

# National Association of Probation Executives EXECUTIVE EXCHANGE

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## PRESIDENT'S MESSAGE

### After 30 Years: The Officers I Would Hire and What I Would Tell Them

*The following are the remarks made by John Tuttle, President of the National Association of Probation Executives, on August 3, 2008, at the Annual Awards Breakfast in Las Vegas, Nevada.*

In order to achieve and sustain a successful agency, leaders must hire the right staff and train each one to reach their maximum potential. This "getting it right" regarding recruitment and employee development can make your work life flow smoothly whereas a sub par effort in these areas will cause periods of mild to extreme discomfort. Having weathered three decades of the highs and lows of employee performance, I suggest you target certain qualities when interviewing for new staff and teach the selected candidates several vital lessons.

What employee attributes will promote personal agency and offender success? Here are several qualities to look for. As a disclaimer, this is not an exhaustive list. There are additional values that could be included in a more comprehensive discussion.

**1. Balanced Approach Skill Set.** The candidate must be capable of enforcing conditions of supervision to the extremes of effecting arrests and also be proficient at salvaging an offender's freedom through intensive case management depending upon the risk posed to the community. In some circumstances, specialized positions within an agency can accommodate staff that are more prone to one side of the scale, however, you cannot always control transfers to other positions (which may emphasize a different skill set). Hire the balanced package up front.



**2. Respect.** Recognition and validation concerning the value and worth of others (clients and co-workers) is a non-negotiable characteristic. Staff ability to interact with others in a respectful manner is a prerequisite in your quest to build a cadre of change agents.

**3. Team Work.** Your staff will need to work effectively with various internal (committees) and external groups (community groups or other agencies). Consider constructing a few problem solving scenarios in your interview process to evaluate for this quality (for example, an offender reports he plans to commit suicide and may also kill other family members or relatives). How will your candidate proceed? Is your potential staff member a "lone ranger" or will he or she work in concert with others to resolve issues?

**4. Positive, "Can Do" Attitude.** Is the glass half full or half empty for the majority of individuals you work with? It is much easier to delegate tasks to those who have an upbeat approach and a strong work ethic.

Now that you have hired a balanced, respectful, team oriented person with a positive, can do attitude, what critical behavior will you model and which sage lessons will you convey? Consider the following traits and topics for mentoring opportunities:

**1. Integrity.** I am talking about taught, mentored integrity. Emphasize "doing the right thing. It is not just what we do, but how we do it that is important." How many times have you seen the same goals accomplished in different manners and thought to yourself that the one method used was so much more appropriate than the other?

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## **EDITOR'S NOTES: THE ISSUE OF LEADERSHIP**

This edition of *Executive Exchange* is devoted to the issue of leadership and the challenges faced by probation administrators. In his presidential address, John Tuttle of Pennsylvania thoughtfully examines the issues of hiring appropriate employees and motivating them. Robert L. Bingham, Chief Probation Officer for Marion County, Indiana, and a past President of the National Association of Probation Executives, thoroughly explores the issue of morale and offers some responses to improving organizational culture. Mark Warren, a Training Coordinator with the Texas Association of Counties, discusses leadership qualities and the importance of coaching staff. And Wally Bock, President of Three Star Leadership in Greensboro, North Carolina, provides suggestions on how to improve leadership effectiveness. There is something to be gleaned from all of these articles.

In July of this year Ronald P. Corbett, Jr., Executive Director of the Massachusetts Supreme Judicial Court and a past President of the National Association of Probation Executives, brought to my attention an exercise conducted by the John F. Kennedy School of Government's Center for Public Leadership at Harvard University. The Center convened a diverse group of 200 people to develop questions for presidential candidates to ascertain their leadership capabilities. That thoughtful exercise resulted in the development of a list of 15 questions the group would like the candidates to answer. These were great questions, and should be considered by the American public when exercising the right to vote, but they also may be applied — with slight modification — in the selection process to hire or promote corporate executives, probation managers, or to fill any other position of responsibility.

That which follows are the 15 questions, modified so that they may be applied in the selection of a probation administrator, manager, or supervisor.

### **Who Are You Really?**

1. Values: What are your five core values and how do they shape how you lead?
2. Attributes and Competencies: What are the attributes and competencies you value most in yourself that will serve you well as a supervisor (or other applicable title)?
3. Weaknesses and Mistakes: Recent American history has many examples of leaders whose weaknesses brought them down. What are your tendencies that could cause you to fail as a supervisor?
4. People I Have Learned From: What historical figure has exercised leadership in a way that you aspire to? What were their strengths? Tell us about a situation that tested their leadership.

5. Multicultural Experience/World View: What experiences have helped you deeply understand the mindset and values of other cultures? Other cultures could be as close as the other side of town and as far as to the other side of the world.

### **Who Will Be at The Table With You?**

6. Building a Team: Tell us about a high performing team that you've built. What made it high-performing, and what did it accomplish?
7. Coalition Building: Can you share some examples of when you were a catalyst who brought groups with polarized opinions together so that all voices were at the table?
8. Increasing Participation: The internet and technology have flattened the playing field, allowing for more participation and collective decision making. How will you create a more participatory organization (or operational unit) and give people the opportunity to influence decision making?
9. Increasing Participation: Young people are becoming more engaged in greater numbers than ever before, but they tend to approach issues differently. Please give us some examples of how you have listened and responded to the next generation during your career. How will you keep the next generation of employees engaged?

### **How Will You Decide?**

10. Decision Making Style: The supervisor's role requires decisiveness. Please share some examples of your ability and willingness to be decisive. Can you tell us about a time when a lack of decisiveness got you into trouble? In retrospect, what would you have done differently?
11. Judgment: Tell us about a time when your judgment was tested in crisis. What do you want us to appreciate about your judgment?

### **How Will You Act? and What Will You Act On?**

12. Leading Change: Can you give us an example of how you have overcome resistance to bring about a needed change?
13. Innovative Thinking: How will you create an environment for innovation within your leadership team or area of responsibility?
14. Building the Confidence of Others: What are the first few things you'll do to raise confidence within the organization?
15. Priorities Indicative of Values: Our jurisdiction has one of the highest revocation rates in *Continued on page 4*

## PRESIDENT'S MESSAGE *cont'd*

**2. Fundamentals.** In this business and from coaching high school football and baseball, I have learned that "things are generally never as good as you think they are or as bad as you think they are." Appropriate attention to fundamentals keeps staff on the right track. Train the basics: organization skills, time management, proper monitoring of conditions, quality documentation, punctual monitoring of hearings, etc. Regular attention to these areas provides the solid foundation for building toward more advanced job accomplishments. Once your new hires have returned from the Basic Training Academy, there are two on the job training strategies to implement. The first is an ongoing, incremental procedures manual review process. This series of weekly meetings enables the Unit Supervisor to impart critical knowledge and begin to evaluate the probationary employee. The second OJT recommendation is a series of monthly "Rookie" sessions for all officers with less than one year of experience. These one to two hour meetings cover a variety of specialized topics (such as the Interstate Compact transfer process, Megan's Law registration requirements, Search and Seizure) and are conducted by your staff subject matter experts. This ongoing specialized training regimen promotes positive development of both new and seasoned staff (those doing the teaching).

**3. Listening Skills.** My first boss, Chief Probation Officer William Long, was a master at this. By actively listening, he would effectively gather all available information to make sound decisions. We generally learn more by listening than talking.

**4. Individualized Case Plans/Treatment.** Every client is different. If you've seen one, you've seen one! Assessment instruments are extremely important and have value when evaluating the aggregate, however, intervention needs to be individually tailored.

Offender Denny was in his mid-forties and struggling to deal with trauma from the Vietnam War. He had an extremely stressful job during that conflict, (fixing his crew's helicopter in mid flight when it took on fire from the enemy). Post Vietnam, Denny developed severe manic depression that was manageable when he took Lithium as prescribed. When off of his medication, he decompensated and exhibited bizarre behavior, sometimes "mad" (mentally ill), sometimes "bad" (criminal), and sometimes both.

Denny was extremely talented in the mechanical field. He developed a hydraulic lift machine for his employer Pfatzgraff Pottery. The machine was so valuable that the company secured a patent for it.

The 911 call on the evening of April 3, 1986, indicated Denny was at his 80 year old grandmother's house threatening to kill her. She had been unsuccessfully attempting to convince him to take his meds. When I got there his vehicle was wedged between a police cruiser and his grandmother's car. Denny was revving the engine, going forward and backward attempting to bump his way from between the

two other vehicles. The radio was very loud and his eyes had the look of a madman.

I advised the officer on scene that I wanted to try to "talk Denny down" and deescalate the situation. The officer said he had been attempting to do the same for nearly fifteen minutes, and agreed to give me one try before we were going to lock jack the door to Denny's car and forcibly remove him. I got Denny's attention and after a few minutes, convinced him to turn the radio off and shut his car down. Feeling more confident now I told him to let me in the passenger side to talk. BIG MISTAKE!! He let me in and a few seconds later produced a knife that was only inches from my throat. Denny started ranting loudly: "I'm gonna make Rambo look like a girl scout. I don't know if you are God or the devil. What good would you have been in Vietnam?" For approximately three minutes (it seemed like hours), I calmly, with my fist between my throat and the knife, tried to talk him into giving me the weapon and getting help at the hospital. Eventually I was successful in cupping my hand over the knife and getting him to let go of it.

We transported Denny to the psychiatric ward where the process began again to re-stabilize him. He was still making bizarre statements, but they were no longer threatening. One thing he said to a co-worker was: "There is one thing even John doesn't know about me. I don't like steak, I prefer cheeseburgers."

In the end, Denny could have and maybe should have faced aggravated assault charges, but that's not the route I chose. He got the help he needed, got back on his Lithium and returned to work. About a week later, he reported unexpectedly to the office and handed me a new wallet with a \$50 bill in it (I couldn't take it). This was a huge gesture for an extremely parsimonious man.

In retrospect, cases don't always turn out so well and my judgment was less than stellar when I decided to get in the car. My point is that Denny could not have been treated like every other case whether you used a conservative approach or the more liberal one I employed. He required a very individualized case plan.

**5. Objectivity.** Staff can make a difference (positive or negative) with certain offenders. The setting of case plan goals needs to be realistic to the client's situation and not an imposition of the officer's values. Just as important, staff should not exercise arrest authority with a frustrating offender just because they have the power to do so (subjective). Incarceration should be reserved for offender's who pose an immediate risk to public safety.

I used to joke with offenders that I was like a radiation monitor at the Three Mile Island nuclear power plant. My public safety meter was objective. If a client demonstrated enough of a risk to the community, I would "go off" and they would go to jail. Years later, without removing officer discretion, we evaluate objective criteria to determine responses to violations. I think of the equation *Continued on page 4*

### PRESIDENT'S MESSAGE *cont'd*

as A plus B plus C = D. Severity of violation, plus level of risk, plus adjustment to supervision equals factors into the discretionary decision.

**6. Diplomacy.** I was more vocal, more often than necessary, during the early career years. Learning to effectively negotiate your position and compromise occasionally are valuable lessons to learn. As long as you can get up every day, look in the mirror, and be OK with the person you see, maximize the use of diplomacy.

**7. Safety.** It's about going home at the end of the day (after performing at a high level). Teach staff that when conducting field work, they should provide their schedule to a supervisor or another co-worker and call that other person at the conclusion of the visits to confirm their safety. Drill into them that arrests require as much coordinated, pre-planning as possible including enough staff as well as law enforcement assistance.

**8. Scientific Approach.** The use of evidence based practices must be the norm for all of your employees. On the lighter side, just as science suggests that criminals should not associate with other known criminals, positive peer group associations are to be encouraged for staff. This means hanging around folks like Dan Betto, Ron Corbett, Robert Bingham, Cherie Townsend, Rocco Pozzi, George Keiser, and other smart probation and parole people. One morning I accidentally bumped into Ron Corbett and I swear by the afternoon I felt more intelligent.

**9. Join Organizations/Network.** Staff should be encouraged to become members of statewide and national organizations. The training and networking experiences provide quality supplements to your in house staff development program. Your employees will be exposed to U.S. and international criminal justice practices and maybe even steal a few creative ideas to make you look good.

As you create a vision for the future of your agency, what qualities and skill sets are you focused on now? What activities are valued in your organization? Does the content of your basic training academy curriculum reflect the desired philosophy and culture you see five or ten years from now? Is succession planning a part of your strategy? Is there bench strength available for you to draw on as many baby boomers prepare to start the next chapters of their lives? These are just a few of the many questions and challenges we face as leaders. For many years I have approached problem solving with a confident attitude of "If not us, then who? If not me then who?" . . . thinking, of course, that we or I could provide the solution. Soon the answers to those questions will not be us, or me, or you. We need to hire, train, and develop the staff that will be better than us. If we don't, then who will?

**John Tuttle**  
President

### EDITOR'S NOTES *cont'd*

the state (or any other problem requiring attention). What leadership skills and values do you bring to the challenge of reversing these numbers? Can you point to two or three things in your past that will help us understand that you care about this challenge?

Questions of this type tend to draw out the candidate's strengths and weaknesses, his or her ability to consider and respond to challenging and thought-provoking questions, and whether or not the candidate has truly demonstrated leadership — even informally — in the past. Responses to these questions can provide sufficient information to the hiring authority to ferret out the wheat from the chaff and, in doing so, increase the chances for a stronger, more responsive probation organization.

#### References

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**Dan Richard Betto**  
Editor



## MORALE: A CHIEF PROBATION OFFICER'S CHALLENGE

by

Robert L. Bingham

### Introduction

As an appointed Chief Probation Officer (CPO) taking over from the outside, I have been obligated to examine and address departmental morale on five separate occasions. All situations applied to medium to large probation departments in three Mid-western states. Operational problems encountered were multiple and diverse; some departments were clearly more dysfunctional than others, but it was obvious that agency esprit de corps was troubled in several locales. In the above circumstances, it was impossible to right the ship without analyzing current morale and understanding how its historical and cultural context had developed to impact operations. Once that initial review was completed, it was clear that addressing departmental morale was linked to big picture improvements. Change would be better accepted and more promptly advanced as the work environment became fairer and more attentive to employee contribution.

This article is not intended as an ultimate guide or final solution. Resultant of my administrative sojourns within the industry, I had no choice whether to address morale or not. On two occasions, morale was so low and debilitating that it was destroying the departments which I inherited, so it was absolutely necessary for a fixed approach and a tangible plan of action to be designed and implemented. For my own professional survival, action had to be taken or I would fall victim to the same malaise.

What is represented in this article has evolved over almost thirty years of CPO experience within juvenile, adult, and consolidated probation departments. What I hope to portray is both a general overview and realistic, proven specifics which have served as stepping stones in crafting an organizational structure which is open, fair, and attentive to the needs of employees.

### Ownership

Regardless of your employment history within the probation department, all CPOs inherit departments with evolved service histories and unique professional cultures. While the CPO cannot change the past, he or she is charged with impacting the future. That process is impeded, if not derailed, if the CPO conveniently blames past history and takes limited or no ownership for departmental direction. Most CPOs have encountered other chiefs over the years who were quick to blame, quick to point fingers, and quick to abdicate responsibility for the ills and shortcomings of their departments.

Whether you like it or not, morale is your issue. If you do not assume responsibility for it, do not expect anyone else to step forward. Addressing this challenging and at times amorphous element within the workplace takes resolve, guts, focus, patience, and, most of all, very hard work. There is no instant solution, no ready formula to tap which permanently resolves the issue. There is no final destination, no finish line — only a lengthy and demanding journey.

On many big picture items (i.e. compensation schedules, physical plant, consolidations, etc.), the CPO is obligated to work

with judges, fellow administrative personnel, executive branch officials, and funding authorities to craft and finalize key directions. Staff inclusion in these circumstances is impractical and not advised on non-administrative levels as it can send a false message of empowerment in situations where the CPO may hold limited influence.

Closed, inefficient probation systems routinely ignore input and suggestions from employees. Staff opinion is devalued and disrespected. In the process, the CPO becomes isolated from daily operations and alienated from staff. The individuals closest to the presented issues, the employees who hold solid answers and creative suggestions to them are not trusted. This unhealthy climate has a tendency to fester as productivity, professionalism, and overall morale plummet. Also, expect to see an increase in departmental personnel actions as the closed system continues on its downward spiral.

The more novel and less-traditional response is to actively engage departmental employees whenever possible in problem solving and processing daily operations. Experience has taught me that many employees will balk at this opportunity, especially if they have issues or a disappointing track record with past and current administration. Unfortunately, a high percentage of staff are instantly suspicious of an inclusionary emphasis. Tangible, effective examples will be referenced throughout this article to drive home the need and overall importance of creative staff inclusion.

### A Soft Issue?

Another excuse offered over the years by misguided CPOs is that morale is a "soft" issue with which little can be accomplished. These same individuals fail to recognize how low morale can infiltrate and negatively impact all manner of operations. Hardly a "soft" issue, poor morale impacts the following:

- Volume of work;
- Quality of work;
- Relations with judges/executive oversight;
- Personnel problems and civil litigation;
- Departmental loyalty and commitment;
- Officer recruitment;
- Discipline;
- Employee retention;
- Departmental image and reputation; and
- Media.

Negative morale does not stay in the workplace. Employees take it home with them. They naturally discuss office dynamics and events with family members, neighbors, friends, etc. It is reviewed and debated at the dinner table, over the backyard fence, and in the school parking lot. Such widespread, negative discussion can color an entire community's perception of operational competence and integrity. If personnel actions are sloppily and recklessly processed, frequently a contributing

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element within departments of low morale, the financial costs to the local jurisdiction can be significant.

Still a “soft” issue?

As referenced earlier, many CPOs shy away from the challenge because, quite simply, confronting morale is hard work. It can and does get personal and intense. It is also time consuming and can conflict with other, more pressing administrative issues at hand. It may involve peeling away and correcting issues and challenging sacred cows which have been longstanding and ingrained for years. It also involves tough and uncomfortable decisions which are not perfect — decisions which may have a negative impact on some individuals and units of operation for the betterment of the department.

### Mission Statement — Guiding Principles

In several of the departments which I have led, I inherited a department which did not have a good sense as to its mission and purpose within the local criminal justice system. Not surprisingly, these departments did not have an adopted mission statement or an established set of guiding principles. This void in direction caused confusion and loss of professional identity as employees looked for guidance: “Are we about rehabilitation or community protection or something else?” A key conclusion and recommendation of this article is for all probation departments to develop or revisit mission statements and guiding principles specific to their operations.

The above process needs to be inclusive and committee-driven with diverse representation staffing the committee. Process is equally important to product because if the creative scheme is hurried or disproportionately influenced by the CPO, an inferior product will emerge and staff buy-in will be compromised. Be patient, be inclusive, and do not force or attempt to strongly manipulate the final product.

Once adopted, the manner in which the display and promotion of the new/revised mission statement/guiding principles are manifested is vital. The developed versions must become working standards common to the department, its employees, probationers and their families, the Court, law enforcement, ancillary agencies, and the community in general.

Mission statements and guiding principles need to be proudly displayed, actively promoted, and frequently referenced. The intended goal is for them to become the heart and soul of the department: “This is who we are, this is what we do, this is what we value.” They need to evolve as the core foundation upon which operational integrity is grounded. The CPO needs to reference them in public meetings, departmental meetings, and when appropriate, media opportunities. They should also be called upon in performance evaluations and disciplinary write-ups. The process should not be initiated unless a full administrative commitment is made to fully engage their influence into daily operations. These statements should be prominently posted in department lobbies, waiting rooms, and private offices. A variety of formats can be utilized to promote the messages.

In the spring of 2008 The Marion Superior Court Probation Department revisited its existing mission statement and guiding principles due to a consolidation of juvenile and adult divisions. The original mission statement, in place since 2001, had served the department well, but a change was required. The newly crafted mission statement and guiding principles are included as an example of an internally driven model which we hope will

enjoy the same legacy as the 2001 version. A vision statement is also included.

### MARION SUPERIOR COURT PROBATION DEPARTMENT

#### Mission Statement

To enhance community safety through enforcement of court orders while striving to empower individuals and change lives.

#### Guiding Principles

- To treat everyone we encounter in the workplace with dignity and fairness, respecting individual and cultural diversity.
- To develop and utilize evidence-based interventions to promote personal responsibility, social growth, and family stability.
- To maintain accountability by completing all duties in an accurate, timely, and professional manner.
- To foster an environment that values commitment, cooperation, integrity, and teamwork.
- To partner with criminal justice agencies, community associations, academic institutions, and the general public to provide services aimed at enhancing community safety.

#### Vision Statement

A community that embodies hope and respect.

Examples of adopted mission statements/guiding principles are readily available via the Internet.

### Policies and Procedures

While a mission statement and guiding principles do much to set the philosophical and ethical tone for probation operations, they do not establish or explain operational mechanics. Probation systems, like other units and divisions within government, must have written, constantly referenced rules and expectations for all phases of service. This responsibility is easier to complete in smaller, generic operations than large systems which manifest customized units which demand separate written procedures. To maximize efficiency, policies and procedures must be thorough, current, and written in clear, pragmatic language. Staff certainly has a right to job expectations, and, from a quality control vantage, effective, ongoing utilization of established policy and procedure is absolutely essential to meeting mission and providing reliable service delivery. Service delivery policies and procedures need to be revisited annually by way of scheduled “refresher” training sessions.

The policies/procedures linkage to morale is direct and unmistakable. When departments offer shoddy operational direction, officers are confused as to how to do the job. The aftereffect is that officers may tend to improvise and offer unique spins in the interpretation, delivery, and enforcement of agency practices. Supervisors and chiefs may complicate the picture by offering personal opinions which are not based upon written expectations. When this pattern is established, even discipline is impossible, and negative mindsets are established toward administration as officers claim disparate and unfair treatment. This negative reaction runs very deep, and may never be overcome despite administration’s best efforts at reform.

An equally important document which should not simply catch dust on the employee’s bookshelf is the department’s human

## Compensation

resources manual. Like operational policies and procedures, all staff should have a physical copy of the document and/or intranet access; this document should be routinely consulted when HR issues arise. The HR manual provides critical guidance to staff about employment basics (job descriptions, personnel files, attendance, conflicts of interest, comp time, etc.) and highly sensitive areas such as discipline, Americans with Disabilities Act, HIPAA, Family Medical Leave Act, prohibition of harassment, bereavement leave, etc. Equitable application of these standards is essential since uneven administration can and will be interpreted as favoritism by employees.

### Inclusion

The current labor force wants a say in departmental operations more than ever. They are not comfortable with or accepting of administrative direction of day to day operations without some degree of staff input. The inclusion factor is orchestrated very differently between union and non-union shops, and the perspective presented on this topic and throughout this article will be from an at will, non-union, judicial branch position.

Throughout my career, I have utilized committees to engage staff on important operational issues within the probation department. Again, department size impacts this practice in the number of committees created and the number of staff which are committee active. Employees are empowered to staff and possibly chair temporary or permanent committees and to work hand in hand with administration on challenging issues. Some of the committees which I have structured over the years have addressed the following topics: policies/procedures, mission statement/guiding principles, facilities, communications, consolidation, information technology, evidence-based practices, support staff, training, special events (annual retreat, Probation Officer Recognition Week, department picnic, etc.), paperwork, feedback, dress code, reengineering, etc.

While pay, benefits, working conditions, and job expectations rightfully remain ongoing concerns of employees, today's officers want a meaningful and respected voice in operations. Within this desire rests creative talent which is not yet contaminated by governmental bureaucracy. This force deserves attention and recognition, and experience has taught me that given realistic direction, employee committees can do much to address issues and solve problems through the creation of fresh solutions. This process needs to tap all levels within the organization, not just officers and above. Some of the most creative and sensible recommendations which I have received over the years were voiced by receptionists, administrative assistants, interns, and support specialists. In this context, committee structures have proven enormously helpful in improving operations while concurrently providing leadership and an atypical problem-solving opportunity for employees. An unanticipated benefit of this experience is employees' evolved appreciation for the rigors and limitations of probation administration.

In structuring these committees, the CPO needs to stress that a committee's role is strictly advisory in most instances and that the Chief and his administration reserve the right to reject any and all recommendations. This key point must be repeatedly stressed so that committee structures do not backfire due to unrealistic expectation as to their power and influence.

Experts differ as to the importance of compensation with today's workforce. Significance varies within generations and even from individual to individual, but we can all agree that pay is a significant factor impacting morale. A study of probation salary structures across the country shows wide variance in range.

In many jurisdictions, probation is viewed as an entry point, a starter job for a recent college graduate. This pattern has existed for decades, and within my current jurisdiction, many officers eventually opt for higher paying jobs within law enforcement, other local/state probation systems, or with the U.S. Probation Service.

A key element to examine is not only starting salary but salary structure. Are pay increases systematic, situational, or not determined by any factor at all? As in many jurisdictions across the country, Indiana has a judicially approved state salary plan which clearly indicates automatic pay increases based upon longevity. This compensation structure is of high importance because it allows employees the opportunity to project future earnings. It also provides greater encouragement to officers in examining probation as a career versus probation as simply a job, a starting point in their employment history.

Depending upon the circumstances, the CPO may have opportunities to raise starting salaries in systems which are open to awarding higher compensation. In some suburban counties to Marion County, Indiana (Indianapolis), CPOs have been successful in raising starting salaries over the state minimum.

While attention has been raised regarding probation officer compensation, do not forget support staff, specialized units, and employees who do not fall under any approved salary plan. Their salary needs should be addressed with equal attention; a morale issue can easily emerge if support staff believe that the CPO is only interested in probation officer compensation.

Some systems utilize incentives to boost starting pay for officers. Incentive pay may be offered for certain accomplishments and talents brought to the job. The Marion Superior Court Probation Department has actively promoted this direction. Incentive pay of \$2,000 (which is added to base salary) is awarded for a master's degree in a related field, bi-lingualism (Spanish), and certification in American sign language. Approval of these pay increases is authorized upon conferment of degree and/or passing certification of competency for Spanish or American sign language.

The Marion Superior Court Probation Department has also been liberal in recognizing previous probation experience in other jurisdictions in Indiana and across the country. This response has facilitated the frequent hiring of veteran officers who rate higher levels of pay through the state salary plan.

Most departments offer compensatory time; some offer overtime for additional hours worked under unusual or exigent circumstances. These responses are common within the industry, but an important point is that such policies and practices must be well communicated to all staff and evenly interpreted by supervisors and administrators. I doubt a CPO exists who has not been challenged by comp time or overtime interpretation. This area can become volatile and heated and requires the clearest of language and policy interpretation, or challenges will naturally develop as to fairness. Be very careful — this can get ugly and fast if interpretation is inconsistent.



### Compensation — II

While it is important that a valid and decipherable compensation plan be in place for all probation employees, that may be the easy half of the equation. Employees not only want a tangible plan in place which they can interpret and understand, but, as much as anything, they want that plan administered fairly. Interpretation must be objective and by the book. Despite unusual circumstances, exceptions should be discouraged as they breed distrust and suspicion among employees.

Occasional events arise which are unique and do not necessarily fall under existing salary structures. As of this writing, I am currently advocating for a pay adjustment for a non-degreed employee who was grandfathered into an officer position prior to my arrival at the agency. He is clearly under-salaried by several thousand dollars. The judicial response to this unique development has been strong, and I am encouraged that the rightful adjustment will be forthcoming. My response in this situation is nothing exceptional, but it was absolutely necessary for me to be responsive.

Whenever pay discrepancies or irregularities are discovered due to merger, reorganization, or simple oversight, they should be addressed immediately and aggressively to insure parity and fairness in classification. A thorough review of salary classification should be undertaken by any new CPO.

Some administrative salaries may be unclassified, and, again, the fairness doctrine should be relied upon at all times. Complaints of favoritism come with the CPO territory, but avoid opportunities and traps for this criticism to be unfairly cast. While we all desire to be properly compensated for our duties as chief probation officer, be careful with self-promotion. Such discussions should be handled privately with the proper authorities and with the utmost discretion.

In many jurisdictions, salaries of public employees are public record. In some locales, salaries are published in local newspapers, posted on the internet, or are easily retrievable through a county/state human resources/personnel department. Your hope as CPO is that when salaries are posted and distributed, a fair and balanced picture is presented which is easily defensible to your staff and the community. If not, expect weeks of controversy, reduced productivity, and potential legal challenges.

### Benefits

Like compensation, probation benefit packages vary widely from jurisdiction to jurisdiction. Some are more attractive than others, and the CPO may be very limited in his ability to impact what is provided. Options for individual and/or family medical insurance are provided which may include dental, optical, and mental health coverage. Life insurance, benefit leave (vacation/sick days), bereavement leave, paid parking, tuition reimbursement, deferred compensation/investment services, health club membership, park passes, EAP (Employee Assistance Program), on-site child care, etc., are benefits which have been provided at some locales where I have served as a probation administrator.

The CPO can have an impact in the introduction of additional or expanded benefits. In my current assignment, I have been successful in encouraging the start up of limited tuition reimbursement and an Employee Assistance Program available to staff undergoing individual and family duress. One area

where I have been unsuccessful is offering smoking cessation classes to staff.

In small jurisdictions, the CPO must have a strong, direct, working knowledge of all benefits in place, or he or she needs to know who to call for proper guidance. In larger systems, human resources/personnel units and supervisors handle more day-to-day interpretations under the CPO's lead. Again, fair and balanced interpretation is needed at all times.

### Work Schedules

Much variance exists in this area as well since departments work different length work weeks. In Indiana, most departments work 35, 37.5, or 40 hour weeks with length of work week not impacting annual salary, which is determined by the state salary structure. End result is a probation officer working a 35 hour work week in Montgomery County receives the same pay as a Marion Superior Court probation officer working 40 hours. I have even heard of probation departments which work 32 hour work weeks and four day work weeks.

In examining work schedules, consider the following factors: start times, breaks, use of flex time, length of lunch hour, evening hours for late reporting, Saturday hours, job sharing, and working from home or alternate sites.

The majority of Marion Superior Court Probation Department's presentence report writers work from home with very limited time spent in the office. The Department supplies a laptop computer for all work-related needs and full access to all required case management systems. This arrangement has proven very popular with staff. There has been no dip in productivity. Although hard to gauge, my sense is that productivity has actually increased. There are detractors to this arrangement within the department and court administration, but the move was driven by space considerations, not as a perk to employees.

Home-based officers are likely the wave of the future. Rather than working from a courthouse or satellite office, these officers work from their home and car. The sponsoring department provides them with the required mobile technology (cell phone, laptop, etc.) to complete their tasks. The Maricopa County Juvenile Probation Department in Arizona has been a national leader in examining this approach.

Different locales demand different supervision responses based upon department size and complexity. While a welcome advantage to probationers and employees, satellite offices offer distinct challenges to administration. 24/7 units demonstrate special demands and circumstances. As satellites and 24/7 units are removed from direct courthouse supervision, there is a tendency for non-courthouse operations to take on distinct personalities and drift from established policy and procedure. Such renegade tendencies cannot be tolerated, and the ongoing focus of administration must be balanced and consistent supervision. School-based juvenile probation officers present unique supervision challenges to supervisory and administrative oversight. Administrative visibility does much to lessen straying from departmental expectations.

For systems which operate 24/7 units or specialized units such as warrant units that work non-traditional hours, work schedules must fluctuate. Some 24/7 units work 12 hour shifts, which can create conflicts with payroll recording. The matter is further exacerbated with holiday coverage, and it is essential that 24/7 operations comply with conditions and requirements set forth



in the Fair Labor Standards Act. If not, anticipate controversy and legal challenge.

### Facilities — Equipment — Working Conditions

An inherent responsibility of probation administration is to provide work space which is safe, functional, comfortable, clean, and well maintained. Ideally, offices should be attractive and supported by furniture and equipment which signals respect and appreciation for employees and probationers alike. Magnetometers and/or armed deputies need to be in place to provide security. All employees should be assigned working personal computers or laptops. Employee phones should include the technical features which are made available to other local/state employees.

Ideally, furniture should be new, matching, and not bare bones. Individual offices are preferred, but many systems in recent years have been forced to adopt cubicles due to space shortages and fiscal cutbacks. Public bathrooms should be provided. Staff bathrooms and break areas, minimally equipped with refrigerators and microwaves, should be accessible during breaks and lunch hours. Employee parking needs to be free, readily accessible, well illuminated, and preferably secure.

Whenever possible, engage employees in the design of new facilities. Allow them input in overall facility layout and the opportunity to select paint schemes, carpet patterns, vending service, etc. Remember, you personally may not be working in this environment, but the staff who will be can best represent their needs and recommendations.

It is imperative that administration act quickly and decisively when problems arise with heating/ventilation, plumbing, vandalism, and pest control. Departments should not skimp on contracts for custodial service, routine maintenance, repair, pest control, and trash pick up. Delays in responding to service issues and needed repairs lessens administrative credibility. Provision of facilities that are properly designed, equipped, and maintained sends a loud message to staff and probationers alike that probation operations are valued and respected.

Most probation chiefs can attest to a number of horror stories associated with county or state vehicles. This major expenditure demands aggressive and relentless lobbying from the CPO and his superiors. Staff deserve safe government vehicles which will prove dependable in meeting community requirements in all forms of weather. Safety and reliability are the key — not necessarily that vehicles are new or top of the line.

### Formal Discipline

Probation administration's attentive maintenance of a well-designed and efficient system of formal discipline is basic to the department's integrity and credibility in and out of the office. Operations which address discipline capriciously or inconsistently create offices of suspicion, doubt, and inefficiency, and do much to damage overall morale. Employee discipline must be fair, non-arbitrary, and courageous to evenly address all meaningful misbehavior brought to administrative attention. The response significantly varies between union and non-union operations, and once again for purposes of this article, a non-union department perspective is presented.

The department's system of formal discipline should be no surprise to staff. They should have instant access to established written policy and practice. Formal discipline should be a ma-

jour agenda topic patiently addressed at new-hire orientation. Employees need to know the multiple examples of misbehavior within the workplace, including all potential sanctions.

Disciplinary sanctions typically include oral/written reprimands, suspensions, and termination. Clear protocol needs to be established and routinely tapped when complaints are investigated. The importance and integrity of the inquiry cannot be overstated since suspensions and terminations potentially impact income, careers, friendships, relationships, and marriages.

Within the Marion Superior Court Probation Department, oral/written reprimands are personally handled by the assigned supervisor with full knowledge of the division's Deputy Chief Probation Officer. Unpaid suspensions range from 1-5 days and are administered by the division Deputy Chief Probation Officer responsible for the disciplined employee. Should a maximum suspension period be exercised, the disciplined employee returning to work must report to my office for a short but direct conversation about his employment status. This conversation reinforces the severity of the situation. All situations which merit consideration of suspension are administratively staffed with the Marion Superior Court's Human Resources Director to insure consistency across all divisions. The responsible Deputy Chief Probation Officer administers the discipline in the presence of the employee and the employee's immediate supervisor and is responsible for all related protocol.

Unless the behavior is criminal in nature, employees to be discharged are given the option of resignation or face formal termination (employees formally charged with criminal acts in the community are terminated). Formal disciplinary language is crafted by the Marion Superior Court's Human Resources Director and is based upon probation documentation. All terminations are determined at a disciplinary staffing attended by the Human Resources Director, the relevant Deputy Chief Probation Officer, and me. Judicial support for terminations is routinely sought from the supervising judge of probation and is typically awarded.

Based upon security considerations, termination proceedings are held at my main office or within court administration offices located within the same building. As Chief Probation Officer, I chair the direct and short meeting. The Human Resources Director also attends but serves primarily as a witness and consult. As a decision has already been reached (which includes judicial approval), debate is not entertained, and the employee is presented with the two options. The employee is instructed to read the disciplinary language contained within the corrective action and then must offer a decision. A standard, one sentence letter of resignation is also drawn up in advance and is available at the meeting. The Human Resources Director and I offer no legal advice or suggestion as to the employee's decision.

No doubt, every probation system approaches and enacts formal discipline differently. The model outlined above is not perfect, but it has proven effective. While legal challenges have been minimal, none have been successful. The system has clarified expectations for staff as to performance expectations and potential sanctions, and, in that context, has helped lessen anxiety about inconsistent application of discipline. Staff work best in an atmosphere which is not fearful of vindictive or spiteful administrative sanction, where dignity and respect for employees is valued and consistently demonstrated on a daily basis in keeping with the department's guiding principles.

### Communications

An almost universal theme within probation departments is the complaint of poor communications and the criticism that employees do not have even a cursory understanding of administrative direction and key happenings. The tenets of effective communication are dictated by department size and location. Large, decentralized operations are dependent upon email, formal memoranda, and supervisory relay. Small offices can utilize a more personal and immediate approach through brief, spontaneous meetings.

Policies and procedures manuals were referenced earlier, but it is important that explanatory narratives be current, accurate, reader friendly, and concise. Necessary updates should be created and added as required with these changes universally communicated to officers and staff through communication alerts as to policy and practice. Regular departmental, divisional, and unit meetings should be scheduled and promptly documented with meeting minutes.

I am a strong advocate of all-agency meetings. Within the Marion Superior Court Probation Department, two major meetings are held annually: an all-day, off-site retreat scheduled in the spring and a general staff meeting held off-site in October. The prominent focus of these events is the highlighting of recent accomplishments, presentation of relevant statistics, recognition, introduction, swearing in of staff, and announcements of new projects and initiatives. These meetings are a timely opportunity to recognize individual staff, units, and divisions for extraordinary accomplishments. The time together can also be spent in addressing rumors and correcting past misunderstandings. At the conclusion of the meeting, employees should have an improved and current understanding of the state of the department. This should not be solely the CPO's show; engage administrative/supervisory staff with the presentations and officers/support staff as appropriate.

For expense purposes, many departments have discontinued production of annual reports. These documents require considerable effort, and publishing costs have skyrocketed in recent years, especially if you wish to produce a report of visual quality. However, the retention of this project is important not only to record departmental accomplishments but also to chronicle departmental history and culture — a task which is frequently discontinued due to more pressing demands. The document should continue in existence for display on the departmental website.

Departmental newsletters, printed and electronic, may be produced in large departments which maintain multiple locations. Different philosophies exist as to content and format. Some newsletters stress daily operations and the business at hand; they are sporadically read. Another approach is for newsletters to be lighter in focus and content, and to be more centered upon employees within and outside of work. While clearly not emphasizing operational topics, this format can be criticized as “fluff” since agency time is typically spent on production.

Some other tangibles which facilitate communication are posting of an accurate, informative, and frequently updated website, maintenance and distribution of current organizational charts/phone lists and staff photo directories (for internal use only), regularly developed and shared statistics, and a formal suggestion box system.

### Recognition and Value

Whether on the adult or juvenile level, probation is demanding and difficult work. It is a profession rife with disappointment and failure. While CPOs recognize this reality through their own experiences as officers, there is an unfortunate tendency to drift from that realization as administrative tasks are assumed. A sad commentary on the probation industry is that internal recognition of daily effort is frequently downplayed or lost altogether.

Regardless of agency size, CPOs should do as much as possible to know their employees and know them beyond the workplace. This is a somewhat easy task if your department numbers twenty, but daunting, if not impossible, if you are a CPO serving in large metropolitan areas, such as Los Angeles, New York, or Chicago.

An immediate role for all CPOs, regardless of agency size, is to schedule formal introductions and meeting time with new hires. This event is very well received by new staff and serves as necessary, early exposure to the CPO. Aside from facilitating personal introduction, it also affords the CPO a forum to address philosophy, mission statement, guiding principles, agency direction, and administrative expectations. The meeting time should not be forced or hurried, and it should also allow some structured time for questions from the new hires.

In smaller jurisdictions and within administrative/supervisory levels in large systems, I encourage CPOs to conduct individual, private meetings with employees. I have conducted hundreds of “firesides,” as I call them, over the years. A one hour time slot is scheduled at which time I block out daily duties, listen, and get to know the employee above and beyond the workplace. Firesides are not about work or the CPO; they are about home towns, alma maters, hobbies, talents, parents and extended family, spouses and significant others, children, former careers, and hopes for the future. They are not meant to be intrusive, but they can turn emotional, and the CPO needs to be alert in navigating the waters. In my near thirty years of holding these sessions, I have had one staff refuse to participate stating that she felt that she should not be obligated to talk about her personal life. The hundreds of others appreciated the time, attention, and belief in them as employees.

A personal trademark developed by me over the years is the emailing of daily “Quotes of the Day” to all staff. These quotes reflect a wide-range in topics and interests and are intended to be thought provoking, inspirational, and even humorous. Staff response varies, however, many employees have responded to individual quotes with genuine appreciation because the quote hit an obvious nerve and proved helpful.

CPOs should be quick to “catch people doing something right,” and sharing an informal thanks or official kudos to staff, with copies to be included in permanent personnel files, is encouraged.

Birthdays, anniversary dates, marriages, new babies, military call-up, all can be easily recognized by the CPO, and again departmental size influences the form and style of the effort.

Medical developments afford the CPO a fitting opportunity to personally address employee illness, accident, treatment, or surgery. The importance is not how this is done but that it is done. Personally, I prefer speaking with employees over the phone, sending cards, etc., as opposed to hospital visits since hospital time can actually be embarrassing to the employee due to appearance and circumstance. If a hospital visit is encouraged or specially requested, I typically oblige. Always remember HIPPA

restrictions knowing that ill or injured staff may share medical developments which should stay with the CPO and designated human resources staff.

By far, the administrative response which is most appreciated pertains to death of an officer or death within his immediate family. I owe my stance here to Paul Gesregan, former Chief Juvenile Probation Officer for Delaware County, Pennsylvania, for whom I worked for three years. Out of a busy schedule, Chief Gesregan took the time to devote a half day to the funeral of my father in 1977. I have never forgotten that courtesy, and the only time that I do not personally attend visitations or funerals of staff or their family members is when I am out of town. I typically send a bereavement card as well. Over the years, dozens of employees have stressed how touched they were by this extension of their boss, again, a response that I learned from a respected, former CPO.

### Awards

All departments deserve a respected annual awards process which is employee designed and driven. The integrity of this process is equally important to the overall design. While the CPO should have authority over design and implementation, a balanced, representative committee should manage the process. What is to be avoided is any model which serves as a conduit for the CPO recognizing and awarding perceived favorites. Annual tweaking of this process should occur with award categories occasionally being created, dropped, modified, or merged. Employees should be free of disciplinary sanctions during the recognition year in order to be considered for an award.

The current Marion Superior Court Probation Department includes category recognitions for:

- Probation Officer of the Year (one award for each of the department's three divisions);
- Support Staff of the Year;
- Rookie of the Year;
- Management;
- Dedication; and
- Spirit.

While I co-chair the Awards Committee process, I have no vote in determining the category winners. The exclusion is by design to underscore the authority and power of the Awards Committee in determining the winners.

Two additional awards are solely determined by me: a Community Collaboration Award and a Chief's Award. The Community Collaboration Award recognizes a community partner and has recently gone to a deputy police chief, a public educator, and a community center director. The Chief's Award has no formal, written criteria and is intended to recognize an employee or unit whose contributions may have been overlooked or under recognized during the recognition year.

The nomination process is exclusively conducted online. Awards are distributed at the department's annual retreat. Photos are also taken with the department's supervising judge and me. A buffet luncheon honoring the recipients is scheduled a few weeks following the formal presentation.

### Recognition Week

Ever since the concept of an annual Probation, Parole, and Community Corrections Week was introduced earlier this decade, this week has received pronounced attention and sponsorship by our department. A representative committee begins work in late winter to devise responses and recognition events which occur throughout the week. Over the years, the following responses/ events have been offered:

- Mayor's Proclamation;
- Distribution of complimentary messages from Criminal Term judges;
- Congratulatory walk throughs by Criminal Term judges at central office and satellite locations;
- Email distribution of "Stories from the Field";
- Development of a traveling recognition board which was temporarily displayed at central office and satellite locations;
- Distribution of Marion Superior Court Probation Department lanyards;
- Extended lunch hour on special event days (bowling, putt-putt, Indianapolis, Indians baseball, movie);
- Ice cream social;
- Trivia contests;
- Distribution of donated items from local businesses;
- Departmental picnic;
- Candygrams;
- Donut Monday;
- Distribution of customized "Quotes of the Day";
- Relaxed dress code for entire week including theme days: colleges, professional sports team, Hawaii Day, Recognition Week t-shirts, etc.;
- Sales of Recognition Week t-shirts;
- Department organized outings to Chicago Cubs and Cincinnati Reds (employees use leave for these activities); and
- Certificates of appreciation signed by supervising judge and Chief Probation Officer.

The key to the success of Recognition Week events is that the events are largely staff determined and operated, and do not reflect what administration wishes to schedule.

### Celebrations

Whether it is our historical linkage to the most conservative branch of government and/or our cultural past, probation does a poor job of recognizing and celebrating our accomplishments.

Many departments structure formal swearing in ceremonies/ awarding of badges, and these events should be treated with the dignity and respect they deserve. Staff and family members should be invited to formal ceremonies. Judges, administrators, and chief probation officers should provide welcome and honoring words to new officers. Photos should be taken and distributed. When possible, a brunch or luncheon should be held. Media alerts should be developed and distributed.

While no set protocol need apply, significant departmental anniversaries and retirements should be recognized with receptions and parties. These events may be scheduled during the workday or after hours. Again, no set plan exists as to how they are arranged. The important factor is to take the time to honor individuals who have devoted a significant number of years to



## Executive Exchange

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the department. Personally, I believe these recognitions are best designed and handled by non-administrative staff. This planning role is welcomed by many as a special opportunity, even an honor. Also, one should not fail to take into consideration the wishes of the honoree since some personnel do not wish a special event to be organized. Also, the theme and format of the event is important since there is far different air and flavor to a roast versus a reception.

Birthdays are an event for which employees' value and appreciate recognition. Departmental size dictates the CPO's response, but in my current operation of 317 employees, I provide email birthday messages to all staff. These messages consist of a few simple, congratulatory words and are always personalized. This practice may appear time consuming, but in the course of a week, perhaps fifteen minutes is consumed by this much appreciated courtesy.

Have fun with special activities such as potlucks, picnics, holiday cookie exchanges, Secret Santa, military call up, Thanksgiving, December holidays, John Augustus' birthday (June 20), earning of advanced degrees, and events which celebrate ethnic diversity. Two annual events common to the Marion Superior Court Probation Department are the Annual Chili Cook off and the recently inspired Chocolate Chipper Challenge. Despite producing phenomenal chili and mouth-watering chocolate chip desserts, I never win; a genuine frustration to me but a sheer delight to the troops.

On a few rare occasions, I have authorized the design and scheduling of memorial events for employees who have died either suddenly on the job or after a long, protracted illness. These services can be enormously meaningful to staff for purposes of healing and closure and should be respectfully structured only after receiving the full support of the grieving family.

As referenced earlier, CPO direction and involvement need be minimal. Step aside because, in general, employees appreciate the organizational roles demanded by such special events and the trust awarded by administration for coordination. Always emphasize that this duty must be accomplished in such a way that the daily work product is not compromised or lessened.

### Socializing

Socializing with staff has been the downfall of many a CPO. Many chiefs foolishly believe they are able to successfully manage a dual role. In two departments where I was specifically brought in from the outside to reform, socializing added immeasurably to the downfall of the previous, appointed chiefs. Drinking and partying with staff and judges outside of work led to complaints of favoritism, marital infidelity, substance abuse, and sexual harassment. Statements attributed to CPOs at social events outside of work leaked back to judges and administrators to hasten their downfalls.

While seemingly unnatural and at times difficult to honor, socializing with staff is a mistake. It simply clouds judgment due to role blur. Few individuals can remain objective and balanced, and the best recommended practice is never to allow this dichotomy to evolve in the first place. This stance appears harsh and insensitive, but in actuality, it is the most respectful position to take, and clearly the best position for either the new or veteran CPO.

Two quick, "real life" examples underscore my recommendation. Example 1: A CPO agrees to join a supervisor and two line

officers at the supervisor's summer vacation cabin for a week-end of fishing, card playing, drinking, and male bonding; two weeks after the event, the CPO is faced with a serious disciplinary matter involving negligence on the part of the supervisor. Example 2: A CPO and a veteran supervisor agree to share NFL season tickets. Controversy erupts as to how the tickets are to be distributed during a championship season placing a divisive wedge between the CPO and the supervisor, a falling out which was never reconciled and which resulted in the supervisor's premature resignation.

While the above two events did not occur in my department, I was close to the situations, and I personally witnessed the devastating impact on morale and agency operations as rumors ran wild and distracted staff took sides.

I am not suggesting that the CPO cannot go to lunch with staff, share a commute during inclement weather, or exchange holiday gifts with top aides, but be careful. Staff are watching, and they are quick to pounce on what is perceived as favoritism and special relationships. Socializing outside of work with employees creates controversy and potentially produces scenarios which can backfire or prove to be a major disruption within the workplace.

Your job is not to be anyone's buddy. It is to lead and manage a professional probation operation, and, in doing so, you need to set an unflappable example of objectivity and fairness. Socializing with staff undermines your credibility and effectiveness on the job, clouds judgment, and distorts your decision-making.

### Example Setting

As previously stated, staff is watching you. As the CPO, you set the professional example for your agency whether you lead a department of five or 500. Some additional rules for the road:

#### *Know Your Staff*

Departmental size obviously dictates somewhat the degree and depth of your knowledge, but the CPO should make it a priority to get to know as many staff as possible. This task is much easier to do in small and medium-size departments. Never lose sight that probation officers and support staff are your bread and butter; they write the presentence reports, they conduct office appointments, they handle reception duties and phone calls — not the CPO. Never distance yourself so that you forget the nature of the job and the difficulties and frustrations associated with probation services.

While chain of command should be routinely followed, do not isolate yourself from your workforce. Allow for impromptu meetings and spur of the moment dialogue with employees. On some occasions, it is of personal importance for employees to seek a private meeting with you. Be open to these requests as there is generally value to your taking time to meet. Meeting length need not be long since staff are generally respectful of your schedule. The meeting's subject may relate to work or personal issues, but the CPO's availability to staff in times of personal importance enhances his status as a caring and concerned leader.

#### *Work Ethic*

The CPO clearly sets the example for the department, and in that capacity, your car should generally be the first one in the



parking garage and the last one to leave. Staff quickly notice and recognize hours worked by the CPO. Your style is being observed as is your handling of staff, probationers, judges, crises, general public, media, etc. Your honesty, integrity, patience, knowledge base, problem-solving ability, and overall leadership/management style are on daily review. An irony to the daily world of the CPO is the need for you to actually work harder, not less, than you have ever worked in your career. Not only does your role demand that commitment, your department deserves the same.

**Visibility and Accessibility**

I started my career in a large, urban juvenile probation department. In my several years with that department, I saw the CPO face to face once in the courthouse hallways. He never formally met me and he did not know my name or who I was, despite the fact that I was well respected and viewed as highly capable by peers and my immediate supervisors. For all practical purposes, the CPO was a ghost, a non-entity to the front-line work force.

Not only be visible, but be accessible, and manage by wandering around (MBWA). Should your system operate satellite offices or off-site units, visit them as often as possible. Your presence sends a resounding message as opposed to the CPO who makes a mandatory annual visit. This challenge is very taxing since it takes you away from your main hub of operation. When possible, take your office on the road and operate out of a satellite for an entire day or even a week. Should you adopt this mobile style, always make certain that key subordinates know of your whereabouts. Always make certain that you are readily accessible by cell phone on a 24-7 basis.

**Assuming Credit and Responsibility**

A favorite quote of mine is attributed to Paul "Bear" Bryant, legendary college football coach at the University of Alabama:

"If anything goes bad, I did it. If anything goes semi-good, we did it. If anything goes really good, you did it. That's all it takes to get people to win football games for you."

For me, the application of this quote to CPO duty is not a stretch. Probation success is won in the trenches by dedicated, knowledgeable professionals. They are to get the credit for successes, but as the CPO, we need to have the courage to assume responsibilities for our failures and misfires. Finger pointing is cowardly. Accepting and living the Harry Truman maxim that "the buck stops here" is refreshingly progressive.

When under the spotlight, take ownership, admit to your mistakes, commit to learn from the errors, and if necessary, pledge to implement new policy and practice to correct the reported defects in service. With this approach, you set a bold and respected example to your work force which they are now more likely to emulate through your modeling.

**In Summary**

- Delegate and step aside;
- Be inclusive and open to input;
- Celebrate your successes and recognize accomplishments;
- Fight favoritism;

- Accept ownership of failure;
- Set the daily example;
- Discipline fairly and consistently;
- Stress internal communications;
- Limit socializing;
- Deflect the credit; and
- Champion integrity.

**Conclusion**

This article has presented a detailed overview of morale within the probation workplace. It has also presented approaches which have proven effective in boosting agency morale.

The CPO is not the morale officer, but he or she should address and incorporate morale considerations as part of daily operations. It should not consume or dominate administrative activity. However, morale nuances are everywhere, and they demand regard and attention. An emphasis on morale needs to become firmly entrenched in the departmental culture. It should become automatic and near effortless as to its implementation.

Delegation is critical in addressing morale, especially in large organizations. Inclusion of all levels of staff in examining processes and responses to impact agency morale is extremely important. The CPO cannot and should not do it alone. To do so will surely result in failure and perhaps burnout; too, it disrespects the sizeable contributions which may be netted from employees from all levels within the organization.

Employees spend approximately 220 days in the office in a calendar year. In some circumstances, we actually spend more waking time with fellow employees than we do with family members. Due to the exacting nature of our professional charge, shouldn't we all be invested in doing everything possible to address and improve morale within the workplace? Such an investment benefits probationers and probation employees alike and allows us to fulfill departmental mission statement and guiding principles.

This article does not wish to suggest that all negative factors impacting morale within the Marion Superior Court Probation Department have been eliminated. Certain progress has been made under the current administration in association with actions presented. However, some unhappy staff remain, although recent exit interviews suggest that employees primarily leave the Marion Superior Court Probation Department employment due to better opportunities as opposed to disgruntlement on the job. While improved, the current workplace in Indianapolis remains far from perfect, yet employees have acknowledged a sincere administrative emphasis to better department esprit de corps via a systematic process.

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# GREAT LEADERSHIP IS GREAT COACHING: WHAT COACHES DO THAT MOST BOSSES DON'T

by

Mark Warren

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### A Very Successful "Failure"

Born into abject poverty, his mother died when he was nine years old. In order to help support his family, he had to go to work at a neighboring farm, and thus had almost no opportunity to go to school. In fact, his formal education totaled less than one year. At 23, he lost his first real job as a sales clerk in a dry goods store. Deciding that politics might be a worthwhile pursuit, he ran for the state legislature. He finished eighth out of 13 candidates. In a campaign document, he stated that if he were to lose, he "was too familiar with disappointments to be very much chagrined." He and a partner attempted to start a small business, but it also failed, and he spent the next seventeen years paying off money he had borrowed from friends to start the business. He was elected to the state legislature at age 25, and his fiancée died a year after his election, putting him in a deep depression and he had a "nervous breakdown." He spent the next six months confined to bed.

Over the next twenty years, he was defeated in his race to become his state's House Speaker, defeated for nomination to run for Congress, lost his party's bid for re-nomination after finally winning a subsequent election, lost his bid to become a land officer, and was twice defeated for the U.S. Senate and once for Vice President. And, even though eventually elected President of the United States, influential members of his *own party* asked him to resign as the nominee for re-election. He sent a memo to his cabinet stating that in all likelihood, he would be defeated. In April of the very next year — the year 1865 — he was killed.

Abraham Lincoln understood commitment to task, and something more about standing up in the face of adversity and overcoming tremendous obstacles and resistance. He once said that "nearly all men can stand adversity, but if you want to test a man's character, give him power."

As a leader, it's important to keep our perspective — even though the trials we face on a weekly basis are significant, remember some of those who have gone before us. Their sacrifices surely helped pave the way to make our struggles in the modern world a little more bearable. In addition to commitment to task, successful leadership also requires that leaders:

- Set the example, and then follow it. Remember the famous Gandhi quote — "be the change you envision."
- Take an unbiased approach when dealing with others, especially those different from "us." Give everyone the chance to play on a level playing field.
- Concentrate on the objectives of the task. Whoever said "the person rowing the boat generally doesn't have the time to rock it" really knew what they were talking about.
- Maintain an exceptional attitude. Golf great Lee Trevino was once asked if it was true that he has never had a professional golf lesson. "Yes," Trevino said, "because I've never seen a teacher that could beat me." Trevino also once advised a friend to "never play a guy for money who had a 1-iron in his bag or a tan darker than yours." In 1960, John F. Kennedy was

asked if he would accept the Vice-Presidential nomination if it were offered. He replied, "No, because once you accept second place when first is available, you have a tendency to do it for the rest of your life."

- Set goals that are attainable. Think about how most of us attempt to lose weight. Instead of trying to lose 25 pounds, (or 50, or 10 or 100), re-set your goal on a tangible, realistic 2-4 pounds per week. Think who you'll be at the end of eight consistent weeks?
- Have a set of rules to live by, that they themselves follow. Could your employees quote your philosophy or rule set? The great writer, actor and humorist Will Rogers was once asked how young people should live a complete life. He responded by saying "I think we should all try to live our lives so that we wouldn't mind if the family parrot got sold to the town gossip."

### Am I a Serving Leader or a Self Serving Leader?

Most day to day management is not a crisis. It's a gentle influencing through the process of routine. If you lead with the intention of serving your employees and constituents, you'll behave fundamentally differently than if your motivation is self serving. Self serving leaders think that leadership is all about them and not about the best interests of those they serve. They forget about acting with respect, care and fairness for all involved. Everything is about their own self interest. When you begin to realize that it's really not about you, you begin to lead at a higher level. The leadership author and coach Ken Blanchard wrote about this new definition of leadership in 2006: "The capacity to influence others by unleashing the power and potential of people and organizations for the greater good."

"When the definition focuses on goal accomplishment, one [tends to] think that leadership is only about results. Yet, when we talk about leading at a higher level, just focusing on goal accomplishment is not enough. The key phrase in our new definition 'the greater good' — what is best for all involved. We think leadership is a high calling [because it requires putting others first]. Leadership should not be done purely for personal gain, or goal accomplishment; it should have a much higher purpose than that."

### Have a Vision

Great leaders and managers have vision. The leader's vision lays the stones in the path for the future of your group. A compelling vision stirs passion [and intensity] within you. It tells everyone who works with you who you are, where you're going and what will drive your behavior. Values are a good example. Live, demonstrate, and communicate them. Author Marcus Buckingham talks about a leader's vision this way: "[A leader] starts with his image of the future. This better future is what he talks about, thinks about, ruminates on, designs and refines. Only

with this image clear in his mind does he turn his attention to persuading other people that they can be successful in the future he envisions. But, through it all, the future remains his focus” (Buckingham 2005).

A sure way to maximize your results as a leader or manager is to have high expectations for both results and relationships, and not just the bottom line. If we can take care of our customers or constituents and create a motivating working environment for our people, then profits, financial strength and/or re-election are the applause we get for a job well done. It’s the fun we have on the way to the finish line. Success is both results and relationships. It’s a proven formula. The same formula is utilized by the trainers at Sea World to train the killer whales in the *Shamu* show — work to build trust, accentuate the positive and redirect the behavior — don’t punish (Blanchard, et al., 2002).

### The Importance of Trust

All genuine leadership is built on trust. There are many ways to do that, but one of most important is to “walk your walk, “talk your talk” and then walk your talk. In other words, live consistently with the values you profess. If you say that “I care about what the people think” or “our people are our most valuable asset,” then you must live and model those statements all the time. If you’re inconsistent, people will eventually lose faith and lose trust, and your effectiveness as a leader is down the drain. Spend time each day communicating and demonstrating your organization’s core values and recognize and reward employees who embody those values in their work and behavior as you try to do.

### Day to Day Coaching is Critical — Tell, Show, Catch, Reprimand

For more than 25 years, Ken Blanchard has been an inspiration and model of teacher and coach — the kind of person who makes one want to be better, live better, do better and try harder. I found the following bit of coaching wisdom on his website ([www.kenblanchard.com](http://www.kenblanchard.com)), and I hope you’ll visit it also.

“A good performance management system is comprised of three parts: (1) performance planning, which consists of setting goals and objectives; (2) day-to-day coaching to help your people accomplish their goals; and (3) performance evaluation to examine individuals’ performance against goals during a certain period of time. Unfortunately, the most important of these three parts is almost never done well in organizations: day-to-day coaching. Coaching should take up 90 percent of your people management efforts. It’s through day-to-day coaching that you help your people monitor their progress and systematically move toward success.”

Great coaching to change behavior involves consistent, empathic redirection. Tell people what’s expected, in language and terminology and reference that they understand. Show people what good performance looks like. They have to have a model — something to make theirs look like. A point of caution: whatever they see the leader do, they assume it’s right! So if you’re not the best example, find a model that is. Catch people in the act of doing something right, or almost right. Most of us are used to being caught doing something that we shouldn’t. Instead, make a habit of catching your people doing something correct or almost correct. Call it to their attention, explain why it’s right and good and let them know that you’ll be watching their way in the

future. People will do a lot for your positive affirmation. Finally, reprimand negative behavior, but never punish the person in the process of coaching. Address the negative behavior most severely, if necessary, but never let them believe that you are attacking them personally. Try this in a coach/pupil exercise with your people: use the Tell, Show, Catch, Reprimand strategy to coach tying shoes, paddling a canoe and dancing, or any physical skill. Driving is perhaps the best physical skill example. Remember when you learned to drive? If you were taught to drive by an elder, then I’ll bet you know plenty of what NOT to do! Great coaches spend time and give attention to behaviors they want their players to do.

Winning organizations and winning teams are continually learning. And, corporate America is beginning to take a lesson from old coaches — focusing on an athlete’s strengths, not their weaknesses. Coaches don’t wait for an annual review before they sit down with each player to go over goals and how they’ve done. Feedback is instant. Accountability is immediate.

Consider this example in the workplace: employees will pay attention to what the boss values, but if that is largely something that an employee hates doing, they will float along and miserably try to appease, becoming dysfunctional, or leave a job that forces them to concentrate on tasks that are contrary to their natural abilities. Consider the language of weakness fixing, for example. In performance appraisals, if a person is evaluated in 26 areas and 22 of them exceed standards, two meet standards and two needs some improvement, where do most bosses spend their time in the evaluation? What message does the company send the employee? Make an artificial value of the aspects of your job that you hate and/or are not good at, and shrink work time and attention in areas where you excel. This is not the kind of environment most people want to come back to every day! Believe me, people will take less money and stay in your employ if they enjoy what they spend most of their time doing. The real secret is: can I recruit, attract, hire and retain people (now and particularly in the future) with a keener sense of how their strengths match the demands of the role? Human potential and productivity are at stake. Go get ‘em!

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# THE FIVE PS OF LEADERSHIP

by

Wally Bock

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There are whole libraries full of things that tell you what to do about leadership and how to remember what's important. Here's another short edition to that library — the 5 Ps of leadership. They are:

- Pay Attention to What's Important
- Praise What You Want to Continue
- Punish What You Want to Stop
- Pay for the Results You Want
- Promote People Who Deliver Those Results

### Pay Attention to What's Important

Time management courses, strategy books, and management gurus all will tell you that there's not a lot that's really important. Your job as a leader is to concentrate on what's most important so that it gets taken care of. Then let the rest of the stuff take care of itself.

Now if you're a perfectionist, that's going to be hard for you to do. But there's not a P for perfectionism in this scheme of things. No, we recognize that there are limited resources of time, energy, people, and money. Because those resources are limited, you want to go for the big stuff first.

What you're after is the 20% of stuff that gives you the biggest bang for the buck. What underlies all of this is something called Pareto's Law. Vilfredo Pareto was an Italian economist and sociologist in the late 19th century. He formulated something he called "The Law of the Unequal Distribution of Results." You probably know it as the 80/20 rule.

All the 80/20 rules says is that there's 20% of the stuff you do that gets you 80% of the results. The trick is finding that 20%. Once you've found it you then have to pay attention to it.

Pay attention to it in your written and oral communications. Re-state the key themes over and over. Don't undervalue repetition, repetition makes for memory and memory makes for action.

Pay attention to it in your casual contacts. John Kotter, in his book to general managers, pointed out that effective general managers make great use of the random contacts they have with people. Those contacts could be in the hallway, at the water cooler, in the elevator, or walking down the street. They seize on those moments to talk about the things and ask the questions that are important to their leadership agenda. You should do that too.

Organize your day, your communications, your organizational structures, your reward systems and everything else to pay attention to what's important and then do that with unremitting diligence.

### Praise What You Want to Continue

Praise is your best training tool. In technical terms, praise is a positive consequence that follows a positive action. It's a reward for something done right. Use praise to get people to continue to do things or to take positive action. That's where it's best used.

Remember, too, that praise is a tool that is most effective when it's used inconsistently. Used consistently, praise tends to lose its force. So, don't worry so much about praising everything that people do right, but do worry about praising.

That's important, because most of us came up in a world where we didn't praise enough. Seek out opportunities to praise but don't get anal retentive about it.

### Punish What You Want to Stop

Punishment is the mirror image of praise. It's a negative consequence that follows negative behavior. It follows a principle stated almost in biblical terms by one of my past trainees. She said: "the good shall be rewarded and the unjust shall be punished in proportion to their deeds."

Punishment — negative consequences — is the tool you use to get people to stop stuff. If you figure out what's most important for people to quit doing in your organization, rig up some kind of negative consequence for them if they do it. Be careful though, because you may fall prey to the hot stove guideline. It was Mark Twain (or if it wasn't it should have been) who said, "A cat who sits on a hot stove will never sit on a hot stove again. But he won't sit on a cold stove either."

The management lesson here is that if you zap people too much with negative consequences, they don't just quit doing the stuff that you don't want them to do. They quit doing pretty much everything. That's why "rule by fear" and "controlled ferocity" cultures have a devil of a time getting people to take initiative. They've been zapped so often they're just not willing to risk it.

### Pay For the Results You Want

Years ago when I was managing distribution and customer service centers I happened to compliment one of the customer service representatives. She immediately turned around to me and said, "Don't just tell me, show me, payday is Friday."

Pay is one of the tangible ways you can reward people for doing good stuff. It's another form of praise in visible, tangible form. Don't limit your thinking about pay to just money, though. Pay people with time off, recognition, choice assignments, small gifts, and special bonuses to encourage the behavior you want.

One of my clients used to carry around a pocket-full of restaurant gift certificates as he wandered around his trucking company. When he found somebody doing something that he wanted to encourage he was likely to whip out a gift certificate and hand it to them on the spot. It created the kind of event and drama that makes for good communication, and it encouraged positive behavior.

Another client of mine, a police chief this time, did something similar. She was a police chief in Texas, and, as you might expect, she talked like a Texan. She had little slips made up with one of her favorite phrases on them. It was, "preciate ya."

When she heard something about one of her officers that was positive, she sent them one of her "preciate ya" slips. When she



caught somebody doing something she wanted to encourage she handed one out. Officers collected the slips and when they got enough, they got recognition in the department newsletter and some extra time off.

Look for ways to pay for the results you want. Pay and praise are the things that get the engine of progress going.

**Promote People Who Deliver the Results You Want**

This one just makes sense. The problem is that lots of organizations forget about it. They maintain reward and promotion systems that reward the old behavior, even while they're trumpeting the new behavior in memos, meetings, and executive retreats.

When I was just starting out in consulting, a much more experienced and wiser consultant said to me, "When you first go into an organization, pay attention to who it is they promote. Listen to the stories that folks tell you about who gets promoted and rewarded and why. That will tell you just about everything you need to know about what the real organizational priorities are."

What are the stories that your people tell in your organization? What are the stories they tell about their bosses? You want those

stories to be positive about great things their bosses have done. If all the stories are negatives, buddy you've got a problem.

What do your folks say about the folks who are promoted? Do they feel they got promoted on merit because of their performance or because they just happened to "know somebody" or worse.

**Summary**

The five Ps of leadership will help you stay on track to positive organizational change. Remember to pay attention to what's important, praise what you want to continue, punish what you want to stop, pay for the results you want, and promote the people who deliver those results and you'll help your organization be the very best that it can become.

**Wally Bock** is President of Three Star Leadership in Greensboro, North Carolina. Permission to reprint this article, copyrighted in 2006, has been granted. To learn more about Three Star Leadership, visit [www.threestarleadership.com](http://www.threestarleadership.com).

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may be sent electronically to [probation.executives@gmail.com](mailto:probation.executives@gmail.com) or by conventional mail to:

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## LIFE AFTER PRISON: RESETTLING ADULT OFFENDERS

by

Donald G. Evans and Dan Richard Beto

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Over the past several years the issue of offender resettlement, or re-entry as used in the United States, has received considerable attention by politicians, policymakers, criminal justice practitioners, and persons engaged in the delivery of human services.

On April 25-26, 2008, the CEP (Conference on European Probation), working in cooperation with the Universities of Glasgow and Strathclyde and the Scottish Government, organized and convened a conference at the historic University of Glasgow on the subject of the resettlement of adult offenders. That which follows is a report on this two day conference, chaired by Dr. Mike Nellis, Professor of Criminal and Community Justice at the University of Strathclyde and a member of the faculty in the Glasgow School of Social Work.

Eighty delegates from across Europe, with representation from the United States and Canada, met to discuss the vitally important process of reintegrating offenders into the community. The purpose of the workshop was for presenters and discussants to identify the elements needed to facilitate a positive outcome for the released offender. It was suggested that prison, probation, and aftercare agencies need to give attention to the following issues:

- An adequate and appropriate assessment;
- A sentence plan;
- Attention to motivating factors;
- A complete understanding of problems associated with the transition from prison to the community;
- Actions necessary to address the problems identified in the transition process;
- An awareness of the importance and value of relationships with local agencies and a willingness to engage partners in the resettlement process;
- Active partnership with police authorities; and
- A focus on the development of a seamless transition process from prison to the community.

By devoting serious attention to these issues — with a focus on strategies of inclusion rather than exclusion — the likelihood of reducing re-offending and enhancing public protection is significantly improved.

The first plenary session was led by Stephen Pitts, International Programs Manager with the British Ministry of Justice, and Dr. Wolfgang Wirth, Director of the Criminological Service of North Rhine-Westphalia in Germany, and summarized efforts regarding through care and resettlement in Europe. It was clear from this session that there is a focus on resettlement and that efforts start in prison by using cognitive-behavioral programs that are delivered in the last 12 weeks of the sentence (England and Wales) and on employment (Germany). Pitts noted the problems facing offenders when released from prison. He commented on the fact that education, training, and employment were among the most pressing. Wirth noted that there were three pillars to the vocational reintegration of prisoners: the improvement of employability; the facilitation of access to the labor market; and

the provision of aftercare services. He also addressed the issue of effectiveness of resettlement efforts and suggested the following were key elements for the Probation Service to consider:

- Accept that access to the labor market is critical;
- Provide a variety of vocational training programs for incarcerated offenders;
- Provide opportunity for offenders to earn qualifications and certifications while in prison;
- Assist offenders to find employment or follow-up training opportunities through labor market targeted release planning;
- Strive for good case management regarding offenders' needs, competencies, and risks and share with employers in keeping with privacy laws;
- Enhance inter-agency cooperation with aftercare services; and
- Provide for performance evaluation and identification of effective practice models.

Wirth would also like to see improvement in the cooperation between probation and prison services.

The second plenary featured Dr. Fergus McNeill, Deputy Head for Research in the Glasgow School of Social Work and a Network Leader in the Scottish Centre for Crime and Justice Research at the University of Glasgow, who spoke on the subject of resettlement and desistance from crime. He defined desistance as a process characterized by ambivalence and vacillation that may be provoked by aging, by related life events, and by developing social bonds, depending on the meaning of those events and bonds for the offender. He also suggested that desistance may be provoked by someone believing in the offender. Desistance appears to involve developing the ability to make choices and govern one's own life. According to McNeill, the author of *Reducing Reoffending: Social Work and Community Justice in Scotland*, desistance involves both human capital and social capital and that intervention needs to be more than just sponsoring change within the offender. The research seems to suggest that desistance involves finding purpose through generative activities.

McNeill then outlined some implications for resettlement by noting that attention needs to be given to:

- Identity and diversity in the process;
- Motivation, hope, and ambivalence (affects);
- The relational contexts of change (personal and professional);
- Strengths and resources for overcoming obstacles the desistance (as opposed to risk and needs);
- The development of an agentic identity; and
- Social capital (as opposed to human capital).

He compared the "what works" paradigm with the desistance paradigm, suggesting that "what works" forefronts interventions while desistance forefronts the change process. In concluding

his presentation he noted implications for families, community development, and public attitudes of the desistance paradigm.

There were three breakout groups where delegates could examine specific topics in more detail. These topics included: recent trends on resettlement in the Netherlands; Multi Agency Public Protection Arrangements (MAPPA) in Scotland; and employment and accommodation strategies for success.

The third plenary was presented by Dr. Bill Whyte, Professor of Social Work Studies in Criminal and Youth Justice at the University of Edinburgh and Director of the Criminal Justice Social Work Development Centre for Scotland. His presentation provided a preliminary report on an ongoing study of ex-offenders perspectives on resettlement. His "routes out of prison" project features peer-support workers recruited from ex-offenders to assist other ex-offenders with multiple disadvantages in acquiring life, relationship, and employability skills. The project has three prison life coaches and ten community life coaches who draw on their own experiences to help clients. The findings to date suggest the following:

- The importance of the peer-support worker and the building of a relationship prior to leaving prison;
- The difficulties in engaging clients and the difficulties facing clients;
- The significance of support in the resettlement process, particularly from families; and
- The importance of viewing the problem from a wider context (lack of opportunities and environmental factors).

The final plenary of the first day was a presentation by Chris Wilson, National Manager for Circles UK, a national charity. Wilson described Circles of Support and Accountability (Circles) as a highly effective community response to reducing re-offending by medium to high risk sex offenders, which originated in Canada in the mid-1990s. As noted in earlier presentations, Wilson stressed the value of partnerships involving governmental agencies, local authorities, and treatment or aftercare providers.

On the second day of the workshop Dr. Laura Piacentini, a Senior Lecturer at Strathclyde Law School at the University of Strathclyde, reviewed her findings to date on a study of women's imprisonment and post-imprisonment in Russia. This is an underdeveloped field of study and her research will assist in crafting appropriate responses to women in trouble with the law. Piacentini, the author of *Surviving Russian Prisons: Punishment, Economy, and Politics in Transition*, noted there is no post custody services developed to date to assist women leaving prison.

The second presentation was by Dr. Gabriele Marranci, a Lecturer in the Anthropology of Religion at the University of Aberdeen, and dealt with his research into Muslims in prison in the United Kingdom. This research seeks to dispel certain myths that have attached themselves to the issue of Muslims in prison. For example, he noted that 50% of Muslims currently in the UK were born in the UK. Most of the Muslim population live in deprived neighborhoods characterized by high unemployment, poor health, and low educational achievement. Marranci noted that there is limited research regarding Muslim offenders either in prison or after incarceration. It seems that there is an increasing population of Muslims in UK prisons but they are in for ordinary crimes. His research suggests the need to provide services to these offenders when they leave prison to reintegrate them in their local communities.

This session was followed by another series of breakout sessions for delegates to select. Topics included: resettlement of political prisoners in Northern Ireland; resettlement of foreign national prisoners; and dealing with serious incidents on parole.

After the sessions Dr. Nancy Loucks, Acting Director of Families Outside, a Scottish voluntary organization, presented on the support needs of families affected by imprisonment. She explored the benefits for resettlement that a focus on the prisoner's family would bring. These benefits include:

- Reduced risk of reoffending;
- Improved behavior while in prison; and
- Improved mental health.

She noted that family breakdown is a risk factor for suicide. Another issue relates to the children, and she stated there are more than 160,000 who are separated from a parent. Problems for families include: lost of contact; loss of income; loss of housing; anti-social behavior by children in distress; shame; and the cost and logistics of transportation to visit prison. The characteristics of these families, she said, are similar to that of single parent families — poor, unemployed, and isolated. The key pressure points, according to Loucks, occur at the time of initial arrest, prison visits, and preparation for release and after release. She advocated that resettlement workers take these pressure points into consideration when planning for and supervising released offenders. What is needed to ease the process are locally based services for: preparing for released offenders return; support for the children; and help with child care. Loucks also advocated the development of play areas for children when they visit a parent in prison and visitor centers that are separated from the prison.

The final presentation was by Dr. Andrew Coyle, Professor of Prison Studies at Kings College at the University of London. He discussed imprisonment, alternatives to prison, and resettlement, and their future in Europe. He noted the rising prison populations in a number of European countries, the need to distinguish between alternatives to prison and non-custodial sanctions, and the important need to develop appropriate resettlement strategies that are adequately resourced. He spoke of key elements that need to be in place if alternatives to prison were to be successful. These elements include: involvement of judges; understanding of the nature of the alternative sanctions; proper targeting; effective implementation; public education; and good monitoring. According to Coyle, it is not enough to monitor the offender in the community; we must work to establish him or her as contributing members of the community. If the offender is to have a chance at rehabilitation, resettlement strategies must provide for accommodation, employment, and support or supervision.

Dr. Fergus McNeill summed up the conference by noting that current emphasis on fear, risk, and protection have led to strategies of exclusion and inequalities that lead to significant social costs. Persons engaged in the resettlement process should address these issues and seek to reduce social costs of exclusion by developing strategies that are more inclusive and equalitarian. The resettlement worker needs to be a counselor who helps to develop and deploy motivation, an educator who helps to develop and deploy human capital, and an advocate who helps to develop and deploy social capital.

The conference closed with Leo Tigges, General Secretary of CEP, noting that this was the first in a series of programs on the theme of resettlement and that it was his hope that this confer-

## Executive Exchange

ence would be a springboard to more concentrated thought and practice in the resettlement field.

Despite its relative brevity, this was an important conference that dealt with a correctional policy issue that has received woefully inadequate attention. If we are to reduce recidivism and slow if not stop the revolving doors of our prisons, then we need to follow the lead of our European colleagues by placing offender resettlement, re-entry, reintegration, or whatever best describes the process, at the top of our correctional agenda.

**Donald G. Evans** is President of the Canadian Training Institute in Toronto, Ontario; he is a past President of the International Community Corrections Association and the American Probation and Parole Association, and is a member of the NAPE International Committee.

**Dan Richard Beto**, a past President of the National Association of Probation Executives, is Editor of *Executive Exchange* and Chair of the International Committee.

## ASSOCIATION ACTIVITIES

### LAS VEGAS EVENTS

More than 150 probation professionals gathered for the NAPE Members Reception on Saturday, August 2, 2008, at the Rio Hotel in Las Vegas, Nevada, during which they renewed acquaintances, met new colleagues, and discussed issues relevant to the community corrections profession.

NAPE is fortunate to have corporate members who provide additional financial resources to support the organization. The Members Reception and the Annual Awards Breakfast were sponsored in part by NCTI, Varian, Syscon, and Robocuff.

During the Annual Awards Breakfast on August 3, 2008, a number of individuals were recognized by the National Association of Probation Executives for their contributions to the probation profession.

### Sam Houston State University Probation Executive of the Year Award

This year the *Sam Houston State University Probation Executive of the Year Award* was presented to **Ellen F. Brokofsky**, Administrator of Probation Services for the State of Nebraska.

This award, the Association's oldest and most prestigious, is presented jointly by NAPE and the George J. Beto Criminal Justice Center at Sam Houston State University to recognize a probation executive who has given unselfishly of his or her time and talents and who has demonstrated qualities of leadership.



*Pictured is Ellen F. Brokofsky with NAPE President John Tuttle.*

Brokofsky, who holds a bachelor's degree in liberal arts and a master's degree in management from

Bellevue University, began her distinguished community corrections career in 1975 as a probation officer in Sarpy County, Nebraska. From 1975 to 2002, she assumed positions of increasing

responsibility, holding Chief Probation Officer status from 1990 to 2002. And from 2002 to 2005, she served as Chief Probation Officer in Nebraska District Number Five for Sarpy, Cass, and Otoe Counties.

Since 2005, she has served as the Probation Administrator for the Nebraska Administrative Office of the Courts and Probation in Lincoln. In this capacity, Brokofsky is responsible for the administration and operations of the Nebraska Probation System, including fiscal management, planning, research, program development, expansion initiatives, and public relations. The Office of Probation Administration employs 475 staff statewide with a \$25 million budget. In addition, Nebraska State Probation operates seven Day and Evening Reporting Centers across the state and with a \$4.5 million annual treatment fund.

Brokofsky is a Licensed Alcohol and Drug Counselor and a Certified Juvenile Justice Administrator by the National Juvenile Court Services Association and the National Council of Juvenile and Family Court Judges. She serves as the Interstate Compact Administrator for Nebraska and is the current President of the National Juvenile Court Services Association.

During challenging political times, Brokofsky championed the transformation towards evidence based practices in the state, while also focusing on recidivism reduction, victims, domestic violence, and juvenile justice, while setting and exemplifying the highest standards of professional practice. Much of Nebraska's recent probation transformation is directly attributed to her advocacy and determination and the superb example that she sets for her fellow probation professionals across the state.

Serving as a resourceful and respected probation professional with 25 years of leadership experience, Brokofsky epitomizes the role of a servant leader. She focuses on the greater good and the goals probation professionals in Nebraska have attained, not her individual accomplishments. She is committed to research, good practice, removing barriers, seeking resources and solutions, and simply doing the best work possible.

This award was first presented in 1989, and prior recipients 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. Wyatt** (Nevada), **Rocco A. Pozzi** (New York), **Ron R. Goethals** (Texas), **Cheryl N. Townsend** (Nevada), **E. Robert Czaplicki** (New York), **Robert L. Bingham**

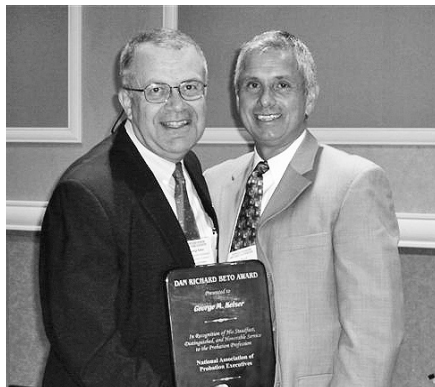


(Indiana), **Gerald R. Hinzman** (Iowa), **James R. Grundel** (Illinois), **Joanne Fuller** (Oregon), and **Tom Plumlee** (Texas).

### Dan Richard Beto Award

Recognized with the *Dan Richard Beto Award* was **George M. Keiser**, Chief of the Community Corrections Division for the National Institute of Corrections (NIC), an integral part of the Federal Bureau of Prisons, U.S. Department of Justice.

This discretionary award, first presented in 2005, is given by the President of NAPE to recognize an individual for distinguished and sustained service to the probation profession. It is named after **Dan Richard Beto**, who served the Association as Secretary, Vice President, President, and Executive Director.



*Pictured is George M. Keiser with immediate past President Rocco A. Pozzi.*

Keiser oversees NIC programs and services that are designed to improve the management and operation of pretrial, probation, and parole agencies; residential community corrections facilities; and other community-based corrections programs throughout the United States and its commonwealths and territories. NIC's community corrections clientele includes more than 2,500 probation and parole offices and 1,200 community residential facilities. Throughout his tenure with NIC, Keiser has proven to be a true friend to the field of community corrections.

In the United States, approximately 95 percent of all state prisoners eventually complete their sentences and return to the community. Keiser has been influential in establishing a model for offenders to successfully transition from prison to community. This model — Transition from Prison to Community — supports planning an offender's release to the community at the beginning of the offender's admission to a prison system. Planning for the offender's release continues through the release decision-making process to the offender's successful completion of community supervision. Inherent to this model is the participation of local agencies to provide coordinated services to release offenders to the community in such a way that they will not reoffend.

Before joining NIC in 1983, Keiser served as Deputy Director for Community Corrections with the Iowa State Department of Corrections. During his tenure in Iowa, he had oversight responsibilities for the division's community corrections programming. Earlier positions include correctional officer and institutional counselor at the Iowa State Penitentiary, correctional counselor at the Reformatory for Men, caseworker at the Iowa Security Medical Facility, Superintendent of the Iowa State Reformatory for Women, and Chief of the Bureau of Correctional Institutions.

Keiser was the primary architect of the 1976 "Iowa Community Corrections Act." The law created multi-county public community corrections agencies governed by boards of directors in the State of Iowa. Moreover, on the subject of community cor-

rections, Keiser served as a technical advisor to the Iowa Crime Commission.

For his many contributions to the field of corrections, Keiser received the Maud Booth Award from the Volunteers of America in 2002, the Vincent O'Leary Award from the Association of Paroling Authorities International in 1999, outstanding recognition from The American Probation and Parole Association in 1998, and the Margaret Mead Award from The International Community Corrections Association in 1996.

Recipients of the *Beto Award* have included Beto, for whom the award is named, **Christie Davidson** (Texas), and **Ronald P. Corbett, Jr.** (Massachusetts).

### George M. Keiser Award for Exceptional Leadership

**Douglas W. Burris**, Chief U.S. Probation Officer for the Eastern District of Missouri, headquartered in St. Louis, was the 2008 recipient of the *George M. Keiser Award for Exceptional Leadership*.

This award, named in honor of **George M. Keiser**, Chief of the Community Corrections Division of the National Institute of Corrections, who has devoted more than three decades of credible service to improving the criminal justice system.



*Pictured is Douglas W. Burris with NAPE President John Tuttle.*

Burris, who earned a bachelor's degree in social work from the University of Kansas and a master's degree in human relations from the University of Oklahoma, began his professional career in 1985 as a Court Services Officer for the 13th Judicial District in Wellington, Kansas. From 1987 to 1995 he worked in several treatment and counseling capacities in Maryland and Oklahoma, before joining the U.S. Probation Service in 1995. From 1995 to 2000 he worked as a Senior U.S. Probation Officer for the Northern District of Oklahoma and in 2000 he was named Chief U.S. Probation Officer for the Eastern District of Missouri in St. Louis.

Since becoming Chief in 2000, Burris has championed rehabilitative services for offenders, most notably offender workforce development. Under his leadership the issue of offender employment has come to the forefront of reentry programming, and the employment program in the Eastern District of Missouri has become a model for the nation. In fact, the unemployment rate of offenders in the Eastern District of Missouri is 2.9%, lower than the general population in Missouri (5.7%), the general population in St. Louis (6.2%), and the general population in the U.S. (5%). Most notably, the offender unemployment rate has been lower than the community average for three years.

Burris' dedication to this cause is seen in his support for staff being involved in the employment program both within his district and in training federal/state probation/parole officers, as well as community partners, in offender workforce development throughout the nation. His staff has helped provide 13 training programs for individuals representing 36 states, thereby increas-

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ing capacity in addressing this important issue. His leadership has also led to other public officials voicing support for offender employment; for example, St. Louis Mayor Francis Slay filmed a public service announcement encouraging employers to hire ex-offenders.

Burriss has championed training all officers in offender employment issues, which has led to offender employment being included in the new officer training academy that all federal probation and pretrial officers attend. In addition, he has spearheaded funding for offender employment, resulting in over \$2 million being brought to the St. Louis region for federal, state, and local offenders. Burriss has been invited to the White House multiple times to brief presidential staff on offender employment, and he was the only probation professional invited to the presidential signing of the Second Chance Act.

Burriss has been on the forefront of innovative probation practices and has encouraged his staff to be involved both locally and nationally to improve community corrections. His leadership in offender employment has been exemplary, and one worthy of recognition and replication.

Prior recipients of this award include Keiser, for whom the award is named, **Carey D. Cockerell** (Texas), **Dan Richard Beto** (Texas), **Donald G. Evans** (Ontario), **Rocco A. Pozzi** (New York), **John J. Larivee** (Massachusetts), and **W. Conway Bushey** (Pennsylvania).

### Arthur Neu Award for Exceptional Policy Development

The *Arthur Neu Award for Exceptional Policy Development*, given jointly by NAPE and the Community Corrections Improvement Association of Iowa, was presented to **Andrew J. Spano**, County Executive of Westchester County, New York.

Since his election in 1998 as Westchester County Executive, Spano has courageously supported the Department of Probation. He has consistently viewed probation as a resource to effect change, while at the same time, understanding the fact that the criminal justice system relies heavily on the effectiveness of its probation department.

During the past decade, New York State has significantly reduced state reimbursement to probation departments. The State reimbursement funding rate has decreased from 46.5% in 1988/89 to 18.0% in 2007/08, even though the roles and responsibilities of probation have expanded. While other probation departments in New York have struggled to maintain existing probation services, Westchester's Probation Department has flourished. This growth was made possible by the County Executive's continuous fiscal support, recognition of the vital role that probation plays in the criminal justice system, and his promotion of creative initiatives while ensuring public safety.

Probation also serves as the gatekeeper to the Family Court. Spano understands the complexity of young offenders involved in the juvenile justice system. He has been instrumental in working with the judiciary, prosecution, and probation in planning for the establishment of an Integrated Youth Court in Westchester County. This initiative will provide age appropriate interventions/services to respondents before the Family Court while charges are pending in the Criminal Court.

Most County Executives probably do not want to talk about the fact that their probation departments supervise sex offenders. Indeed most would "sweep the issue under a rug." However, Spano has made a full commitment to effectively manage and

monitor sex offenders in the community. In a recent State of the County address, Spano publicly advocated for the judiciary to impose sex offender specific probation conditions. In 2005, with the support of County funding, Westchester Probation became the first department to commence active GPS monitoring of sex offenders on a 24/7 basis. Spano's commitment to probation in this arena is extraordinary.

He has supported an array of Alternative to Incarceration Programs that strive to reduce recidivism, promote public safety, and enhance offender accountability. Although these programs are supported with state and local funds and have proven to be cost effective, the ability to sustain a comprehensive continuum of community-based criminal justice programs transcends the fiscal benefit. Throughout the ATI Program structure in Westchester is a complex integration of diversity of services including the Direct Treatment Alternative to Incarceration Program which combines co-located drug/alcohol treatment services with on-site probation officers.

Spano's outstanding leadership within the Alternative to Incarceration program community, as well as other innovative probation and correction initiatives, exemplifies his dedication to cross agency collaboration, making him a role model for achieving joint partnerships in Westchester, New York State, and beyond. He is an outstanding, supportive leader who has made significant contributions to the Westchester County criminal justice system.

Recipients of this award have included **Arthur Neu**, former Lieutenant Governor of Iowa and for whom the award is named, **Jane Magnus-Stinson** (Indiana), **Lana McDaniel** (Texas), **Bradley Smith** (Texas), **Oscar Babauta** (Northern Mariana Islands), **Robert E. Dvorsky** (Iowa), and **Don Stapley** (Arizona).

### William Faches Award for Exceptional Community Service

**Mark D. Stoner**, Marion Superior Court Judge in Indianapolis, Indiana, was presented the *William Faches Award for Exceptional Community Service*.

This award, jointly presented by NAPE and the Community Corrections Improvement Association of Iowa, is given in honor of the late **William Faches**, the founder of the Sixth Judicial District Department of Correctional Services in Iowa.



*Pictured is Judge Mark D. Stoner with NAPE President John Tuttle.*

Stoner has spent his entire professional career in public service. Upon graduation from Indiana University School of Law — Indianapolis in 1981, he served for almost two decades as a deputy prosecutor within the Marion County Prosecutor's Office.

From 2001 to 2008, Stoner served as a Marion Superior Court Criminal Court Judge in a high volume criminal courtroom, hearing between 60 to 100 cases daily. From 2001 to 2005, he

ably functioned as a supervising judge for the Marion Superior Court Adult Probation Department, and in September 2005 he also assumed responsibility for supervising Juvenile Probation Services within Marion County. In January 2007, he was assigned to major felony court where he currently presides.

During his supervising years with Marion Superior Court Probation, Judge Stoner demonstrated an active, supportive, and inquisitive role in reviewing departmental operations and making related recommendations. He served as a strong advocate in the department's decentralizing efforts, while emphasizing and demanding greater accountability from probation employees. He has been the driving force in the department's noted expansion of community service work and evidence-based practices. His keen insight was critical in crafting and finalizing a local probation consolidation effort which included Adult Pretrial, Adult Probation, and Juvenile Probation.

Stoner's probation interest has extended to statewide involvement. In 2002, he was appointed by the Indiana Judicial Center (IJC) as a member of the State Probation Committee. Since October 2005, he has served as State Probation Committee Chairman in helping to develop uniform probation policies impacting the state's ninety-two separate probation departments. In his judi-

cial leadership role with IJC, he has taken on the unpopular but demanding issue of intrastate transfer amongst Indiana counties, and in this role has helped craft standards for improved communication and better cooperation between sending and receiving counties.

He is also a frequent trainer and speaker on probation matters; his ancillary and public service commitments and accomplishments within Marion County and Indiana are both considerable and constant.

What sets Stoner apart from other judges is his noted commitment and devotion to the probation profession. He is a staunch advocate for probation, both locally and statewide. He recognizes and empathizes with the rigors and demands of probation employment and departmental operation. Through his active and consistent leadership, he has developed a proven and dependable record of netting fiscal support for local probation operations. So many projects and initiatives would have died on the vine without Stoner's support and direct involvement.

Prior recipients of the *Faches Award* include Faches, **David Tierney** (Arizona), **Patrick Cobb** (Iowa), **Jason Hutchens** (Indiana), and **Brenda O'Quin** (Texas).

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## NEWS FROM THE FIELD

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### TEXAS PROBATION ASSOCIATION RECOGNIZES TWO NAPE MEMBERS

On April 13-16, 2008, the Texas Probation Association held its annual conference in Fort Worth, Texas. During the annual Awards Luncheon, two NAPE members were recognized by the organization.

**Tom Plumlee**, Director of the Tarrant County Community Supervision and Corrections Department in Fort Worth, was presented with the *Charles W. Hawkes Lifetime Achievement Award*, the Association's highest honor. This award is named for the late Charles W. Hawkes, Jefferson County Chief Probation Officer and a pioneer in community corrections.

During his distinguished career, Plumlee has headed two adult probation departments in Texas — the Judicial District Community Supervision and Corrections Department serving Potter, Randall, and Armstrong Counties from 1986 to 2001, and the Tarrant County Community Supervision and Corrections Department from 2001 to the present. In both departments, Plumlee provided leadership, good stewardship, innovation, and a clear and constant vision. Both departments are in far superior condition than when he assumed responsibility for them.

In addition to his duties within his department, Plumlee has devoted time to a number of initiatives designed to improve the delivery of services in the community corrections profession, not only in Texas but nationally. He has served in the following capacities: Co-Chair, Texas Department of Criminal Justice Technology Committee; Co-Chair, American Probation and Parole Association Technology Committee; Chair of the Texas Probation Association Adult Legislative Committee for two legislative sessions; and Facilitator of the Absconder Apprehension Forum convened by the Correctional Management Institute of Texas.

In addition, Tom is a member of the National Institute of Justice Community Corrections Technology Working Group.

Until recently, he was Chair of the Probation Advisory Committee to the Texas Judicial Advisory Committee of the Texas Department of Criminal Justice. In this capacity, he had a significant impact on the delivery of probation services in Texas. Under his leadership, adult probation in Texas embarked on a strategic planning process that may provide the profession with a sense of direction and purpose.

Plumlee is a probation leader who has made significant contributions to the probation profession. He has been a mentor to many, and several of his employees have gone on to become probation directors.

This was not Plumlee's first recognition by a professional organization. In July 2007 he was the recipient of the *Sam Houston State University Executive of the Year Award*, the most prestigious award presented by the National Association of Probation Executives and the George J. Beto Criminal Justice Center.

Also recognized was **Todd Jermstad**, Staff Attorney for the Bell/Lampasas Counties Community Supervision and Corrections Department in Belton, Texas. He was presented with the *Sam Houston State University Award* for scholarly contributions to the corrections profession.

A cursory review of past issues of *Texas Probation*, the quarterly publication of the Texas Probation Association, reveals that Jermstad is one of the most frequent contributors to this publication, and his contributions are probably the most relevant found in the journal. Were it not for Jermstad, *Texas Probation* would have difficulty finding sufficient material to exist.

Jermstad received his bachelor's degree from Baylor University in 1978 and his law degree from Baylor University School of Law in 1980. He has been a licensed attorney in the State of Texas since



November 1980. He was an attorney for the Texas Department of Human Resources from December 1980 until January 1983. In February 1983 he became an assistant district attorney for Brazos County, Texas, and in January 1985 was named First Assistant District Attorney for Brazos County. In September 1989 he became the General Counsel for the Texas Adult Probation Commission and later served as an Assistant General Counsel for the Texas Department of Criminal Justice. Since December 1998, he has served as the staff attorney for the Bell / Lampasas Counties Community Supervision and Corrections Department.

Jermstad is a frequent contributor to *Texas Probation, Executive Exchange, Federal Probation, and Texas Corrections*. In addition he has assisted in the revision of the *Legal Liabilities Manual for Probation and Parole Officers* that was published in August 2001 under the auspices of the National Institute of Corrections and Sam Houston State University.

In addition to his writings, Jermstad has enhanced correctional scholarship through workshops and training programs. He has conducted training for the Correctional Management Institute of Texas, Texas Probation Training Academy, National Institute of Corrections, American Probation and Parole Association, Texas Corrections Association, Center for Project Spotlight, and countless probation departments.

### INDIANA UNIVERSITY LAUNCHES CENTER FOR CRIMINAL JUSTICE RESEARCH

Government policy-makers and non-profit agencies focused on criminal justice and public safety issues now have a new resource at their disposal: the Indiana University (IU) School of Public and Environmental Affairs (SPEA) announced on April 29, 2008, the creation of the IU Center for Criminal Justice Research.

Located in downtown Indianapolis near the Indiana University Purdue University Indianapolis (IUPUI) campus, the Center's mission is to provide thorough and impartial research on criminal justice and public safety issues so that officials can make better-informed public-policy decisions. That, in turn, will help make communities safer. The Center's areas of focus include crime prevention, traffic safety and law enforcement and policing.

Faculty and staff at the Center for Criminal Justice Research will work in partnership with clients in government, social service organizations, and elsewhere to share research results with community leaders, policymakers, academic audiences, and citizens.

The Center for Criminal Justice Research will be directed by Samuel Nunn, a veteran faculty member of the IU School of Public and Environmental Affairs and a veteran researcher for IU's Center for Urban Policy and the Environment.

"We join several centers at IU-SPEA that are committed to producing objective, actionable research that benefits citizens and informs public policy," said Nunn. "We look forward to delivering groundbreaking research that can make our communities safer."

### NEW CHIEF APPOINTED IN SANTA CRUZ COUNTY

According to an article posted on June 27, 2008, in the *Register-Pajaronian*, **Scott MacDonald**, a 24-year employee with the Santa Cruz County Probation Department, has been appointed Chief Probation Officer for the county by the Superior Court in collaboration with the Chief Administrative Office of the county.

MacDonald's appointment became effective July 5, 2008, upon the retirement of **Judith Cox**, the current Chief Probation Officer, who recorded three decades of distinguished service.

MacDonald, 49, has a bachelor's degree in psychology and a master's degree in the administration of justice. He has worked in the Santa Cruz County Probation Department since 1985. He has worked as an officer, supervisor, and manager in both the juvenile and adult programs of the department and has worked in both Santa Cruz and Watsonville.

During that time, he worked with the courts and other justice system partners on the development of a wide variety of innovative probation services for both adults and juveniles, including neighborhood accountability boards, the University of California — Santa Cruz internship courses, evening centers, and intensive services to probationers with children.

For the past three years, MacDonald has worked to expand community programs and probation supervision programs in the adult probation system. He has been a principal architect for a number of existing programs based on the best available research on effective practices in juvenile and criminal justice, and has been responsible for the submission of numerous proposals that have resulted in millions of dollars in grant awards to the county justice system. He was presented the Community Hero Award in 2007 and County Employee of the Year on three separate occasions for his contributions to the justice field.

"I feel fortunate to pass the reins to Scott," Cox said. "He is supported by this community, has the full support of the management team, and Santa Cruz County is fortunate to have a national leader in the justice field working in their own back yard."

"I look forward to working with Scott and the probation department and am confident that he will provide the court and community with the high standard of service and safety that we are accustomed to," said Presiding Judge **Robert Atack**.

"Chief Judy Cox has provided excellent leadership and her legacy will live on through the excellent staff that she leaves behind," MacDonald said. "I am honored to become chief of a department so committed to serving this community, so committed to collaboration, and whose accomplishments are respected locally and nationally."

### NEUSTART AUSTRIA: PRIVATE ORGANIZATION IN PUBLIC PROBATION

Privatization is a much debated issue in every corner of the public sector in Europe. In the sector of probation, the discussion focuses mainly on the extent in which the private sector can be involved in probation matters. But as a whole, there is no question that probation is, and should remain, deeply rooted in the public domain. Or is there? In Austria the entire probation service is in the hands of one single private party, Neustart (literally: New Start). "We convince our opponents with our ethical and quality standards," says **Karin Waidhofer**, Neustart's General Manager for Social Services. In 2007, the Austrian company expanded its services to the German State of Baden-Württemberg.

The idea of contracting probation to a private company encounters a lot of skepticism outside Austria. "When we were about to start in Baden-Württemberg, even legal proceedings were instituted in order to stop us," says Waidhofer. "At first, there was the fear that Neustart, as a private organization, would do anything to make money. Some people thought that we would cut wages, press for massive dismissal, and reduce the level of services. But



Neustart didn't do any of those things. Now that we have been working for over a year in the region, people in Baden-Württemberg see that Neustart is a reliable, integer party in probation."

Waidhofer stresses that Neustart is non profit association working in an area which has to be financed by the public sector. "We are a value-driven and not a profit-driven organization. Neustart has a long tradition in social work and in developing social constructive methods. That might be an explanation why we are a little bit different as a company. Our priority is to provide quality services in probation. And look at our mission statement. This states that we work to the benefit of the society by reducing reoffending and improving the social situation of our clients. We aim to create a situation in the personal life of our clients in which they can reintegrate into society. We help them in acquiring more knowledge and skills and assist them in overcoming obstacles like health problems, financial trouble or other. Moreover, all our work is based on this ethical standard. Accordingly our philosophy on personnel management is that we should support our employees and enable them to achieve our quality level. So yes, we do work with quite good labor agreements."

The origins of Neustart date back from 1957. At that time, Austria, which didn't have a probation service, was struggling with problem youths in reception centers. "Frequently there were riots in these centers," Waidhofer recalls. "On the other hand, there was a great shortage on the labor market, so young people were needed to go to work. The Austrian government was open to any solution facilitating the integration of these youths into society." The climate thus being favorable, a group of psychologists with a background in psychoanalysis founded the predecessor of Neustart.

Despite an animated discussion in the Austrian Parliament on a "nationalization" of the probation service at the end of the 1970s, the Austrian government always has strongly supported the private probation service carried out by a non profit organization. "And not only in the sense that it is our largest donor," explains Neustart's General Manager. "For instance, Austria still profits from a very progressive law on probation, which has been introduced in 1969. In this law, the maximum case load for probation officers has been limited at 30. The idea behind it is that if you have time for your clients, you are able to deliver good work. Also in the sixties, the Austrian government reinforced Neustart by adding government officials to our staff of probation officers. So they work with us, but they are being employed by the government. This experience in working with government officials and private staff in one organization has helped us a lot when starting in Baden-Württemberg, as we were used to working in the same constellation."

So in many ways Neustart is very similar to its public counterparts in Europe. Then what makes Neustart different? Waidhofer replies: "One aspect is our organizational structure. We have two general managers: one for our social services, and one for personnel and economic affairs. The last one is also in charge of finding other funding streams than the Ministry of Justice. Maybe you could also say that we can act in a more flexible way than if we were falling under the law for public servants. Now we can develop and implement new services on the short term. We don't have to ask high level staff in the Ministry of Justice for permission in case of rather minor problems. This also was apparent to the Austrian government. Until 1999 the probation service in one province of Austria was organized within a public system under the Ministry of Justice. Because of the reasons I mentioned,

the Ministry decided that Neustart should be responsible for all provinces in Austria."

### SPRIGGS HONORED

A true leader in the juvenile justice arena is **Vicki Spriggs**, long-time Executive Director of the Texas Juvenile Probation Commission. On April 24, 2008, the George J. Beto Criminal Justice Center at Sam Houston State University presented her with its highest honor, the *Defensor Pacem Medal*, given annually to an individual or organization that has positively impacted the criminal justice system.

Spriggs, recently elected to the Board of Directors of the National Association of Probation Executives, is a nationally recognized juvenile justice expert and is known at the Criminal Justice Center as someone who "serves the State of Texas with a vision and a true passion focused on kids."

The medal was presented to Spriggs by **Vincent Webb**, Dean and Director of the College of Criminal Justice at Sam Houston State University.

### ARNOLD APPOINTED BY GOVERNOR SCHWARZENEGGER

On July 10, 2008, California Governor **Arnold Schwarzenegger** announced the appointment of **Adele Arnold**, 56, of Yreka, to the Corrections Standards Authority. She has worked for the Siskiyou County Probation Department since 1991 and currently serves as the Chief Probation Officer, a position she has held since 2003. Arnold previously served as Assistant Chief Probation Officer from 2001 to 2003 and supervising probation officer from 1998 to 2001. From 1984 to 1991, she was the lead court officer of the Siskiyou County Department of Adult and Children's Services. This non-salaried position requires Senate confirmation.

### MASSACHUSETTS PAROLE BOARD CHAIR TO BE JUDGE

In early July 2008 Massachusetts Governor **Deval Patrick** nominated the Chair of the Massachusetts Parole Board to be a judge in the Eastern Hampshire District Court. **Maureen Walsh**, who lives in Deerfield, is a graduate of the University of Massachusetts at Amherst and the Western New England College School of Law.

The governor praised Walsh's work on the Parole Board and said she will bring that experience, and more, to her work at the District Court of Hampshire County.

Walsh recently served as President of the Hampshire County Bar Association, as well as co-chair of the Governor's Commission on Criminal Justice Reform. She was nominated to succeed the late Judge **Edwin Dunphy**.

### DUNGY TO ASSIST IN INDIANAPOLIS REENTRY EFFORT

Indianapolis Mayor **Greg Ballard** announced on July 21, 2008, that Indianapolis Colts Head Coach **Tony Dungy** will serve as chair of the city's ex-offender re-entry effort. Dungy's role will include working with ex-offenders and potential employers.

"Coach Dungy is an inspiration and a true role model for the citizens of Indianapolis, and we are fortunate to have his leadership focused on this important public safety issue," said Mayor

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Ballard. "The good work he does on the field is rivaled only by the good work he does off the field in our community."

Mayor Ballard outlined key points of the ex-offender re-entry effort, which includes sponsoring a city ordinance that will award preference points to companies bidding on public business if those vendors commit to employing and retaining ex-offenders. The Mayor's office will also work with the judicial branch to determine ways to be more flexible and "job-friendly" in their administration of probation requirements, such as drug testing and probation officer visits to accommodate the schedules of those individuals who successfully gain employment.

The city is in the process of making revisions to its own employment manuals to encourage supervisors to find ways to safely and productively employ ex-offenders in city jobs, and they are allowing flexibility in the supervision of ex-offenders who hold city employment to assist them in complying with their court requirements.

On August 4 and 5, 2008, Indianapolis held training workshops and a job fair for ex-offenders and potential employers.

### WAHL RECOGNIZED BY APPA

**Raymond Wahl**, Juvenile Court Administrator for the Administrative Office of the Courts in Salt Lake City, Utah, was presented the *Walter Dunbar Memorial Award* by the American Probation and Parole Association during its annual institute in Las Vegas, Nevada, on August 4, 2008.

Wahl's expertise in the field of juvenile justice is nationally recognized and he has served in numerous capacities to advance the field. Wahl is a consultant to the Interstate Compact for Juveniles and he has provided technical assistance to several states on electronic monitoring programs. He is also a consultant to the National Institute of Corrections on several topics. In addition to APPA, Wahl is a member of many other criminal justice associations, including the National Association of Probation Executives, Western Correctional Association, American Correctional Association, and the National Council of Juvenile and Family Court Judges. Moreover, he is a member of the steering committee for the Center for the Promotion of Mental Health in Juvenile Justice at Columbia University.

Wahl's service to APPA includes his tenure as President of from 2001-2003 as well as acting as local host for the 1997 and 2003 Winter Training Institutes in Salt Lake City.

### COMMISSIONER OF CORRECTION/PROBATION RETURNS FULL TIME TO PROBATION

On July 14, 2008, Westchester County Executive **Andy Spano** announced that former NAPE President **Rocco A. Pozzi**, currently the Commissioner of Correction and also the Commissioner of Probation, will give up his responsibilities as Correction Commissioner as of August 1.

Spano broke new ground when, upon becoming County Executive in Westchester County, New York, he appointed Pozzi to head both departments. He credited Pozzi with turning around a department that had been rife with employees out on "job injury leave," which resulted in staggering overtime costs to replace the absent workers. With new protocols and a computer-based staff management system, the number of absent officers dropped from an average of 120 to 20, saving an estimated \$40 million dollars over seven years.

"Rocco Pozzi did everything right," Spano said. "Not only did he institute a program that saved millions of tax dollars, he also oversaw the construction of the new penitentiary. The old one, which was built in 1916, was declared "unfit and unsafe" by the State Commission on Correction. The new staff-efficient facility was built on time and under budget."

Spano also credited Pozzi with major technological advances that reduced costs, kept the jail safe for both inmates and officers, and protected crime victims. Over 2,500 crime victims have registered for a program instituted by Pozzi, which alerts them to when their attackers are released from custody.

Other new technology initiatives like telemedicine with the Westchester Medical Center, inmate video court conferencing with Mount Pleasant Town Court and the credit card bail program, continue to save tax dollars and reduce staff time. And officer safety was increased dramatically with the distribution of personal body alarms to all officers.

"Of all the things Rocco has done, none stands out more than the programs he has instituted at the jail to reduce recidivism. After all, this is a Department of Correction — that means we try to correct violent or illegal behavior so our inmates don't come back," Spano said.

Spano pointed to the vast array of drug and alcohol programs, work and vocational programs, academic and general education programs, life skills, pastoral care services, and the development of discharge plans, which help incarcerated offenders continue to address their needs in the community upon release.

The newest program, which began this spring, is a unique and intensive initiative that uses peer influence to change the behavior of the most violent inmates. Known as Resolve to Stop the Violence, the program is the second of its kind in the United States. In San Francisco, where the program has been running for ten years, 87 percent of inmates who participated have not returned to violent crime, an unheard of statistic.

"Rocco has been doing a fantastic job for the past ten years, heading up both major departments," said Spano. "He has been innovative and creative. Now he wants to focus strictly on probation and the new programs the department is considering to keep Westchester residents safe and protected."

Pozzi said, "For over ten years it has been an honor for me to serve as Commissioner of Correction. I am very proud of the many positive changes that have taken place with the support and guidance of the County Executive and the dedication of the men and women of Correction who work hard in a difficult atmosphere."

He noted that the department is on track to receive national accreditation next spring — a prestigious milestone that required the department to meet 383 standards that will ensure ongoing attention to safe and secure custody, employee accountability, and detailed written protocols.

When Spano appointed Pozzi as Correction Commissioner, he had already been Commissioner of Probation for over eight years, hired by a previous administration. Now he wants to devote his full energies to that department and focus on some new and exciting programs.

"One that is particularly close to my heart is the No Second Chances program that the County Executive announced in his state of the county address, which discourages young people from taking part in risky behaviors," said Pozzi.

Spano said that Deputy Commissioner **Joseph Spano**, who is no relation to the County Executive, will be appointed Correction Commissioner. He has been a member of the Department since

1982 and has a unique mix of experience. He was union president for nine years, switched roles to become Special Assistant to Pozzi in 2005, and was promoted to Deputy in 2006 and has headed up jail operations ever since.

"Working with Rocco has been an invaluable learning experience. His leadership style and ability has transformed every aspect of the department. I am honored and excited to be given the opportunity to fill his shoes, and I look forward to working with a great team of professionals to continue to enhance the department," said Joe Spano.

The County Executive said the close link between Probation and Correction would continue, especially since both men work so well together. "I understand Rocco's wishes. Heading up two major departments is a lot to ask and he's been doing it for ten years. Joe Spano can more than run with the ball. His knowledge and experience has been invaluable, and I know he is the perfect person for the position."

### NEW CHIEF IN KINGS COUNTY, CALIFORNIA

On August 11, 2008, **Steve Brum** officially became the Chief Probation Officer for Kings County, California. Brum had been serving as interim chief since last September, when **Dorothy Van Den Berg** retired.

Brum is a veteran probation officer, having recorded 33 years of experience with the Kings County Probation Department.

### COCKERELL RETIRES IN TEXAS

In June 2008 former NAPE board member **Carey Cockerell**, Commissioner of the Department of Family and Protective Services, announced his retirement, effective August 31, 2008. In a press release issued by Texas Health and Human Services, Cockerell is credited with "overseeing a reform effort that led to dramatic declines in caseloads, an increase in adoptions, and improvements in training and technology for caseworkers." The remainder of the release reads as follows:

"For many years, Commissioner Cockerell has dedicated himself to protecting those who cannot protect themselves," Governor **Rick Perry** said. "At a time when there were reports of cases being closed too quickly and children and the elderly being left in dangerous conditions, Carey helped our state refocus protective services to its vital mission — protecting Texas' most vulnerable. I thank him for his tireless service and effective leadership, and wish him well in his future ventures."

Cockerell joined the agency in January 2005, just months after Gov. Perry had issued executive orders directing review and reform of the state's protective services programs. During the 2005 legislative session, state lawmakers approved a \$248 million Child Protective Services reform plan to add 2,500 caseworkers and support staff, strengthen management of the program and improve caseworker training. The Legislature also approved additional staff and resources for Adult Protective Services.

"Carey took on one of the most difficult jobs in state government and achieved significant improvements in just a few short years," said Texas Health and Human Services Executive Commissioner **Albert Hawkins**. "His thorough and thoughtful approach made real reform possible, and he quickly earned the respect of staff and caregivers across the state as a leader deeply committed to protecting children and vulnerable adults." Under Cockerell's leadership:

- Child Protective Services began an aggressive hiring effort to fill new positions and reduced investigation caseloads by 41 percent, from a daily average of 43.2 cases per worker in fiscal year 2005 to 25.3 cases in 2007.
- The number of residential child care inspections almost doubled, going from 4,590 inspections in 2005 to 8,839 inspections in 2007.
- With the addition of more than 200 new staff, Adult Protective Services caseloads fell 31 percent, from a daily average of 52 cases in 2005 to 36 in 2007.
- Adoptions of children in the Child Protective Services system increased 27 percent.

"I'm proud of the improvements we made in our programs, but I'm even prouder of the thousands of caseworkers and other staff who made it all possible," Cockerell said. "They really came together and supported the rebuilding of the agency into one that was stronger and better equipped to protect Texans."

Cockerell said he's been thinking about retirement since late last year. "I'll soon be a grandfather, and I'm looking forward to a lot of quality time with my family after four decades of working in state and local programs."

Before assuming responsibility for the Department of Family and Protective Services, Cockerell was Director of Juvenile Services for Tarrant County in Fort Worth, Texas. He served in that role from 1984 through 2004, and he pioneered the first Texas youth advocacy program using paid mentors to work with youth. He also established an education program for expelled middle school students that became a statewide model for mandated juvenile justice alternative education programs.

Prior to his two decades of exemplary service in Tarrant County, Cockerell worked for the Texas Youth Commission for ten years, where he held several administrative positions, including Superintendent of the Statewide Reception Center, Corsicana State Home, and the Brownwood State School.

Cockerell, who holds a bachelor's degree from Ouachita Baptist University and a master's degree in social work from the University of Louisville, is a true servant leader who has devoted more than three decades to improving services for Texas' most vulnerable population. While his retirement is well earned, Cockerell's departure from public service will leave a void that will be difficult to fill.

### RESOLUTION SUPPORTING THE NATIONAL GUARD YOUTH CHALLENGE DAY PASSED BY THE HOUSE

On July 22, 2008, a resolution supporting the goals and ideals of a National Guard Youth Challenge Day was passed by the U.S. House of Representatives. The text of House Resolution 1202 is as follows:

Whereas many of America's youth who drop out of high school need avenues, guidance, and encouragement toward self-sufficiency and success;

Whereas 1,200,000 students drop out of high school each year, costing the Nation more than \$309,000,000,000 in lost wages, revenues, and productivity over students' lifetimes;



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Whereas 33,000,000 Americans ages 16 to 24 do not have a high school degree;

Whereas high school dropouts can expect to earn about \$19,000 per year compared to \$28,000 for high school graduates;

Whereas nearly 30 percent are unemployed and 24 percent are on welfare;

Whereas approximately 67 percent of Americans in prison are high school dropouts;

Whereas the goal of the National Guard Youth Challenge Foundation, a nonprofit 501(c)(3) organization, is to improve the education, life skills, and employment potential of America's high school dropouts through public awareness, scholarships, higher education assistance, mentoring, and job development programs;

Whereas the National Guard Youth Challenge Program provides military-based training, supervised work experience, assistance in obtaining a high school diploma or equivalent, development of leadership qualities, promotion of citizenship, fellowship, service to community, life skills training, health and physical education, positive relationships with adults and peers, and career planning;

Whereas the National Guard Youth Challenge Program represents a successful joint effort between Federal and State governments;

Whereas since 1993, the National Guard Youth Challenge Program has grown to 35 sites in 28 States, Puerto Rico, and the District of Columbia;

Whereas since 1993, over 77,100 students have successfully graduated from the program, of whom 80 percent earned their high school diploma or GED, 26 percent entered college, 18 percent entered the military, and 56 percent joined the workforce in career jobs;

Whereas the National Guard Youth Challenge Program has successfully helped our Nation's dropouts; and

Whereas the National Guard Youth Challenge Program can play a larger role in serving and helping America's youth: Now, therefore, be it

Resolved, That the United States House of Representatives –

(1) supports the goals and ideals of a National Guard Youth Challenge Day; and

(2) calls upon the people of the United States to observe such a day with appropriate ceremonies and respect.

This resolution was introduced by Congressman **Tom Davis** of Virginia and was supported and cosponsored by 62 members of Congress.

### CHANGES IN LOUISIANA JUVENILE JUSTICE

According to the Associated Press and various media outlets, the head of Louisiana's Office of Youth Development (OYD) has resigned, praising the governor who appointed him in early February and refusing to say why he's leaving.

**Richard Thompson** announced his decision on July 25, 2008, at a meeting to describe changes being made and to get responses from the public and local officials. He arrived late and said he had sent **Bobby Jindal**, Governor of Louisiana, his resignation letter earlier in the day.

The Office of Youth Development is housed under the Department of Public Safety and Corrections/Youth Services. The agency operates three 24-hour male secure facilities, including the Swanson Center for the Youth, the Jetson Center for the Youth and the Bridge City Center for Youth.

Thompson, who was appointed by Jindal to the position in February of this year, had until September to prepare a new plan and present it to the Juvenile Justice Commission.

On July 30, 2008, Jindal announced that **Mary Livers**, originally of Shreveport, will serve as the Interim Director of the Louisiana Office of Youth Development.

Governor Jindal said, "Dr. Livers has more than 30 years of corrections experience across the country, including her service in Maryland, Arkansas, Oklahoma and her current position as the chief of operations for the Louisiana Office of Youth Development. She will lead the agency as we conduct a national search for the best, most qualified individual to head OYD and work to ensure children quickly return to productive lives in safe communities that foster their wellbeing and future success."

Prior to moving to Louisiana, Livers served four years in the Maryland Department of Public Safety and Correctional Services as the deputy secretary of operations and as chief of staff. Before that, she served in a variety of leadership roles with the Oklahoma Department of Corrections for 19 years, where she became the associate director and chief advisor to the director. As second-in-command of Oklahoma's correctional system, Livers oversaw 17 correctional institutions, as well as inmate classification, industry and agricultural services, accreditation and procedures, environmental health, safety, and sanitation. She began her career in the Arkansas Department of Corrections, serving in a variety of capacities, including as assistant warden.

Livers received her doctorate in adult and higher education, with staff development and training specialties from Oklahoma University in 2001. Livers also holds a master's degree in social work and a bachelor's degree in general studies from Louisiana State University.

### MERTZ RETIRES IN PENNSYLVANIA

On August 1, 2008, following 35 years of dedicated service, **Richard A. Mertz** retired from his position as Chief Probation Officer for the Franklin County Adult Probation and Parole Department in Chambersburg, Pennsylvania. Mertz started with the department in 1973 and during his tenure he served as a line officer, supervisor, and was promoted to the position of Chief Probation Officer in 1995. A member of the National



Association of Probation Executives, he was active in the Chief Adult Probation and Parole Officers' Association of Pennsylvania and for the past four years he served as the organization's President.

Mertz will be remembered for his leadership qualities, character, and prudent stewardship in advancing community corrections in Pennsylvania.

**Daniel Hoover** has been appointed acting Chief Probation Officer.

### **RON SCHWEER TO BE CHIEF U.S. PROBATION OFFICER FOR THE DISTRICT OF KANSAS**

In late August NAPE Board member **Ronald G. Schweer**, Deputy Chief U.S. Probation Officer for the Eastern District of Missouri, was informed that he had been selected to be the next Chief U.S. Probation Officer for the District of Kansas. He will transition into this position in November 2008.

Schweer brings a wealth of experience and knowledge to this position. In addition to possessing an undergraduate degree in criminal justice and a master's degree in public administration, he has recorded more than three decades of honorable service in the criminal justice system.

Prior to joining the federal system in 1990, Schweer held the position of Court Services Specialist in charge of juvenile and adult probation programs for the Office of Judicial Administration of the Kansas Supreme Court. He had also served as Chief Court Services Officer for the Seventh Judicial District of Kansas.

Schweer joined the Federal Probation Service in the District of Kansas; he was a Supervising U.S. Probation Officer at the time he left Kansas to become Deputy Chief U.S. Probation Officer in St. Louis.

During his distinguished federal career, Schweer has served in a number of positions, including administration of a field supervision unit, District Training Coordinator, Contract Specialist for drug aftercare and mental health treatment services, Home Confinement Coordinator, and WITSEC (Witness Protection) Officer.

In 1993, Schweer was selected as a Safety Trainer for the Federal Judicial Center (FJC) and has presented safety programs to numerous districts throughout the United States. He has also served as a consultant to the FJC in the Applied Officer Safety Program, New Supervisor's Training Program, and is currently a member of the faculty in the Executive Team Seminar Program.

The National Institute of Corrections (NIC) has sponsored a Safety Academy (Train-the-Trainer) Program since 1997 and Schweer has served as a consultant and faculty member in this program. As a result of this participation, he has been involved in the training of safety trainers from virtually every state in the nation, including the territories of Guam, Puerto Rico, the Virgin Islands, and the Northern Mariana Islands. He is also a safety consultant for the American Probation and Parole Association and has provided safety training through his affiliation with the Community Corrections Institute and the Sam Houston State University's Correctional Management Institute of Texas. Schweer has served as a firearms instructor, assistant firearms instructor, OC spray instructor, and chairman of the Staff Safety Committee.

Currently Schweer is a member of the Anti-Terrorism Advisory Council, Special Response Team, Search Enforcement Team, and

Surveillance Unit in the Eastern District of Missouri. He is also the Co-Chair of the Safety and Integrity Reporting System Working Group at the Administrative Office of the U.S. Courts — Office of Probation and Pretrial Services.

Schweer was a contributing author in the NIC monographs titled *Staff Safety: New Approaches to Staff Safety, Second Edition (2003)* and *Guns, Safety and Proactive Supervision: Involving Probation and Parole in Project Safe Neighborhoods (2008)*.

In addition to serving on the Board of Directors of the National Association of Probation Executives, Schweer is a regional representative with the American Probation and Parole Association and holds memberships in the Federal Law Enforcement Officers Association, International Law Enforcement Educators and Trainers Association, and the Correctional Peace Officers Association.

Ron Schweer is a consummate community corrections professional and his appointment to this new position is well deserved.

### **BUECHEL NEW PROBATION DIRECTOR FOR TOMPKINS COUNTY, NEW YORK**

County Administrator **Steve Whicher** has appointed **Patricia Buechel** as Tompkins County's Director of Probation and Community Justice, headquartered in Ithaca, New York. She was sworn in on July 24, 2008.

Buechel enters the director's position with two decades of service to the Probation Department. First hired as a probation officer in August 1988, she advanced to Senior Probation Officer in 1999, and was then promoted to Probation Supervisor in 2005. Buechel holds a Bachelor's degree from the State University of New York at Cortland.

"During her twenty-year career Ms. Buechel has prepared herself well for this opportunity," noted Whicher. "The selection committee was very impressed with Ms. Buechel's supervisory and communication skills, as well as her extensive probation experience. Ms. Buechel also has exceptional support among probation staff. I am very confident that she will do an outstanding job leading probation in the years to come."

The new director's background includes extensive experience in managing and providing service to the County's Alternatives to Incarceration (ATI) programs. During her career, she has overseen the Pre-Trial Release, Intensive Supervision, Day Reporting and Service Work Alternative Programs. As Senior Probation Officer assigned to the Ithaca Community Treatment Court and Felony Drug Court programs, Buechel helped develop program guidelines and supervised a caseload of drug court participants, coordinating the services needed to ensure success. Buechel also assisted in development of the county's Driving While Intoxicated (DWI) Victim Impact Panel and managed that program for four years.

"I am proud to have had my hand in every specific ATI program the County offers," states Buechel. "I will continue to be committed to those programs as Director. I feel fortunate to be working in a county that supports the philosophy of ATI, which works to maintain the delicate balance of protecting public safety while achieving the rehabilitation of offenders and containing costs."

The new director praised her predecessor, the retired **Kathryn Leinthall**, for whom she worked for two decades. "Kathy Leinthall did a lot for this department," stated Buechel. "I will work to continue Kathy's open approach to department leadership and

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to maintain the positive relationships she established with other county departments.”

### SHUMAKER REPLACES HUGHES IN ILLINOIS

In August 2008 **Tim Shumaker** assumed the position of Director of Court Services for Coles, Cumberland, and Edgar Counties, headquartered in Charleston, Illinois. Shumaker replaced NAPE member **Michael Hughes**, who retired after more than three decades of distinguished service.

Shumaker’s is not new to the field of community corrections, having worked in probation for 14 years. He started supervising high-risk offenders in Edgar County and within a year became that county’s Chief Probation Officer; he was in that position when he was named the department’s director.

### NAPE PAST PRESIDENT TO LEAD TEXAS YOUTH COMMISSION

**Cheryl K. Townsend**, Director of the Clark County Department of Juvenile Justice Services in Las Vegas, Nevada, has been named Executive Director of the troubled Texas Youth Commission.

Townsend, whose distinguished career exceeds three decades, brings a wealth of experience and knowledge to the position. She earned a bachelor’s degree from Rockford College, a Master of Public Administration degree from Southern Methodist University, and a Master of Business Administration degree from the University of Texas.

In 1975 Townsend began her career with the Texas Youth Commission as a community resource specialist in Dallas, Texas. Three years later she was promoted to parole supervisor in the Dallas area, a position she held until 1984, when she was named Administrator of Halfway Houses, a position she held briefly before becoming Administrator of Residential Contract Programs and Parole. In 1986 she was named Administrator of Contract Services.

In 1987 Townsend was lured away from the Texas Youth Commission by the Travis County District Attorney’s Office in Austin, where she served as Director of the Victim/Witness Assistance Division. Two years later she returned to the Texas Youth Commission and served with distinction as Director of Community Services.

In 1996 Townsend was named Director of Juvenile Court Services for Maricopa County, Arizona, one of the larger juvenile probation departments in the country. She remained in Phoenix until 2006, when she was named Director of the Clark County Department of Juvenile Justice Services.

During her distinguished career, Townsend has been active in a number of professional organizations. She has served as a member of the Delegate Assembly of the American Correctional Association. In addition, she has held membership in a number of committees of the American Probation and Parole Association and the National Juvenile Court Services Association. Townsend is a past President of the National Association of Probation Executives.

She is a former member of the Advisory Board of the National Resource Center for Police-Corrections Partnerships. Townsend is a long-time member of the faculty of the Executive Development Program for new probation and parole executives, a joint initiative of the National Association of Probation Executives,

National Institute of Corrections, and the Correctional Management Institute of Texas.

In 2001 she was the recipient of the *Sam Houston State University Probation Executive of the Year Award* given jointly by the George J. Beto Criminal Justice Center and the National Association of Probation Executives. In 2003 the National Juvenile Court Services Association recognized her with the *Outstanding Juvenile Court Administrator’s Award*.

Townsend is a strong leader, an innovative administrator, and a dedicated public servant. The State of Texas is indeed fortunate to have a person of her caliber take command of the Texas Youth Commission.

### CSOSA DIRECTOR MOVES ON

**Paul A. Quander, Jr.**, Director of the Court Services and Offender Supervision Agency (CSOSA) in Washington, D. C., completed his six-year term of office and has stepped down from the position after the Bush Administration failed to reappoint him. Deputy Director **Adrienne Poteat** has become CSOSA’s acting director.

“It has been a privilege to serve as CSOSA’s first presidentially-appointed director,” CSOSA’s first appointed director said. “I’m proud of what we’ve accomplished during my term. I know that CSOSA’s dedicated staff will continue our work of improving public safety in the nation’s capital.”

Quander has been credited with helping CSOSA transform the District’s criminal justice system by making community supervision an essential part of the city’s public safety operations. The agency, which supervises approximately 15,000 individuals, became a leader in probation and post-incarceration supervision.

Under Quander, it also reduced supervision caseloads below the national standard of 50 offenders per officer. This allowed CSOSA to implement a wide range of programs and close-monitoring activities. Supervision caseloads for high-risk and special needs offenders also were reduced to an average of 41:1 in mental health units and 22:1 in sex offender units.

During Quander’s tenure, CSOSA established community-based field offices that brought more staff to offenders’ communities, and it opened the Reentry and Sanctions Center, a 100-bed residential program for high-risk offenders transitioning from prison to the community.

Quander has been a co-chairman of the District of Columbia’s Criminal Justice Coordinating Council, which implemented successful initiatives such as the U.S. Marshals Service’s Fugitive Safe Surrender program. Fugitive Safe Surrender, a multi-agency partnership, involved police, prosecutors, defense attorneys, and the Superior Court to help individuals dispose of their warrants. The program led to the apprehension of more than 500 offenders wanted on warrants for non-violent crimes.

# NATIONAL ASSOCIATION OF PROBATION EXECUTIVES

## Who We Are

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

## What We Do

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

## Why Join

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

## Types of Membership

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

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

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

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

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

## Membership Application

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DATE OF APPLICATION \_\_\_\_\_

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

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

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