, or quality improvement, ongoing systems to facilitate the maintenance of required performance standards are essential. In many cases, this will require trained supervisors and coaches to directly observe staff while they are delivering services. For probation and parole officers this will mean that their supervisors or someone else will actually be observing them while they are meeting with offenders during an office or field contact. It will be a new experience for many staff and needs to be conducted with sensitivity. If as a result staff feel judged and criticized, it will not lead to improved performance. In addition, when delivering an evidence-based treatment program, steps need to be taken to ensure the program is being conducted as it was designed. Evidence-based programs and strategies that are poorly implemented and operated, will fail to achieve the desired results.

Create a Learning Organization

• **Make a commitment to not only implement evidence-based practice, but also to create an organizational capacity to develop**

and learn from your own evidence of what works to change offender behavior.

A significant amount of research has been conducted that has identified principles, programs, and practices that are linked to reducing criminal behavior. Although clear trends have emerged concerning recidivism reduction strategies, there should be no assumptions that we have definitive answers to the question: What works? While much progress has been made, the need for ongoing research to support the development of more effective interventions must also be acknowledged. Evidence-based practice should be a continuous process of evaluation, and agencies need to understand the importance of the interrelationship between research and practice.

Most correctional agencies have not built the internal capacity to identify and collect the required data elements, analyze the data, and use sound research methods to make conclusions concerning the effectiveness of their own operations. The ability to conduct in-house research and make the necessary organizational and operational changes that support the findings is the cornerstone of evidence-based practice. We should not rigidly or blindly commit ourselves to a set of static principles, beliefs, or any single approach to changing criminal behavior. Rather we need to establish within our agencies a value and capacity to continue to develop and learn from our own evidence.

Conclusion

I've worked in the field of corrections for over thirty years and now more than at any other time, I am excited and hopeful about our future. We know more today about how to change criminal behavior than ever before. As we look back and learn from our mistakes, we should not be distracted from the real achievements we have made, or our own potential. I have no illusions about the difficulty of the obstacles that will need to be overcome to fully implement evidence-based practice in community corrections.

The implementation of evidence-based practice will be a paradigm shift that undoubtedly will require agency self-reflection and self-adjustment. It will require a change in organizational cultures that for some staff has supported a "them versus us" approach to their work. It will require a well-crafted collaborative implementation strategy; a strategy that fosters the development of a core set of shared values and beliefs that support a vision and mission of recidivism reduction and increased public safety. Above all, it will require courage and leadership.

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PROBATION PARTNERSHIPS: INSIGHTS FROM THE PAST, A VIEW OF THE PRESENT, AND A CALL FOR LEADERSHIP

by

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Introduction

In the early 1990s, in a number of sites throughout the United States, observers of criminal justice practices began to witness a “new” phenomenon — police-probation partnerships. Perhaps one of the better-known partnerships occurred in the Dorchester area of Boston, where police and probation officers began working together to reduce the number of gang-related youth homicides. This initiative — known as Operation Night Light — had a significant impact on youth violence and engendered the support of community leaders, social service agencies, and the clergy (Corbett, 1998; Reinventing Probation Council, 1999, 2000; Beto & Kester, 2002; Kelling & Corbett, 2003).

As a result of the successes achieved with Operating Night Light and several similar initiatives, other jurisdictions throughout the country created partnerships between law enforcement and probation agencies. These collaborations, while commendable and effective, were hardly “new” or innovative. Partnerships of this nature — usually build on personal relationships — were not all that uncommon during the 1950s, 60s, and 70s. What made Operation Night Light unique was that it went beyond personal relationships and became a collaborative model embraced by a number of agencies and organizations.

Early Examples of Partnerships

While many community corrections colleagues of my generation could share similar recollections, I will rely on events that occurred during the infancy of my probation career to illustrate earlier forms of partnerships.

The Baytown Experience

In the fall of 1968 I went to work as a juvenile probation officer for the Harris County Juvenile Probation Department in Houston, Texas. Following a couple of months at the headquarters office, I transferred to the satellite office in Pasadena, where I was assigned a caseload that included the city of Baytown. My predecessor, John Anthony “Tony” Traweek, was an excellent probation officer who had moved to another office. During his tenure with the Baytown caseload, Tony had developed a number of positive relationships with law enforcement and school officials, and, at his urging, I followed his lead.

Once a week I visited Baytown, arriving at the Baytown Police Department around 8:30 AM to meet with Sgt. Jim Langford, the juvenile officer, and Kim Worden, the school district’s truant officer. Following our meeting, in which we each shared new developments in our particular workloads, discussed individual cases, and agreed on an itinerary for the day, we all got into Langford’s

unmarked police vehicle and began making our rounds — visiting with school principals and counselors, students experiencing problems, juvenile probationers, parents and family members, social service providers, and employers.

This practice continued for over a year, until I was promoted to a training officer position and transferred to the headquarters office in Houston. The relationships started by Tony Traweek, and continued during my assignment to the Baytown caseload, might serve as a model of how police, probation, and schools should work together to best utilize their limited resources in crime prevention and the promotion of public safety.

In our own informal way of conducting business, we engaged in multi-agency problem solving strategies and in many activities associated with what was later to become known as community policing.

Federal Probation and the Brazos County Assignment

After two years with the Harris County Juvenile Probation Department, in 1970 I had the good fortune of being appointed as a U.S. Probation Officer for the Southern District of Texas. While most of the cases I handled were in the Houston area, I was also assigned the northwestern part of the district, which included the cities of Bryan and College Station in Brazos County, approximately 100 miles from Houston.

Drawing on my experiences as a juvenile probation officer in Baytown, I made it a point to get to know key personnel in the law enforcement agencies in the Bryan-College Station area and to develop meaningful relationships. Sam T. Searcy, a classmate of mine at Sam Houston State University, grew up in Bryan and was working for the Brazos County Sheriff’s Department. I informed him of my new duties, and he showed me around the area. In addition to the staff within his own department, Searcy introduced me to key personnel with the Bryan Police Department, College Station Police Department, District Clerk and Brazos County Clerk Offices, District and County Attorneys Offices, Texas Department of Public Safety, Texas A&M University Police Department, Alcohol Beverages Commission, and members of the judiciary. While I would have likely made these acquaintances on my own, having someone who grew up in the area introduce me helped develop these relationships much quicker.

One person to whom I was introduced was Bobby H. Yeager, a detective with the College Station Police Department. For inexplicable reasons, we developed a close relationship, and he became one of my primary contacts in the area. When I visited Brazos County each month, I would park my vehicle at the College Station Police Department, and Yeager would drive me around the county to visit offenders under my supervision

and make the necessary contacts while conducting presentence investigations.

Because I traveled to Brazos County only once a month, I made it a point that local officials knew the offenders I was supervising by providing them with a list that included the offender's name, descriptive data, address, offense information, and term of supervision. This was prior to computers, sophisticated data management systems, and the Internet, so it was an effort to type this information, but it was well worth it. It was not uncommon to receive calls at home in the evenings and on weekends in which I was informed that one of my probationers or parolees had been arrested and asked what course of action I desired. These calls came not only from law enforcement officers but from prosecutors as well.

In addition to the public safety function they traditionally performed, because local officials got to know some of my cases personally by going around with me, they also developed an interest in them, to the point of referring them for social services and suggesting job opportunities. What developed during the 1970s in Brazos County — as it specifically related to my caseload of federal probationers and parolees — was an informal network of criminal justice professionals who genuinely wanted to see the offenders under my supervision succeed.

Unfortunately, most partnerships of this nature were based on individual relationships and rarely did they translate into formal relationships between agencies. With retirements, reassignments, promotions, and changing priorities, many of these wonderful personal relationships evaporated during the 1980s, and the effectiveness of offender supervision suffered.

Project Spotlight: A Probation Renaissance

In 1999, as a result of the successes experienced by Boston's Operation Night Light, Richard Nedelkoff, Executive Director of the Governor George W. Bush's Criminal Justice Division, and with the support of the Texas Legislature, created Project Spotlight, an innovative program that focused resources to prevent crime in Texas neighborhoods and created working partnerships between law enforcement, adult probation, and juvenile probation. Commencing with Fiscal Year 2000, the Governor's Criminal Justice Division awarded sizable grants to the counties of Bexar, Dallas, El Paso, Harris, Nueces, Tarrant, and Travis to provide an unprecedented level of supervision and services to high-risk offenders residing in high-crime neighborhoods (Beto & Kester, 2002).

About the same time Project Spotlight was being launched, the Manhattan Institute in New York issued the first of two publications calling for a reinvention of probation (Reinventing Probation Council, 1999). Interestingly, the Project Spotlight model and the "broken windows" model of probation espoused by the Manhattan Institute's Reinventing Probation Council, while developed independently, had many shared values. Those common values included (Jermstad, 2003; see Beto, Corbett, & DiIulio, 2000):

- the delivery of quality services;
- an emphasis on public safety;
- meaningful supervision;
- a rational allocation of resources;
- a strong enforcement of the conditions of probation and a rapid response to violations;

- the development and nurturing of meaningful partnerships; and
- a focus on performance based initiatives.

The grants from the Governor's Office provided each county with sufficient funding to create three teams of three individuals: a juvenile probation officer, a community supervision officer, and a law enforcement officer. These teams provided supervision during non-traditional hours; it was not uncommon for the shifts to begin late in the afternoon and conclude sometime after midnight. In addition to providing intense supervision and surveillance, the teams coordinated efforts and shared information with other law enforcement agencies and social service agencies to ensure that offenders were being consistently monitored and held accountable for their actions, and that they were receiving the appropriate services to meet their needs (Beto & Kester, 2002).

One of the driving forces behind this innovative program was Jim Kester, who was charged with administering the grants for the Governor's Office. He was totally invested in this program and devoted much of his time and energies to ensure its success. While a formal model for the program was in place for the sake of subsequent evaluation, Kester encouraged the jurisdictions to be creative in crafting programs to best serve the needs of the offender population and the communities they served.

In addition to funding these seven sites, the Governor's Office created the Center for Project Spotlight at the George J. Beto Criminal Justice Center on the campus of Sam Houston State University. The Center was created to provide an infrastructure for the program. The Center was responsible for developing and delivering educational forums, specialized training, and on-site technical assistance. In addition, the Center, staffed by the Correctional Management Institute of Texas and the Law Enforcement Management Institute of Texas, published a quarterly newsletter and a number of topical monographs.

During Governor Bush's administration, every effort was made to institutionalize this initiative. Unfortunately, when Governor Bush resigned following his election as President of the United States, and Richard Nedelkoff left to become Director of the Bureau of Justice Assistance, much of the program's support departed as well. When it convened in 2003, the Texas Legislature was faced with what many described as a fiscal crisis and, as a result, funding was eliminated for many worthy programs, including Project Spotlight.

While the program was eliminated, the concept of police-probation partnerships had taken root in many jurisdictions in Texas.

Police-Probation Partnerships Survey

In 2004, in an attempt to determine the extent of partnerships in Texas, the Center for Project Spotlight, in one of its last official acts, sent out a state-wide survey to every community supervision and corrections department (adult probation) and juvenile probation department. Not only did the survey ask about the existence of partnerships, it also attempted to develop a picture of the types of partnerships that existed and the activities involved (see Parent & Snyder, 1999). A total of 128 responses were received, 62 from community supervision and corrections departments and 66 from juvenile probation departments. The responses received represented a cross-section of the state, com-

ing from both urban and rural jurisdictions and from very small to large departments.

The Existence of Partnerships

The first part of the survey attempted to glean information about partnerships that existed between probation and the various levels of law enforcement.

Federal Law Enforcement. Of those departments responding, 85 (66.4%) reported no partnerships with federal law enforcement agencies. Of the remaining 42 responses, 6 (4.7%) reported a formal partnership while 37 (28.9%) indicated an informal relationship existed.

State Law Enforcement. A majority of the departments responding reported some form of partnership with state law enforcement agencies; 16 (12.5%) departments reported a formal partnership while 61 (47.7%) reported an informal relationship. The remaining 51 (39.8%) departments reported no partnerships with state law enforcement agencies.

County Law Enforcement. As might be expected, there was a significant increase of partnerships reported at the county level; 35 (27.3%) of the departments had crafted formal partnerships and 81 (63.3%) reported informal relationships. Only 12 (9.4%) departments reported having no relationship with county law enforcement.

City Law Enforcement. At the municipal level, 25 (19.5%) of those responding reported a formal partnership and 82 (64.1%) indicated an informal relationship; 21 (16.4%) departments reported no relationship at all with municipal law enforcement in their jurisdiction.

ISD Law Enforcement. A majority of the departments responding reported relationships with independent school district police departments; 24 (18.8%) departments reported a formal partnership and 62 (48.4%) indicated an informal relationship existed. As one might expect, juvenile probation departments reported a greater frequency of partnerships (85.3%) with school district police departments than did their adult counterpart (46.7%).

Partnership Activities

The second part of the survey was devoted to determining the nature of the various partnerships.

Information and Intelligence Sharing. Of the departments responding, 16 (12.5%) reported a formal partnership in the activity of information and intelligence sharing while 78 (60.9%) departments indicated an information relationship. Thirty-four (26.6%) departments reported no partnership in this type of activity.

Interagency Problem-Solving. Less than half of the departments responding reported involvement in interagency problem-solving activities; more specifically, only 10 (7.8%) departments reported a formal partnership while 48 (37.5%) engaged in informal activities. Seventy (54.7%) departments were not involved in interagency problem-solving activities.

Interagency Training. Only seven (5.5%) departments were involved in formal interagency training programs while 53 (41.4%) departments indicated an informal relationship in this area. Sixty-eight (53.1%) of the responding departments reported no interagency training activities with law enforcement.

Fugitive/Absconder Apprehension. Only ten (7.8%) of the departments responding had formal fugitive/absconder apprehension units involving law enforcement, while 45 (35.2%) departments were informally involved with law enforcement in seeking fugitives and absconders. No absconder apprehensions partnerships existed in 73 (57.0%) of the responding departments.

Enhanced Supervision. In responding to a series of questions concerning partnerships devoted to enhanced supervision, which might include ride alongs, coordinated beats, targeting high crime areas, and targeting high risk offenders, 17 (13.3%) departments reported a formal partnership with law enforcement; 92 (71.9%) departments indicated an informal relationship with law enforcement in this type of activity. Only 26 (20.4%) of the responding departments reported no coordinated enhanced supervision activity with law enforcement.

Specialized Enforcement. In this particular category, departments were asked if they engaged in specialized enforcement partnerships with law enforcement that targeted one or more of the following areas: sex offenders, domestic violence, gun removal, bar checks, gang interdiction, drug trafficking, quality of life issues, and other public safety related matters. Twenty-six (20.3%) departments reported formal partnerships and 95 (74.2%) departments indicated information partnerships with law enforcement in specialized enforcement activities. No partnerships were reported by 25 (19.5%) departments.

Adult and Juvenile Probation Collaboration

The final part of the survey dealt with the relationship between juvenile probation departments and community supervision and corrections departments. Responses were elicited to determine if adult and juvenile probation departments formed alliances with one another and to what degree. The questions focused on information and intelligence sharing, interagency problem-solving, and interagency training.

Information and Intelligence Sharing. Of those responding, three (4.8%) adult probation departments indicated a formal partnership with their juvenile counterpart in the area of information and intelligence sharing, and another 36 (58.1%) adult probation departments had informal relationships with their juvenile probation department. Twenty-three (37.1%) of the adult probation departments reported no relationships existed.

As for juvenile probation departments, five (7.6%) reported having formal partnerships with their adult probation counterpart and another 38 (57.6%) of the departments indicated informal information and intelligence sharing relationships. No partnerships were reported by 23 (34.8%) of the responding juvenile probation departments.

Interagency Problem-Solving. Adult probation survey respondents reported the existence of no formal partnerships with juvenile probation on problem-solving activities, while juvenile probation respondents reported only two (3.0%) formal partnerships. On an informal basis, 16 (25.8%) adult probation departments report problem-solving partnerships with their juvenile counterparts and 21 (31.8%) juvenile probation departments report similar activities. Forty-six (72.2%) of the responding adult probation departments and 43 (65.2%) of the juvenile probation departments reported no partnerships with their counterpart in the area of interagency problem-solving.

The lack of interagency problem-solving efforts between adult and juvenile probation departments — over two-thirds of the respondents reported no such activity — suggests a problem. Given that adult and juvenile probation departments provide supervision to many of the same families and are called upon to deal with some of the same societal issues — drug abuse and drug trafficking, domestic violence and child abuse, gang activity and gun violence — a more concerted effort appears not only logical but necessary.

Interagency Training. Only three (4.8%) of the adult probation departments responding reported formal interagency training partnerships with their juvenile counterpart; in addition, another 17 (27.4%) adult probation respondents indicated an informal training relationship with their juvenile probation department. Forty-two (67.7%) adult probation respondents reported no training partnership with their juvenile counterpart.

The survey information provided by the juvenile probation respondents is not significantly different than that provided by their adult counterparts. Only three (4.5%) departments reported a formal training partnership with adult probation; another 21 (31.8%) indicated an informal relationship, and 42 (63.6%) reported no relationship existed.

This finding — approximately two-thirds of those responding had no training partnership with their adult or juvenile counterpart — is particular troubling when one considers the limited training budgets most adult and juvenile probation departments have at their disposal.

Conclusion

While it is encouraging that a number of juvenile probation departments and community supervision and corrections departments in Texas have embraced some of the tenets of the “broken windows” model of probation and, in doing so, have forged working relationships with law enforcement agencies, there is so much more that could be done and should be done in the development of partnerships.

Considering the limited resources probation and law enforcement agencies have to work with, coupled with bureaucratic obstacles and ever changing directives from politicians and policymakers, the argument can be made that police-probation partnerships are not only good, they are imperative for agencies engaged in combating crime and the associated problems that plague society. Equally essential are alliances between adult and juvenile probation departments. Failure to develop and maintain meaningful partnerships is a failure in stewardship and a failure in leadership.

Successful partnerships, like successful marriages, do not come without some difficulties. Successful collaborations require a commitment to consensus building, occasional compromise, a shared vision, and a lot of hard work (see Hutchens, 2005). It is far easier to put forth no effort to develop relationships, to continue to hold to time-honored but unvalidated practices, and, paraphrasing Albert Einstein, to continue to do the same old thing yet expect different results.

As community corrections professionals begins to embrace and institute the concept of evidenced based principles, policies, and practices, and as lawmakers refocus their attention on probation as an alternative to prison overcrowding, probation administrators will be held to higher expectations and, likewise, greater accountability will be demanded of them.

In the epilogue of his book *Authentic Leadership*, Bill George (2003), the former Chairman and Chief Executive Officer of Medtronic, one of the world’s leading medical technology companies, asks his readers to consider the question: “What will be your legacy?”

Probation professionals, as well, need to be prepared to answer the question: “What will be your legacy?”

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FROM THE BOOKSHELF

Typically in this column are found reviews of books of interest to probation executives. In this issue, however, focus is devoted to a particular periodical.

The High Performance Organization

For several decades two magazines have had a significant influence on my career in corrections; perhaps surprisingly, neither has little to do with the criminal justice system. The first is *Forbes*, a business magazine devoted to articles and columns providing information on investment possibilities, management strategies, corporate giants one might emulate, future trends, and the impact governmental policies may have on the American way of life. And the second is *Harvard Business Review*, the subject of this issue's column.

Probation executives interested in positively impacting their organization's culture would do well to get the July-August 2005 issue of *Harvard Business Review*, which contains a number of articles dealing with developing and maintaining "The High-Performance Organization." While all the articles contained in this special double issue add value, some are better than others and, for that reason, only a handful of the articles are highlighted herein.

Turning Great Strategy into Great Performance

In "Turning Great Strategy into Great Performance," Michael C. Mankins and Richard Steele, both of Marakon Associates, an international strategy consulting firm, note that companies typically realize only about 60% of their strategies' potential value due to defects in planning and execution. In an attempt to remedy this problem and close the "strategy-to-performance gap," the authors encourage organizations' management to follow seven basic rules:

- Keep it simple, make it concrete;
- Debate assumptions, not forecasts;
- Use a rigorous framework, speak a common language;
- Discuss resource deployment early;
- Clearly identify priorities;
- Continuously monitor performance; and
- Reward and develop executive capabilities.

According to Mankins and Steele, "the prize for closing the strategy-to-performance gap is huge — an increase in performance of any where from 60% to 100%." They add that "companies that create tight links between their strategies, their plans, and, ultimately, their performance often experience a cultural multiplier effect," where a culture of over-performance emerges.

Moments of Greatness: Entering the Fundamental State of Leadership

Robert E. Quinn, the Margaret Elliott Tracy Collegiate Professor of Business Administration at the University of Michigan at Ann Arbor, contributes "Moments of Greatness: Entering the Fundamental State of Leadership." He believes true leaders do not imitate others and that they "are at the top of their game when they act from their deepest values and instincts," and he distinguishes between a leader's "normal state of being" and a "fundamental state of leadership."

Quinn encourages leaders to consider four transformative questions when attempting to reach the fundamental state of leadership:

- Am I results centered? (Am I willing to leave my comfort zone to make things happen?);
- Am I internally directed? (Am I behaving according to my values rather than bending to social or political pressures?);
- Am I other focused? (Am I putting the collective good above my own needs?); and
- Am I externally open? (Am I receptive to outside stimuli that may signal a need to change?).

The author maintains that when we can answer these questions in the affirmative, then we are prepared to lead in the truest sense.

Additional information about the fundamental state of leadership, which includes an assessment and guidebook, may be found at www.deepchange.com.

Virtuoso Teams

"Virtuoso Teams" is contributed by Bill Fischer, Professor of Technology Management at IMD in Lausanne, and Andy Boynton, Dean of Boston College's Carroll School of Management. In this article the authors distinguish between traditional teams and virtuoso teams, drawing on three case studies.

According to the authors, "virtuoso teams differ from traditional teams along every dimension, from the way they recruit members to the way they enforce their processes and from the expectations they hold to the results they produce." Traditional teams tend to choose members due to availability, emphasize the collective, focus on tasks, work individually and remotely, and address the average customer; by contrast, virtuoso teams choose members for skills, emphasize the individual, focus on ideas, work together and intensively, and address the sophisticated customer.

This is a particularly interesting article because it casts aside many of the widely accepted rules when creating teams.

Level 5 Leadership: The Triumph of Humility and Fierce Resolve

In "Level 5 Leadership: The Triumph of Humility and Fierce Resolve," management specialist and author Jim Collins defines and identifies the qualities of a "Level 5 Leader" and, based on the finding of a five year research project, argues that organizations in transition require such a leader to be successful.

According to Collins, "the Level 5 Leader sits on top of a hierarchy of capabilities and is . . . a necessary requirement for transforming an organization from good to great. But what lies beneath? Four other layers, each one appropriate in its own right but none with the power or Level 5. Individuals do not need to proceed sequentially through each level of the hierarchy to reach the top, but to be a full-fledged Level 5 requires the capabilities of all the lower levels, plus the special characteristics of Level 5." Collins' hierarchy, with its levels and the desired qualities, is as follows:

- Level 5, Executive: builds enduring greatness through a paradoxical combination of personal humility plus professional will;
- Level 4, Effective Leader: catalyzes commitment to and vigorous pursuit of a clear and compelling vision, and stimulates the group to high performance standards;
- Level 3, Competent Manager: organizes people and resources toward the effective and efficient pursuit of predetermined objectives;
- Level 2, Contributing Team Member: contributes to the achievement of group objectives and works effectively with others in group setting; and
- Level 1, Highly Capable Individual: makes productive contributions through talent, knowledge, skills, and good work habits.

The author, in expanding on the concept of the Level 5 Leader, emphasizes the importance of “personal humility” and “professional will.” As for personal humility, the Level 5 Leader:

- Demonstrates a compelling modesty, shunning public attention; never boastful;
- Acts with quiet, calm determination; relies principally on inspired standards, not inspiring charisma, to motivate;
- Channels ambition into the company, not the self; sets up successors for even more greatness in the next generation; and
- Looks in the mirror, not out the window, to apportion responsibility for poor results, never blaming other people, external factors, or bad luck.

Too, the Level 5 Leader possesses the professional will that:

- Creates superb results, a clear catalyst in the transition from good to great;
- Demonstrates an unwavering resolve to do whatever must be done to produce the best long-term results, no matter how difficult;
- Sets the standard of building an enduring great company; will settle for nothing less; and
- Looks out the window, not in the mirror, to apportion credit for the success of the organization — to other people, external factors, and good luck.

This is a well crafted article that provides a wealth of information about leadership and organizational development.

For additional information about Level 5 Leadership, readers are encouraged to visit www.jimcollins.com; in addition, Collins’ book *Good to Great* also provides an excellent resource in the area of leading organizations.

The Discipline of Teams

“The Discipline of Teams” — another article dealing with the subject of teams — is contributed by Jon R. Katzenbach and Douglas K. Smith, both authors and organizational consultants. In this article the authors explain what makes the difference between a team that performs and one that does not. Too, they differentiate between working groups and teams and discuss the four elements that make teams function: common commitment and purpose; performance goals; complementary skills; and mutual accountability.

To enhance team performance and ensure successful results, the authors suggest the following steps when creating and nurturing teams:

- Establish urgency, demanding performance standards, and direction;
- Select members of their skill and skill potential, not personality;
- Pay particular attention to first meetings and actions; initial impressions always mean a great deal;
- Set some clear rules of behavior;
- Set and seize upon a few immediate performance-oriented tasks and goals;
- Challenge the group regularly with fresh facts and information;
- Spend a lot of time together; and
- Exploit the power of positive feedback, recognition, and reward.

Finally, Katzenbach and Smith identify three different types of teams and where they belong within an organization.

Conclusion

Harvard Business Review has made a valuable contribution to organizational leadership literature with this edition.

In addition to this particular issue, over the past few years *Harvard Business Review* has produced a number of special issues that are still available through special order; those issues include:

- “Breakthrough Leadership,” December 2001, No. BR0111;
- “The Innovative Enterprise,” August 2002, No. BR0208;
- “Motivating People,” January 2003, BR0301;
- “Leadership in a Changed World,” August 2003, No. BR0308;
- “Inside the Mind of the Leader,” January 2004, No. BR0401;
- “Top-Line Growth,” August 2004, No. BR0407; and
- “Managing Yourself,” January 2005, No. BR0501.

These issues may be ordered online at www.hbrspecial.org or by calling 1-800-988-0886. A 10% discount is available for persons ordering all seven past special issues.

Dan Richard Beto

ASSOCIATION ACTIVITIES

NEW YORK EVENTS

The National Association of Probation Executives held its annual events on July 23-24, 2005, in New York, New York, immediately preceding the 30th Annual Institute of the American Probation and Parole Association.

Over 100 community corrections professionals gathered at the Marriott Marquis Hotel overlooking Times Square for the Members Reception on Saturday, July 23, 2005, during which they renewed friendships, discussed relevant issues, and engaged in networking activities.

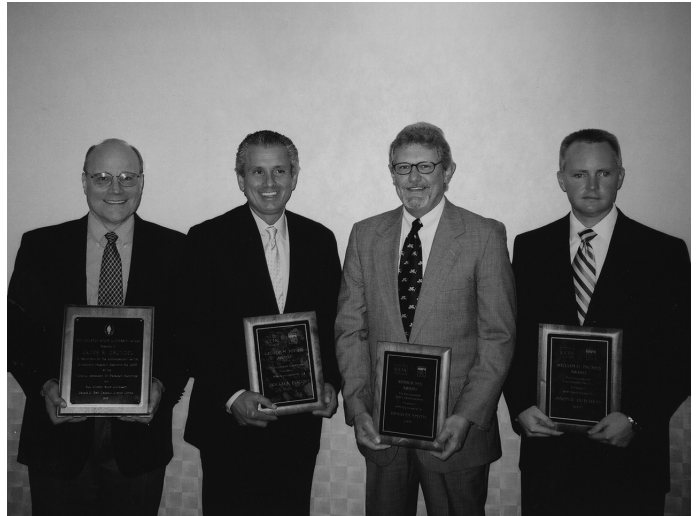


Cheryl K. Townsend, President of NAPE, with Christie Davidson, Assistant Director of the Correctional Management Institute of Texas and Director of Secretariat Services for NAPE.

On Sunday, July 24, 2005, close to 70 NAPE members attended the Annual Awards Breakfast at the Marriott Marquis Hotel, during which a number of criminal justice practitioners were recognized for their leadership efforts in promoting public safety and for advancing the probation profession.

As noted on the front page of this issue of *Executive Exchange*, **James R. Grundel**, Assistant Director of the Probation Services Division of the Administrative Office of the Illinois Courts, was presented with the *Sam Houston State University Executive of the Year Award*.

Rocco A. Pozzi, Commissioner of Probation and Commissioner of Corrections for Westchester County, New York, was the recipient of the *George M. Keiser Award for Exceptional Leadership*. Pozzi, a past President of the American Probation and Parole Association, currently serves on the NAPE Board of Directors. He has been a mentor to countless community corrections professionals and he has served as a member of the faculty of the Executive Development Program.



Pictured, from left to right: award recipients James R. Grundel, Rocco A. Pozzi, Bradley Smith, and Jason Hutchens.

District Judge **Bradley Smith** of Fort Bend County, Texas, was presented the *Arthur Neu Award for Exceptional Policy Development*. Judge Smith has been an innovator throughout his judicial career. He was instrumental in developing a community service program in Brazos County, helped craft legislation to make presentence reports mandatory in the State of Texas, and created a drug court and an immediate response court in Fort Bend County.

Jason Hutchens of Indianapolis, Indiana, Coordinator of the Indianapolis Violence Reduction Partnership, received the *William Faches Award for Exceptional Community Service*. Hutchens has been credited as being the “glue” that has kept the coalition of justice agencies focused and working together. He is a member of the faculty of the National Resource Center for Police-Corrections Partnerships.



President Cheryl K. Townsend presenting Dan Richard Beto with a plaque in recognition of his years of service.

Also recognized was past President **Dan Richard Beto**, Executive Director of the Correctional Management Institute of Texas, who will be retiring the end of August 2005. The Board of Directors subsequently voted to create a special award for sustained service in advancing the probation profession and to name it the *Dan Richard Beto Award*.

All NAPE events were sponsored by Corrections Software Corporation and Varian, Inc. The Association is grateful to these two corporations for their continued support.

NOMINATION COMMITTEE FORMED

Next year NAPE will conduct elections for all offices. To manage the nomination and election process, President **Cheryl K. Townsend** appointed, with Board approval, past Presidents **Ronald P. Corbett, Jr.**, of Massachusetts, **Ron R. Goethals** of Texas, and **Robert L. Bingham** of Indiana to serve on the Nominations and Elections Committee.

Solicitations for nominations will be sent out prior to the end of the calendar year.

MEMBERSHIP AT ALL TIME HIGH

As of July 1, 2005, the National Association of Probation Executives had 215 individual members, 21 organizational members, and six corporate members. The states with the largest mem-

berships (individual, organizational, and corporate combined) were Texas (36), Pennsylvania (25), New York (17), Arizona (15), Indiana (14), Illinois (11), and Iowa and Ohio (10).

NAPE has members in all states except Alaska, Maine, Mississippi, Oklahoma, Rhode Island, Vermont, Wisconsin, and Wyoming.

GUEST EDITORS NAMED FOR EXECUTIVE EXCHANGE

During the Board of Directors meeting in New York, several NAPE members volunteered to serve as guest editors of *Executive Exchange*. **Gerald R. Hinzman** of Iowa, with assistance from **Robert L. Bingham** of Indiana and **Joanne Fuller** of Oregon, will assume responsibility for the Fall 2005 issue. **Dan Craig** of Iowa will be responsible for the Winter 2006 issue and **Ronald P. Corbett, Jr.**, of Massachusetts and **Rocco A. Pozzi** of New York will craft the Spring 2006 issue. The Spring 2006 issue will have as its theme "police-probation partnerships."

Persons wishing to contribute articles for publication consideration are encouraged to do so. Articles dealing with innovative programs, reinventing probation, restorative justice, "what works" or evidenced based practices, leadership, reentry, and police-corrections partnerships and multi-agency collaboration are particularly desired. In addition, book reviews are always welcomed.

EXECUTIVE OF THE YEAR *cont'd*

and concern for the work, that pumps life and energy into his functioning. But among all his gifts, his humility is the most profound. He never takes credit or showcases. Rather, he gives credit and provides opportunities for others to achieve notoriety. He is undeterred by paltry ego issues that are all too common in our court and government systems. He is like a rock — Illinois' foundation for probation's successful future. The quality of a leader can be measured by the inspiration of the vision, the nobility of purpose, and the will of those who follow. Jim has it all."

Cheryl Barrett, a Program Manager with the Administrative Office of the Illinois Courts, wrote that "during Jim's twenty year tenure with the Administrative Office of the Illinois Courts, he has helped develop standards and practices which ultimately professionalized the Illinois probation system. For the past decade, Jim has been in the forefront of promoting the implementation of evidenced-based practices. As a result of his outstanding leadership and efforts, Illinois was recently chosen by the National Institute of Corrections to receive a three year technical assistance grant to help probation implement an integrated model of evidenced-based practices, organizational development, and collaboration. What is probably most impressive about Jim is that he is a quiet leader, often working behind the scenes to improve our probation system

without taking any credit. In my eyes, he is one of the most inspiring leaders I know."

And, according to NAPE Vice President Gary Hinzman of Cedar Rapids, Iowa, Jim "has shown great leadership over three decades as a public servant working to improve probation practices in Illinois. I have seen first-hand the dedicated leadership Jim provides. When a state-wide leader shows this style of leadership and dedication, the rest of us watching know he has set the stage for success."

"Jim Grundel is a servant leader who is truly deserving of this recognition," said Dan Richard Beto, Executive Director of the Correctional Management Institute of Texas at Sam Houston State University, in presenting the award.

Previous recipients of the Sam Houston State University Executive of the Year Award represent some of the giants of American community corrections and include Barry Nidorf (California), Don R. Stiles (Texas), Donald Cochran (Massachusetts), Cecil Steppe (California), Don Hogner (California), T. Vincent Fallin (Georgia), M. Tamara Holden (Oregon), Richard A. 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), Robert L. Bingham (Indiana), and Gerald R. Hinzman (Iowa).

PRESIDENT'S MESSAGE *cont'd*

2. The relationships that exist between the Broken Windows Model, What Works, EBP, the Re-entry Initiative, Restorative Justice, Drug Courts, Accountability, Juvenile Detention Alternatives Initiative, and Mental Health models;
3. The strengths and weaknesses of the Broken Windows Model;
4. The neglected or overlooked considerations, such as politics, budgets, jail overcrowding, juvenile justice, and ongoing research;
5. The lessons learned over five years, particularly in terms of the need for sustained commitment and organizational change and what it takes to change the DNA of a community corrections or probation agency; and
6. Leadership Revisited in terms of not only the importance of leadership but also in terms of leadership development, professional and cultural competencies and workforce development overall.

The draft publication will be distributed to a fairly large group of "reviewers" during the fall. We hope that by doing this that we can broaden the participation in not only the review of the Broken Windows Model but also establish a foundation for collaboration with other organizations and initiatives that are committed to creating public value, as we are, through community corrections and probation and parole organizations — both for adult and juvenile offenders — in urban and rural areas of our country and perhaps world-wide. We hope to publish the final document in late fall.

In closing, the individuals who participated in the survey and those who participated in the Summit, have reached a

preliminary conclusion that we must identify the essential elements to create high performance community corrections/probation organizations, identify and/or provide access to tools to assess organizations in terms of those elements and then provide a mechanism for organizations to access research and tools that will support their action plans for transformation.

All of us live in different homes/condos/apartments. Each of us has chosen a different architectural plan or design for our home. But, they are all built upon a foundation, have plumbing, have a roof, etc. — the essential elements of a home. We chose the materials for our homes based on a balance of cost, performance, personal preference and return on investment. In much the same way, the Broken Windows Model attempted to identify the essential elements of community corrections and probation organizations. We now want to identify the degree to which we were accurate, identify the new elements we would now include, and identify the materials/tools available to those who are committed to being a high performance organization.

Frances Hesselbein wrote in *Hesselbein on Leadership*, "... when we are called to lead — as all effective leaders are — we are leaders of change, not the protectors and perpetuators of a cherished, honored past. Leading the organization of the future in turbulent, tenuous times makes new demands on leaders: banning the hierarchy, building new and inclusive structures and systems that release the energies of our people, challenging the gospel of the status quo, and finding the leadership language that mobilizes our people around mission, innovation, and diversity." We need all the help we can get to provide this kind of leadership in our organizations. The next publication by NAPE, with your help, will do just that.

Cheryl K. Townsend
President

NEWS FROM THE FIELD

APPA ELECTION RESULTS

Members of the National Association of Probation Executives continue to be called upon to assume leadership roles in the American Probation and Parole Association.

In July 2005 NAPE member **Mark Carey** of Minnesota assumed the Presidency of APPA, and NAPE Vice President **Gerald R. Hinzman** of Iowa was elected President-elect. In addition, **Barbara Broderick** of Arizona was elected Vice President of APPA.

APPA Regional Directors recently elected included NAPE members **Robert Sudlow** of New York for Region 2, **Judith Sachwald** of Maryland for Region 4, and **Vincent Iaria** of California for Region 16.

NAPE MEMBERS SUPPORT THE 30TH APPA INSTITUTE

At the 30th Annual Institute of the American Probation and Parole Association held in New York City on July 24-27, 2005, 20 members of the National Association of Probation Executives served as presenters in 15 workshops. In addition, NAPE and the National Resource Center for Police-Corrections Partnerships sponsored three workshops.

NAPE members serving on the APPA 2005 National Program Committee included **Dan Richard Beto** of Texas, **Barbara Broderick** of Arizona, **Francine Perretta** of New York, and **Ray Wahl** of Utah.

Robert L. Bingham of Indiana will represent NAPE on the 2006 National Program Committee scheduled for Chicago. His area of focus will be on management and leadership.

APPA RECOGNIZES NAPE MEMBERS

During its 30th Annual Institute in New York, the American Probation and Parole Association presented a number of awards to probation and parole professionals and those who have made contributions to community corrections.

Ron R. Goethals, immediate past President of NAPE and recently retired Director of the Dallas County Community Supervision and Corrections Department in Dallas, Texas, one of the more progressive adult probation departments in the country, was presented the *Walter Dunbar Memorial Award*. This award, named for corrections administrator **Walter Dunbar**, is the oldest and most prestigious award presented by APPA. Goethals has been a leader in community corrections, not only in Texas but nationally, and has served as a mentor to a number of emerging probation executives. Since 1997 he has served on the faculty of the Executive Development Program for new probation and parole executives, a joint initiative of the National Institute of Corrections, NAPE, and the Correctional Management Institute of Texas at Sam Houston State University.

NAPE Vice President **Gerald R. Hinzman**, Director of the 6th Judicial District Department of Correctional Services in Cedar Rapids, Iowa, was presented with the *Sam Houston State University Award*. For many years this award has been presented by the George J. Beto Criminal Justice Center at Sam Houston State University to a practitioner who has made significant contributions to correctional scholarship. Hinzman has published articles in

Executive Exchange, Perspectives, Corrections Management Quarterly, and a number of other professional journals. In addition, he was a member of the Reinventing Probation Council and one of the authors of *"Broken Windows" Probation: The Next Step in Fighting Crime* and *Transforming Probation through Leadership: The "Broken Windows" Model*.

GRAVATT PASSES AWAY

Ernest A. Gravatt, Chief Probation Officer for Washington County, Indiana, died on May 24, 2005, following heart bypass surgery. A former teacher and businessman, Gravatt served as Chief Probation Officer for more than two decades.

In addition to the National Association of Probation Executives, Gravatt held memberships in the American Correctional Association, American Probation and Parole Association, Indiana Chief Probation Officers Association, Indiana Association of Prevention Professionals, Midwest Gang Investigators Association, and the National Association of Forensic Counseling. In addition, he was a member of the Probation Officer Advisory Board for the Judicial Conference of Indiana.

During his community corrections career, Gravatt developed a number of innovative programs in Washington County and he was active in a number of community activities. In 1993 he was awarded the Order of Augustus, presented by the Probation Officer Advisory Board of the Judicial Conference of Indiana.

Gravatt is survived by his wife, Dottie Rowe Gravatt, and a host of relatives and friends.

Funeral services were held on May 28, 2005, at the Salem United Methodist Church in Salem, Indiana. Memorials may be made to the Washington County Family YMCA, 1709 North Shelby, Salem, Indiana 47167.

NAPE MEMBERS RECOGNIZED BY TEXAS ORGANIZATION

On June 12-14, 2005, the Texas Corrections Association held its annual conference in Galveston, Texas. During the conference two NAPE members were singled out for recognition.

Todd Jermstad, Staff Attorney for the Bell-Lampasas Counties Community Supervision and Corrections Department, was presented the *Clarence Stevenson Memorial Award*. This award, named in memory of Texas jurist **Clarence N. Stevenson**, who served on the Texas Board of Criminal Justice and who was a passionate advocate for community corrections, is presented to an individual who best exhibits a commitment to sound principles and values. Jermstad is a legal scholar who has written articles and book reviews for *Texas Probation, Texas Journal of Corrections, Executive Exchange*, and *Federal Probation*; in addition, he has assisted in revising the manual on *Legal Liabilities for Probation and Parole Officers* and he has written several monographs on police-probation partnerships for the Center for Project Spotlight.

Diedre K. Gunkel, Director of the 24th Judicial District Community Supervision and Corrections Department in Victoria, Texas, was presented with the *Outstanding Adult Corrections Administrator Award*. This award is presented to an administrator in the adult corrections field who has made outstanding contributions measured by their impact on their field. Gunkel, whose

community corrections career spans more than two decades, is respected by the colleagues in corrections for her quiet leadership, her administrative skills, her work ethic, her focus on staff development, and for her commitment to delivering quality services to the courts, the community, and the offender population.

MARY DELEO RETIRES

On July 1, 2005, NAPE member **Mary M. DeLeo** retired from the New Jersey probation system following a distinguished career that spans more than three decades.

As a career employee of the New Jersey Court System, DeLeo began her work as a probation officer. Throughout her 15 years as an officer and then supervisor in Middlesex County, New Jersey, she conducted court ordered criminal and family investigations, consent and mediation conferences and supervised high risk cases. There she was a key part of the development of the Pretrial Intervention Program, court organizational restructuring, and the Supervised Pretrial Release Program.

In 1989, DeLeo made her way to the Administrative Office of the Courts in Trenton, New Jersey, working as a member in the Criminal Division under the leadership of John P. McCarthy, Jr. She was fortunate to be staff to the Pashman and Belsole Committee on Criminal Courts and from that point, she led the statewide implementation of the TASC program and development of drug courts in New Jersey. Criminal Division quality teams for management of individual judge calendars and the Presentence Investigation Manual were among other efforts she led in the Criminal Division.

In 1997, DeLeo moved into the lead role in Family Courts Division of the Administrative Office of the Courts where she led the best practice initiative and new organizational structure for Family Courts. Under her leadership, partnerships forged ahead with key stakeholders expediting the foster care process in child abuse and neglect cases, promoting juvenile justice, the child support hearing officers program, prevention of domestic violence with statewide expansion of the hearing officer program, and case flow management as well as customer service improvement in dissolution and non dissolution matters before the courts. Two juvenile drug courts were piloted during her tenure.

Finally in 2001, DeLeo assumed the lead in the Probation Services Division as Assistant Director, overseeing the Child Support Enforcement operations including a new child support manual and a very successful call center; directing many initiatives in the Adult and Juvenile Supervision services, Intensive Supervision Programs and Interstate Compact Services for adults and juveniles, as well as the Comprehensive Enforcement Program. The Probation Outcome-Based Model which was approved in 2000 by the Judicial Council was rolled out under DeLeo's leadership and partnership with the Conference of Chief Probation Officers. The process featured statewide training and supportive visitations with each county. Programs, such as Paterson Village Initiative and the Essex-Newark Alliance for Compliance expanded to include similar programs in Camden, Union and Mercer counties. In her nearly four years as Assistant Director for Probation, a standardized officer and supervisor training series has been implemented and Safety training initiatives expanded.

DeLeo will be relocating from the city to the country environment of the Eagle Rock Community in Northeastern Pennsylvania, just south of Wilkes-Barre. She can be contacted at Mdeleo13@aol.com.

COLLIER RECEIVES DUAL RECOGNITION

In June 2005 NAPE member and Texas Parole Division Director **Bryan Collier** was named the "Best in the Business" by the American Correctional Association. The international corrections organization annually recognizes outstanding performers in the criminal justice field from among candidates nominated by corrections professionals from all over the globe. Collier was honored for his innovative leadership of one of the largest parole systems in the world.

"This recognition is a great honor," Collier said. "I believe this acknowledgement is due, in large part, to the fact that I work for the best in the business — the Texas Department of Criminal Justice.

Collier was one of several criminal justice professionals from across the country that was featured in the June issue of *Corrections Today*. Collier, a native Texan, joined the Texas Department of Criminal Justice as a clerk in 1985 while attending college. Following graduation from Sam Houston State University in 1986, he became a correctional officer. He subsequently became interested in the parole aspect of corrections and after advancing through various assignments he was named Director of the Parole Division in January 2002.

Collier is charged with the task of supervising more than 77,000 offenders, 67 parole offices, and close to 2,500 employees.

Since taking the reigns of the Parole Division, Collier has implemented a number of new programs and practices, all designed to enhance public safety. Some of the new initiatives include:

- Random visit protocol for sex offenders;
- One-on-one meetings with recently released offenders;
- Enhanced electronic monitoring capabilities to include by active and passive GPS tracking of high risk offenders;
- Absconder Location Unit and absconder tip line to locate, apprehend, or return to supervision offenders with outstanding warrants for absconding supervision;
- Special policy to address supervision strategies on domestic violence prevention, identification, and responses;
- Collaboration with other TDCJ divisions in the development of the federal grant award for the Serious and Violent Offender Reentry Initiative (SVORI);
- Validation of the violation processing model; and
- Improved staff training and performance.

While pleased with the progress of his division, Collier acknowledges that some areas of his job are difficult — for example, retaining parole officers. "Being a parole officer is a difficult job," he said. "You get at least 75 cases assigned to you and each case has a different set of issues. Sudden job vacancies can cause increased caseloads, straining an already stressful environment."

Coworkers describe Collier as an astute professional with high ethical standards. "Mr. Collier's reputation as a criminal justice professional, along with his honesty and integrity, serve this agency well," said TDCJ Executive Director **Brad Livingston**. "We could not ask for a more knowledgeable, supportive, and engaged Parole Division Director."

Collier and his wife LaDonna and their three children make their home in the Austin area. Collier is a Cub Scout leader and a youth Sunday School teacher.

In addition to being recognized by ACA in June, Collier was elected President-Elect of the Texas Corrections Association.

LARIVEE ELECTED TO BOARD

In April 2005 longtime NAPE member **John J. Larivee**, Chief Executive Officer for Community Resources for Justice (CRJ) in Boston, Massachusetts, was elected to the Board of the Massachusetts Council of Human Service Providers. The Council, widely recognized as the leading voice for change within the human services sector, is the largest statewide membership association for community-based organizations providing social, rehabilitative, educational, and health care services.

CRJ is a leader, both locally and nationally, in public policy debates regarding criminal justice issues. Its services include research, public education, and advocacy on critical issues. CRJ also provides residential services and direct care to adult offenders, troubled youth, and individuals with mental retardation, developmental disabilities, and mental health diagnosis, helping them to live safely and productively in the community. These services are delivered from 25 sites throughout New England.

Larivee has been with CRJ for three decades, serving as its Chief Executive Officer since 1985. He is a past President of the International Community Corrections Association and is President of Citizens for Juvenile Justice. In 2000 he was appointed to the President's Parents Advisory Council for Youth Drug Abuse by President Bill Clinton. In Massachusetts, Larivee has served on the Governor's Advisory Council on Corrections and on the Advisory Council for Youth Services.

NAPE MEMBERS SERVE AS FACULTY FOR THE NATIONAL RESOURCE CENTER FOR POLICE-CORRECTIONS PARTNERSHIPS

Since its creation in October 2003 by a grant from the Bureau of Justice Assistance, the National Resource Center for Police-Corrections Partnerships has enjoyed a close and productive relationship with the National Association of Probation Executives. The Center, housed at the George J. Beto Criminal Justice Center at Sam Houston State University in Huntsville, Texas, was created to provide training and technical assistance to agencies and organizations desiring to develop or refine police-corrections partnerships to promote public safety.

To date, the Center has delivered training at four difference locations throughout the United States relying heavily on NAPE members to serve as faculty. Regional training has been delivered in Indiana, Texas, Arizona, and Pennsylvania.

NAPE members serving on the faculty have included: **Dan Richard Beto**, Executive Director, Correctional Management Institute of Texas; **Robert L. Bingham**, Chief Probation Officer, Marion Superior Court Probation Department in Indianapolis, Indiana; **Ronald P. Corbett, Jr.**, Executive Director of the Massachusetts Supreme Judicial Court; **Joanne Fuller**, Director, Multnomah County Department of Community Justice in Portland, Oregon; **Ron R. Goethals**, recently retired Director of the Dallas County Community Supervision and Corrections Department in Texas; and **Gerald R. Hinzman**, Director, 6th Judicial District Department of Correctional Services in Cedar Rapids, Iowa.

Other members of the faculty include: **Jason Hutchens**, Coordinator, Indianapolis Violence Reduction Project; **Timothy Harty**, Deputy Chief, Indianapolis Police Department; and **David Webb**, Assistant Director of the Law Enforcement Management Institute of Texas.

In addition to the formal trainings seminars it produces, the Center has sponsored workshops at conferences of the Texas Pro-

bation Association, Iowa Chief's Association, and the American Probation and Parole Association.

Prior to the termination of the grant, the Center plans to deliver a final training seminar in Oregon in September 2005.

NEW CHIEF NAMED IN YOLO COUNTY, CALIFORNIA

In July 2005 the Yolo County Board of Supervisors in Woodland, California, hired **Don Meyer** to be the county's Chief Probation Officer. Meyer, who immediately prior to assuming this position, served as Chief Probation Officer for Calaveras County for two years.

Meyer began in community corrections career in 1969 with the Sacramento County Probation Department, where he held a number of positions with increasing responsibility before being named Deputy Chief in 1995, a position he held until 2003.

HANNON MENTORING PROBATION'S FUTURE

Over the past several years Porter County Chief Probation Officer **Neil Hannon** in Valparaiso, Indiana, has lost a number of employees, and he could hardly be more proud, because all of them are going on to assume greater responsibilities in the probation profession. He has lost seven officers to the Federal Probation Service, with two leaving in June 2005.

Hannon says he "knows of no other department in the Midwest being tapped so often by the federal system."

In addition, over the years he has lost officers to management positions elsewhere in the state. **Mary Jane Walsworth** and **John Thorstad**, both NAPE members, left Porter County to become Chief Probation Officers.

According to Hannon, the fact that his officers are leaving to assume greater responsibilities "is the result of the high-quality and well-rounded experience of the local officers." And while he would not acknowledge it, it is obvious that he has done an excellent job of mentoring young professionals to become leaders of the future.

CRIMINAL JUSTICE CENTER EXPANDS RELATIONSHIP WITH POLAND

Representatives of Sam Houston State University's Criminal Justice Center and the Texas Department of Criminal Justice have signed a memorandum of understanding with prison officials in Poland to address issues of global concern regarding corrections.

Between July 8 and 16, 2005, **Dan Richard Beto**, Executive Director of the Correctional Management Institute of Texas, led a delegation of Texas corrections officials to Poland at the invitation of the Polish Prison Service. Members of the delegation included: **Doug Dretke**, Director of the Correctional Institutions Division of the Texas Department of Criminal Justice; **Rick Thaler**, Region I Director of the Correctional Institutions Division; **Thomas Prasifka**, Warden of the Wynne Unit; and **Brenda Chaney**, Warden of the Jester Units.

Members of the delegation visited two correctional officer training centers, participated in a correctional officer graduation ceremony, toured several prisons, and met with the leadership with the Central Board of Prison Service and the Ministry of Justice.

Near the end of the visit Beto and Dretke signed a memorandum of understanding with General **Jan Pyrcak**, Director General of the Central Board of Prison Service, creating cooperative relationships "to better understand the causes and treatment of crime and the administration of justice from a global perspective."

As part of the memorandum of understanding, the Center will invite officials of the Polish Prison Service to Texas for management training, the Correctional Institutions Division will provide participants in the program access to and briefings about the prisons in Texas, and the Polish Central Board of Prison Service will organize visits for employees of the Correctional Institutions Division and students from Sam Houston State University.

"For a number of years the Criminal Justice Center has had an excellent relationship with the Polish National Police, a relationship crafted and nurtured by **Richard H. Ward**, Dean of the College of Criminal Justice," said Beto. "Considering the fact that Huntsville is the headquarters for institutional corrections and the center for criminal justice education in Texas, and taking into consideration the excellent relationship that exists between the Center and the Texas Department of Criminal Justice, it made sense to expand our relationship with Poland to include its prison service."

At the conclusion of the visit, Pyrcak, acting on behalf of Minister of Justice **Andrzej Kalwas**, presented Beto and Dretke with the Gold Medal for Achievement in Penitentiary Work, the highest honor bestowed by the Polish Prison Service.

NEWS ITEMS WELCOMED

Executive Exchange is interested in publishing news items about its members. Please do not hesitate to send material relating to

promotions of job changes, special recognition, innovative programs, or retirements to:

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Questions about submission may be directed to **Christie Davidson** at (936) 294-3757 or **Dan Richard Beto** at (979) 822-1273.

NEW MEMBERS WELCOMED

Since the last issue of *Executive Exchange* was published, five individuals have joined the ranks of NAPE membership. They are as follows:

Dee Bell, Operations Manager, Department of Juvenile Justice, Decatur, Georgia;

Neil E. Capps, Chief Juvenile Probation and Parole Officer, 14th District Children, Youth, and Families Department, Roswell, New Mexico;

Mark Carey, President, The Carey Group, St. Paul, Minnesota;

John Desmond, Director, Suffolk County Probation Department, Yaphank, New York; and

Richard Tozer, Chief Probation Officer, La Paz County Probation Department, Parker, Arizona.

INFORMATION ABOUT *EXECUTIVE EXCHANGE*

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

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

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

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Specific questions concerning *Executive Exchange* may be directed to Dan Richard Beto, Editor, at (979) 822-1273, or to Christie Davidson at (936) 294-3757.

Executive Exchange does not accept advertisements.

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