

PERSPECTIVES

the journal of the American Probation and Parole Association



Volume 37


Number 1

Winter 2013

SECONDARY TRAUMA

THE PERSONAL IMPACT OF
WORKING WITH CRIMINAL
OFFENDERS



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CHANGE.



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PRESIDENT'S MESSAGE

SCOTT TAYLOR

President

American Probation and Parole Association

A NATIONAL LOOK TOWARD JUSTICE REINVESTMENT

Around the nation, more and more jurisdictions are looking to a “justice reinvestment” process in the midst of rising corrections costs and inmate populations. Many community corrections professionals may have heard the term but not all may understand the full extent of the implications for our field. In this “President’s Message” I want to discuss what “justice reinvestment” is, what it is not and why every pretrial, parole, probation and community supervision professional should care.

Justice reinvestment entails taking a closer look at our public safety systems and identifying where policymakers are currently making investments with taxpayer dollars. Not surprisingly, these investments may not have kept pace with evidence-based practices. Justice reinvestment is a data-driven correction in which funding is shifted from outdated or ineffective interventions and reinvested in evidence-based practices.

There are many reasons to apply a justice reinvestment approach to your jurisdiction. The main driver is public safety and making reforms that will reduce recidivism. We need to be willing to reshape our justice systems through state of the art technology and applying cutting-edge thinking. Over the last two decades, studies of community corrections have repeatedly shown “what works” in supervision. Justice reinvestment is first and foremost a strategy for reducing criminal behavior. This also means fewer crime victims and better outcomes for the person on supervision and his or her family.

Justice reinvestment can also produce substantial taxpayer savings. Where do the savings come from? To answer this question, jurisdictions must take both a short and long view. There can be immediate savings by transferring investments from expensive but ineffective interventions to less expensive and more effective options. For example, research has consistently shown that incarcerating non-violent offenders who are determined to be at low risk of recidivism is ineffective and under some conditions even harmful to public safety. Instead of making continued investments in prison or jail for these individuals, a better investment would be to switch to community-based supervision and services. Not only is the intervention a better match for the person’s needs, but there are immediate savings to the criminal justice system.

In the long run, we can see that this effort is just the beginning. Since the person on supervision is now being managed more effectively, the likelihood of future recidivism decreases. Justice reinvestment also allows jurisdictions to avoid the costs associated with recidivism. This includes arrest and booking costs, jail time, bail, court costs, victim costs, attorney costs and the costs to families and communities. These savings can also be invested in additional evidence-based programming. Suddenly, fiscal planning and research development are both pointed in the same sustainable direction.

Time and again criminal justice research tells us that the most effective correctional intervention is not always the most expensive. Being fiscally responsible and being committed to

PRESIDENT'S MESSAGE

evidence-based practices are not mutually exclusive positions. In fact, most jurisdictions are finding that these sensibilities go hand-in-hand. Across the nation, dozens of states have recently completed or are currently undergoing a reinvestment process. The list of participating states is distinguished in both their geographic and correctional system diversity: Texas, Nevada, Kansas, North Carolina, Vermont, Delaware, Ohio, and Hawaii to name just a few.

My home state of Oregon has recently begun a reinvestment review with support provided by the Department of Justice and technical assistance by the Pew Center on the States. It is an exciting process but also one whose goals are sometimes misunderstood. Reinvestment seeks to transform the current criminal justice system into something more valuable to the public. It does not seek greater competition among the criminal justice system agencies but greater cooperation. Reinvestment is not to avoid punishment and sanctioning; rather, it is to improve how sanctioning is delivered.

As community corrections professionals, we should embrace justice reinvestment at all levels – federal, state and local. It is a policymaking process that when executed with fidelity will incentivize performance and strengthen community supervision. Last summer, the Council of State Governments' Justice Center released a report <http://justicereinvestment.org/summit/report> summarizing the recurring themes and lessons learned from states undergoing this process. Repeatedly, states have found that strengthening community corrections is a core strategy for justice reinvestment.

It makes sense that successful reinvestment must include support for community corrections. For decades, the rate of growth of the community supervision population exceeds the rate of growth of jail and prison populations (Pew Center on the States, 2005). Investments in public safety need to keep pace with the population and the research.

If you are a community corrections professional who is concerned about the adequacy of funding for community supervision, you need to get involved in current and potential justice reinvestment strategies in your jurisdiction. If you read about new evidence-based practices and programming in publications such as Perspectives journal and wonder how your jurisdiction could ever locate funding to implement that program, then you need to embrace justice reinvestment. If you believe that the criminal justice system can be made stronger and more effective then you need to embrace Justice reinvestment. >>>



Scott Taylor
President, APPA

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EDITOR'S NOTES

BILL BURRELL
Management Consultant



Welcome to the Winter 2013 issue of *Perspectives*. In this issue, we focus on the challenges of stress, trauma and burnout. No one needs to tell pretrial, probation and parole officers that theirs is a stressful job. As the author of our lead article states, "Stress, it comes with the job." Beyond acknowledging that the job is stressful, what else can we do?

The articles in the issue touch on the many aspects of stress in our work. In our lead article, Kirsten Lewis uses her recent workshop at our Winter Institute to illustrate the prevalence of secondary trauma in probation and parole. The results from her use of interactive technology in the session provide convincing evidence of the dimensions of this problem. Her review of these basic concepts help us all understand what is happening and why we may be feeling less than chipper when we are at work. Just as importantly, she provides a very helpful series of recommendations to assist us and our organizations in responding effectively. For those wondering what to do, a description of a pilot program in Maricopa County Adult Probation Department provides some specific guidance.

Our Research Update provides an excellent summary of the research on burnout, one of the results of untreated stress. The most powerful message from this review of the research is the fact that organizational factors play the biggest role in creating burnout. It is not primarily the result of working with offenders, as so many have believed for so long. Combining this research with the findings from Lewis's article, it is clear that while stress and trauma are "a part of the job", they need not lead to burnout. There is a great deal we can do in organizing and operating our agencies that will reduce the risks of burnout. Systematic programs to raise awareness and respond to staff in times of need are essential and effective strategies.

The challenges of offender supervision and reentry into the community often seem to fall principally or solely on the shoulder of the officers. Rarely are there sufficient resources

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EDITOR'S NOTES, CONTINUED

and support to address all the needs of the offenders. In his article on the Yellow Ribbon Program in Singapore, Bob Brown provides a fascinating portrait of a collaborative, highly networked offender reintegration model. Correctional and other government agencies, the private sector and non-profit agencies work together, along with the offenders' families and the community to provide a comprehensive program of supervision, services, resources and support for the returning offenders. When the responsibility of offender reintegration is shared by many, the burden (and level of stress) that falls to the supervising officer is reduced.

In his President's Message, Scott Taylor highlights the Justice Reinvestment Initiative (JRI), which is changing the correctional landscape in many states. Legislative leaders, governors, judges and policy-makers are realizing that incarceration is a very expensive and rather ineffective way to deal with many non-violent offenders. JRI states are reducing prison populations and re-directing some of the funds to community-based treatment and supervision. This influx of funding should provide officers with additional resources to assist offenders, again reducing the stress of trying to provide supervision with inadequate resources.

Caseloads of officers across the country are larger than is optimal. Being responsible for so many offenders is certainly a stress inducer. Risk assessment has been a component of supervision for many years, helping us to identify which offenders pose the greatest risk of reoffending. This information provides officers some stress relief as lower risk offenders can be given less

supervision. Risk assessments do come with a workload burden, however, requiring time to interview, investigate, interpret and score the instrument, which can produce stress. Meredith and Sanders' article on automated risk assessment in Georgia Probation describes a state-of-the-art risk assessment that is computerized, drawing data from existing information systems and the officer's daily activities to provide up to date risk assessments with virtually no additional efforts by the officer.

Providing effective supervision of offender requires work in the community, and that usually involves driving. In our more rural states, it means a lot of driving! As we all know, driving an automobile can be a very stressful activity, especially in congested areas and at peak travel times. In the Safety Update, Bob Thornton draws our attention to the risks that driving entails and offers some excellent tips to help make driving safer and less stressful.

In the Technology Update, Joe Russo provides information on some applications which can enhance safety, increase effectiveness and reduce the time burdens of reporting in rural areas. Use of technology such as Skype® and internet-based reporting illustrate how creative our staff can be. Agencies should empower staff to use their creativity to address the problems they face. This is an effective strategy for engendering commitment and rewarding staff.

In this issue, we publish a resolution approved by the APPA Board of Directors in Phoenix. The increasing awareness of the challenges of supervising offenders involved

with interpersonal violence, particularly the increased involvement with victims, can contribute to increased stress for officers. The APPA document referenced in the resolution is an excellent resource for probation and parole staff involved with this critical area.

Don Evans reviews a new book on offender rehabilitation. He notes that rehabilitation seems to be regaining credibility. This is important because effective behavior change strategies make our challenging and stressful jobs a little easier. The past three decades have shown that enforcement-oriented supervision is largely ineffective, and that efforts to reduce risk through behavior change are a much better use of our staff and resources. Officers will be more effective when they use these rehabilitative techniques, and that will help to reduce stress.

The articles and features of this issue confirm that “stress is part of the job”, revealing itself in so many ways and emanating from so many sources. The core message that I take away from this issue is that we have an array of tools and techniques that we can use to reduce stress and work to ensure the health and safety of all of our staff. We just have to learn to apply them.

There are two important announcements we want to bring to your attention. Once again this spring, APPA will hold elections for Regional Representative positions on the Board of Directors. The APPA Nominations Committee is currently accepting nominations for regions 3 (Delaware, New Jersey, Pennsylvania), 4 (Maryland, Virginia, Washington DC, West Virginia), 5 (Ohio), 9 (Illinois), 10 (Iowa, Minnesota, Wisconsin), 11

(Arkansas, Kansas, Missouri, Oklahoma), and 12 (Texas). March 30 is the due date for all nominations. Contact Gini Highfield, Chair of the Nominations Committee at ginih@utcourts.gov to submit a nomination or for any questions.

APPA continues to work to develop the leaders of the future. The APPA Leadership Institute is now accepting applications for participants for the next session beginning July 27, 2013 in Baltimore, MD in conjunction with the APPA 38th Annual Training Institute. **The application deadline is May 1, 2013.** For application forms or for more information about the Leadership Institute, please visit www.appa-net.org.

We hope that this issue provides you with both food for thought and tools for action. Let us know how we are doing with this, your professional journal. We welcome your feedback. ▸▶▲

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INSTRUCTIONS TO AUTHORS

PERSPECTIVES disseminates information to the American Probation and Parole Association's members on relevant policy and program issues and provides updates on activities of the Association. The membership represents adult and juvenile probation, parole and community corrections agencies throughout the United States and Canada. Articles submitted for publication are screened by an editorial committee and, on occasion, selected reviewers, to determine acceptability based on relevance to the field of criminal justice, clarity of presentation or research methodology. PERSPECTIVES does not reflect unsupported personal opinions. Submissions are encouraged following these procedures: Articles should be submitted in MS Word format on an IBM-compatible computer disk and mailed to Karen Mucci, Production Coordinator, PERSPECTIVES Magazine, P.O. Box 11910, Lexington, KY, 40578-1910, or can be emailed to kmucci@csg.org in accordance with the following deadlines:

Fall 2013 Issue – May 21, 2013

Winter 2014 Issue – August 23, 2013

Spring 2014 Issue – November 12, 2013

Summer 2013 Issue – February 17, 2014

Unless previously discussed with the editors, submissions should not exceed 10 typed pages, numbered consecutively and double-spaced. All charts, graphs, tables and photographs must be of reproduction quality. Optional titles may be submitted and selected after review with the editors.

All submissions must be in English. Authors should provide a one paragraph biography, along with contact information. Notes should be used only for clarification or substantive comments, and should appear at the end of the text. References to source documents should appear in the body of the text with the author's surname and the year of publication in parentheses, e.g., (Jackson, 1985: 162-165). Alphabetize each reference at the end of the text using the following format:

Anderson, Paul J. "Salary Survey of Juvenile Probation Officers." Criminal Justice Center, University of Michigan (1982).

Jackson, D.J. "Electronic Monitoring Devices." *Probation Quarterly* (Spring, 1985): 86-101.

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Partnerships with stakeholders lead to shared ownership of our vision.



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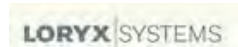
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MOTOR VEHICLE ACCIDENTS: OUR NUMBER 1 KILLER

On January 29, 2013, Probation Officer Joseph Wall, 26, who worked in New Smyrna Beach, FL, was killed on Interstate 4 near Daytona Beach, Florida. Reports state he lost control of his vehicle while traveling westbound and was thrown from the 2003 Chevrolet sport utility vehicle (SUV). The SUV overturned, and court documents inside the vehicle were thrown across the interstate. Wall, who was not wearing a seat belt, was pronounced dead at the scene.

This accident is a grim reminder of the number one killer of probation and parole officers: motor vehicle accidents. Of the 45 probation and parole officers (POs) who have died in the line of duty, 24 (53.33 percent) have died in car accidents. This is up from 41 percent in 2008. Seven out of the last nine POs killed in the line of duty died as a result of traffic accidents.

Traditional law enforcement has suffered the same tragedies, only in higher numbers. Traffic accidents have been the primary cause of death for law enforcement officers for 13 straight years. In 2012, 49 officers were killed in vehicle-related accidents, compared with 41 firearms-related deaths. But what do we train for the most—driving skills or other safety-related issues?

In an effort to reduce the number of law enforcement deaths, Law Officer Magazine—in conjunction with other supporters—began the “Below 100” campaign in 2010. The goal of this training program is to get the number of law enforcement deaths below 100 in a given year, something that has not occurred in 65 years.

The program begins with the five simple tenets:

1. Wear Your Seatbelt
2. Watch Your Speed
3. Wear Your Vest
4. WIN--What's Important Now
5. Remember: Complacency Kills

While probation officers generally aren't responding to calls for aid, sometimes necessitating exceeding posted speeds as do police, these tenets can still serve POs well.

With the advent of cell phones, communication radios and, in some cases, in-car computers, there is no shortage of distractions for officers. That technology can take an officer's focus away from the road for too long and result in tragedy.

Seven out of the last nine POs killed in the line of duty died as a result of traffic accidents.

On October 1, 2009, Pursuant to Executive Order 13513, "Federal Leadership on Reducing Text Messaging While Driving," 74 Fed. Reg. 51225, the Federal Government directed that Federal agencies, Government Contractors and Subcontractors adopt and enforce policies banning employees from text messaging while driving any vehicle during the course of performing their work. In keeping with this directive, some community corrections agencies have established similar policies. But do the agencies provide any actual training to reinforce their policies and provide additional safe-driving information?

The Below 100 program travels the country and may be available in your area and open for attendance by POs. The program schedule can be found on their website, www.below100.com. In 1964, the National Safety Council (NSC) developed the first defensive driving skills curriculum in the country, and since then more than 60 million drivers have completed NSC courses. NSC has more than 2,000 Defensive Driving Centers and more than 7,500 instructors worldwide and offers classroom, on-line and self-study training programs. To get more information, go to their website, www.nsc.org and type in "driver training" in the search tab.

An additional attempt to reduce the number of law enforcement officer fatalities is the "Move Over"

law. Now implemented in most states, the law requires that if you are approaching a law enforcement vehicle on the side of the road with its emergency lights activated, the approaching vehicle must either move over one lane away from the officer and vehicle, or reduce its speed to 20 miles per hour under the posted speed limit. In a poll conducted at the request of the National Safety Council, they found that 71 percent of Americans have not heard of "Move Over" laws. This can affect POs, both from the driver's standpoint and if working with law

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enforcement. An interactive map showing which states have the law, and resulting penalties for violation, can be found at www.moveoveramerica.com.

Driving can be an area of complacency, but as the Below 100 program states, "complacency kills." Many officers spend long hours in their cars and travel hundreds of miles each month. But since driving accidents are our single greatest cause of death on the job, doesn't it follow that we should address this issue as part of our safety training? Whether your office provides driver safety training or not, remember WIN--What's Important Now. Regardless of what just occurred in the office or at the last home contact, once you get behind the

wheel, being safe, alert and not distracted by communication devices is What's Important Now. >>>

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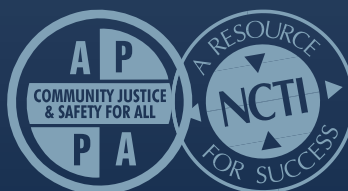
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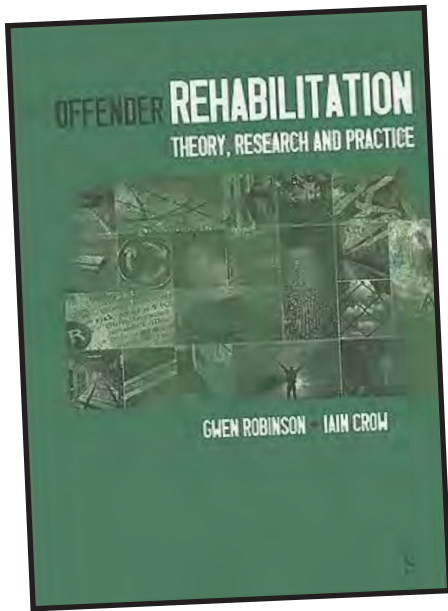
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CONTEMPORARY REHABILITATION PRACTICE

*Offender Rehabilitation:
Theory, Research and Practice*
by Gwen Robinson and Iain
Crow. Published by Sage
Publications, 2009, 190 pages.

Rehabilitation is in many quarters still a neglected or misunderstood concept. In the late 20th century and the first part of the 21st century the word is still spoken softly and other terms are used to describe or cloak the concept of working positively with offenders. We are accustomed to referring to this process as “what works” or evidence-based practice! These substitutions have a tendency to cause us to neglect or forget that the concept has a history and that the early responses to the “nothing works” phase of correctional history were efforts at reclaiming rehabilitation and eventually evolved into the “what works” agenda in both North America and Europe. Gwen Robinson and Iain Crow are researchers based at the Center for Criminological Research at the University of Sheffield in the United Kingdom. They have produced a concise, comprehensive and current text book that should become a standard text on the subject of rehabilitation in colleges and in-service training academies. The authors have skillfully assisted readers to advance their knowledge of rehabilitation and at the same time allow both students and practitioners to keep current regarding recent developments in research and rehabilitative practices. Robinson and Crow note that their intention in writing this book was to establish clarity about what rehabilitation is, how it has been used and where it is situated today.

This book consists of ten chapters that cover the underlying theoretical foundations of rehabilitation, provide a historical context and a focus on research. Chapter one provides a very readable historical context that defines rehabilitation, the theoretical justifications for rehabilitation and its significance in the criminal justice system. The authors also examine the arguments of the critics of rehabilitation and the debates that emerge regarding offender rehabilitation. Rehabilitation in a historical context is the focus of the second chapter and covers the development of the concept as an alternative to the physical and corporal punishments contained in most forms of imprisonment. They also trace the rise of rehabilitation alongside the development of positivist criminology and its

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emergence as the dominant penal paradigm. This dominance came to an end in the 1970's which the authors suggest created an ideological vacuum that was not adequately filled by other concepts or practices. In the third chapter the authors discuss how rehabilitation is delivered in custodial and community settings. They explore the use of rehabilitation in four major contexts: prisons, community, in the non-statutory sector and in therapeutic communities. It is noted that although rehabilitation is marginalized in the statutory offender management systems, it is more in the forefront in the voluntary sector and in therapeutic communities. Despite this marginalization the authors claim that rehabilitation remains on all agendas.

One of the curious aspects of reading the history of penal interventions is to discover how frequently the question of effectiveness, or whether the interventions work, is directed at rehabilitative efforts rather than at incapacitation programs. As a result of this constant questioning of rehabilitation there has developed a significant and sophisticated research and evaluation effort. Robinson and Crow in chapter four address the evaluation context of offender rehabilitation. This is a very important chapter to read and re-read as the authors define evaluation, examine models of evaluation and describe a process for evaluating programs for offenders. They conclude this chapter with a discussion of the role of evaluation in rehabilitation that includes a clear description of the use of meta-analysis. In the next chapter, "Reviving Rehabilitation," the authors examine the "what works" movement and its impacts on programs and policy development. This is an important chapter for North American

readers as it discusses the development of "what works" in the United Kingdom as well as the parallel developments in Canada and the United States. The section on the roots of what works makes for interesting reading and certainly encourages the reader to become aware of what is happening in other countries as a means of better informing their practices. There is a discussion of the principles of effective practices, namely: risk classification, criminogenic needs, responsivity, community based, treatment modality and program integrity. There is an interesting discussion of the effective practice initiative and the crime reduction program introduced by the New Labour Government that contextualizes efforts in the United Kingdom. The authors close this chapter with a discussion of the doubts raised about "what works" and examine whether or not the high hopes for these initiatives were realistic.

In chapters six to nine the authors turn their attention to specific rehabilitative practices and programs. The first main practice relates to assessment of the offender's risks, needs, responsivity and strengths. This section of the book is an excellent discussion of the issues involved in making responsible and appropriate assessments. There is also a brief but useful description of the cycle of change as it is used in offender rehabilitation. Another strong emphasis relates to the assessing of strengths. Next there is a discussion of offending behavior programs with the emphasis on cognitive-behavioral programs. There is a helpful discussion of evaluation of these programs including both prison and community based programs and a helpful explanation of the results of these

evaluations. Much of the literature on rehabilitation centers on the individual offender and in some cases on the risk of re-offending the individual offender presents. Researchers examining reduction in re-offending are turning their attention to risk factors outside of the individual and the authors have included a chapter on what they call "social rehabilitation". They define social rehabilitation as a process whereby the offender takes his or her place in society. This is the ground covered by notions of resettlement in Europe and re-entry in the United States and includes attention to the social context of the offender, especially in problem areas such as housing, employment, training and social support. The authors emphasize that just as social context is important in understanding offending behavior, so is the social context important in understanding the processes of desistance and resettlement. To adequately deal with re-offending issues it will be necessary to consider the role of social policy and not just rely on criminal justice policy as the only way to manage the offender's re-entry. The next chapter explores themes that are either being revisited, reinvented or newly introduced efforts to reduce re-offending. For example there is a renewed interest in the supervisory relationship (therapeutic alliance), the importance of quality and consistency, pro-social modeling and mentoring. Structural innovations are also being introduced in the form of therapeutic jurisprudence: consider the development of drug courts, re-entry courts and other specializations in the criminal courts. Building on the renewed interest in rehabilitation there are developments in the use of restorative justice approaches that link offenders, communities

and victims and especially the supportive efforts by volunteers in working with difficult offenders through circles of support and accountability.

In the closing chapter Robinson and Crow raise questions as to the future of rehabilitation in the 21st century. The cyclical nature of penal policy should give us pause in our optimistic championing of rehabilitation's return! This book is encouraging but it requires us to continue to be vigilant with respect to the rights of offenders and victims, program integrity and to continue and expand our research and evaluation efforts. Those of us who desire to continue down the pathway of evidence-based programming and policy development need to maintain and develop our theoretical knowledge, understand the historical context, encourage research into what is effective in reducing re-offending and in the settlement of offenders into society as pro-social individuals. This book is well worth reading and definitely provides the reader with a lens from another country to view our own efforts at delivering rehabilitative services. >>>

DONALD G EVANS, is a Senior Fellow at the Canadian Training Institute, Toronto, Canada, and a Past President of the American Probation and Parole Association.

INNOVATIVE TECHNOLOGY APPLICATIONS

Community corrections agencies are continually exploring how technology can be used in new and different ways to enhance mission performance. In this update I want to highlight just a few applications that I find interesting.

OFFICER SAFETY

As readers are aware, performing field visits can be a dangerous activity. Compounding the danger is the fact that many times officers perform this function without the benefit of a partner. The Minnesota Department of Corrections places a high priority on officer safety and has recently invested in GPS devices designed to locate officers in need of assistance while in the field. An officer in an emergency situation activates the device and a signal is transmitted to an agency monitoring station with the officer's location and status. The device has a "man-down" feature which recognizes a motionless officer and will automatically send an alert. The department originally outfitted 50 Intensive Supervised Release Officers and has recently expanded the program to include officers serving other functions as well. A vulnerability of this type of system is that alert transmission is dependent upon cellular coverage. That said, this approach may provide field officers with an important life-line not previously available.

Another interesting technology related to officer safety comes from the world of military research and development. Most readers are familiar with conducted energy devices (CED) and some agencies allow officers to carry them in the field. In recent years a

great deal of work has been dedicated to the operationalization of conducted energy clothing. The concept is basically the same as with a weapon: an intensive, but less-lethal, electrical charge is deployed to control an aggressor. In the case of conducted energy clothing, the components required to deliver the electrical charge are built into the garment. The intent is to help protect an officer who is caught off guard and finds him or herself in a physical struggle with an aggressor. As this scenario unfolds, the officer can activate the garment (think windbreaker) and the aggressor will receive a charge that will cause them to withdraw contact. This, in theory, provides the officer time to gain control or remove him or herself from harm's way. This technology is still in its infancy but may have application for the probation or parole officer working alone in the field.

LICENSE PLATE RECOGNITION

License plate recognition, also called license plate reader, (LPR) technology has historically been a law enforcement tool. LPR equipment in patrol cars automatically scan and cross-match license plates against a list of vehicles of interest. The list may include vehicles reported stolen, suspected of being involved in criminal activities, owned by persons who are wanted by authorities, or any of a number of other legitimate reasons. A small number of probation agencies are now deploying LPR technology. The Sacramento County Probation Department in California has equipped three vehicles with LPR technology and according to the agency website, "over 3,000 license plates can be analyzed an hour while probation officers are doing routine caseload supervision

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in the community.” Sacramento’s LPR program focuses on detecting and assisting in the recovery of stolen vehicles as a way to enhance victim restoration. Since the program began in 2010 over 300 stolen vehicles have been recovered and officials note that the program has helped to reduce the auto theft rate in the area.

ALTERNATIVE OFFENDER REPORTING METHODS

In recent years, we have observed a number of automated systems emerge that are designed to streamline the offender reporting process. Automated reporting kiosks and telephone reporting systems are established methods of efficiently handling reporting requirements for low-risk offenders. Some agencies are pushing the technology envelope a bit further. The 25th Judicial District Community Corrections Department in Kansas provides one example of this. The agency is responsible for a six county area in the southwest section of the state. The area is geographically vast and rural. Travel for some offenders to visit their officer can be a time consuming and expensive process.

Additionally there are cases where an offender’s employment situation is jeopardized because they can’t take the time off to drive the long distance to the agency offices. The agency explored ways to make the reporting process easier for these offenders and they now use internet-based reporting and even will conduct appointments via Skype as a supplement to face-to-face visits. This is a great illustration of the use of technology to help address an operational problem.

If your agency is using technology in new and different ways please let us know. The APPA Technology Committee is very interested in hearing more about the great work going on in the field.

For further information on the APPA Technology Committee please feel free to contact Joe Russo at 800-416-8086 or jrusso@du.edu. >>>

JOE RUSSO is Director of the NLECTC – Corrections Technology Center of Excellence in Denver, Colorado and is chair of the APPA Technology Committee.



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EXAMINING BURNOUT: NEXT STEPS IN PROBATION AND PAROLE

Staff burnout poses a major dilemma for many criminal justice agencies. Burnout impacts an agency through both negative performances of staff who remain on the job while experiencing burnout and turnover through loss of burned out staff. Staff who experience burnout and remain on the job may demonstrate lower performance; increased conflict with co-workers, other agencies and clients; increased absenteeism; and increased substance abuse (Institute of Quality and Efficiency in Health Care, 2012; Garland, 2002; Gayman & Bradley, 2012; Maslach & Jackson, 1981). All of these factors potentially have an immediate, detrimental impact on the organization's ability to achieve desired goals of public safety and improvement in offender outcomes. Furthermore, the organization suffers a loss of institutional memory and leadership while paying the cost of identifying and training new staff (Garland, 2002; Maslach & Jackson, 1981).

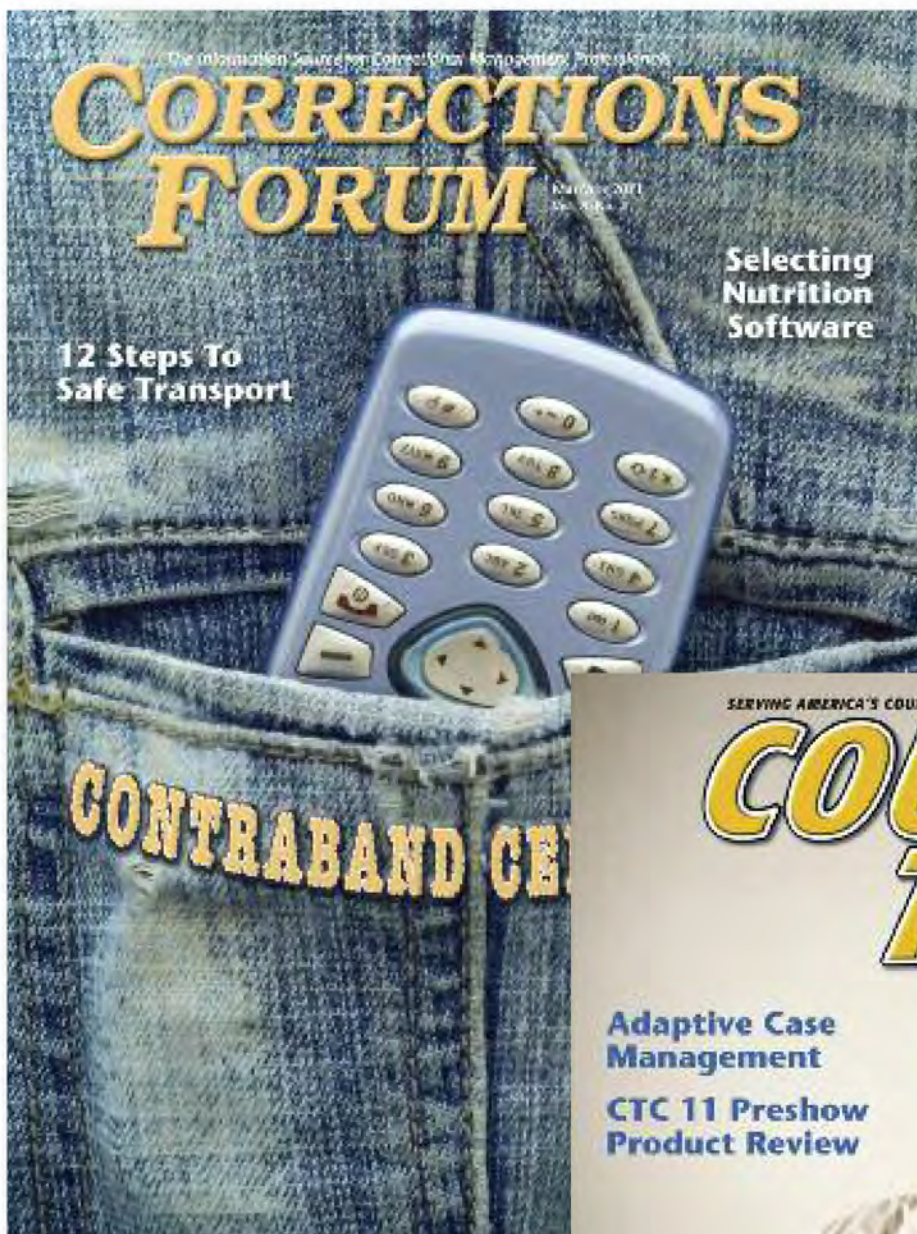
DEFINING AND MEASURING BURNOUT

Burnout is a subject of interest from many disciplines. With foundations in organizational psychology, the mental health and medical fields continue to explore the issue of burnout. Despite a great deal of concern over burnout in the last five decades, researchers do not agree upon a definition (Institute of Quality and Efficiency in Health Care, 2012; Gayman & Bradley,

2012). The controversy both in defining and measuring the concept of burnout arises from determining the boundaries across burnout, stress, depression and low performance (Griffin, Hogan, Lambert, Tucker-Gail, & Baker, 2010; Institute of Quality and Efficiency in Health Care, 2012; Gayman & Bradley, 2012). Stress is a short-term event that can promote positive or negative outcomes, while depression demonstrates negative emotions related to all aspects of life (Institute of Quality and Efficiency in Health Care, 2012). Burnout is more long-term, resulting from continued exposure to such factors as stress and negative environments (Griffin et al., 2010).

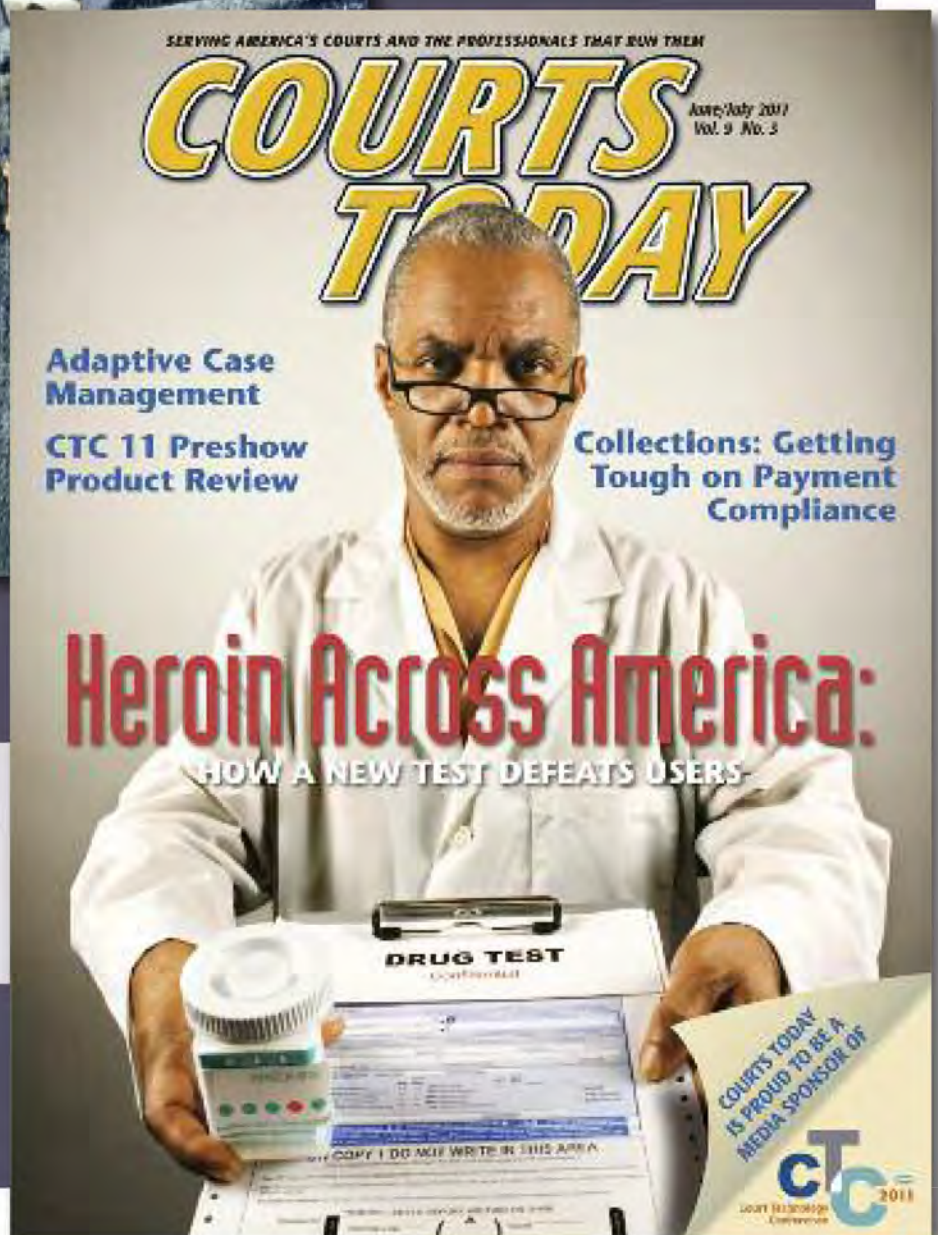
Many researchers rely upon the Maslach Burnout Inventory (MBI) created by Maslach and Jackson (1981) to measure burnout among staff. This instrument is commonplace in the field as evidenced by several studies of the probation/parole and correctional populations (Whitehead, 1985; Carlson & Thomas, 2006; Griffin et al., 2010; Gayman & Bradley, 2012; Griffin, Hogan, & Lambert, 2012; Lambert, Thomas, & Hogan, 2012). According to Maslach and Jackson (1981) burnout is "a syndrome of emotional exhaustion and cynicism that occurs frequently among individuals who do 'people-work' of some kind" (p. 99). Burnout is measured as: emotional exhaustion; depersonalization (e.g., not treating offenders as people); and lack of personal accomplishment (e.g., feeling that work is

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not valued). Maslach and Jackson (1981) validated the MBI on a sample that included many 'people oriented' fields including probation officers and police.

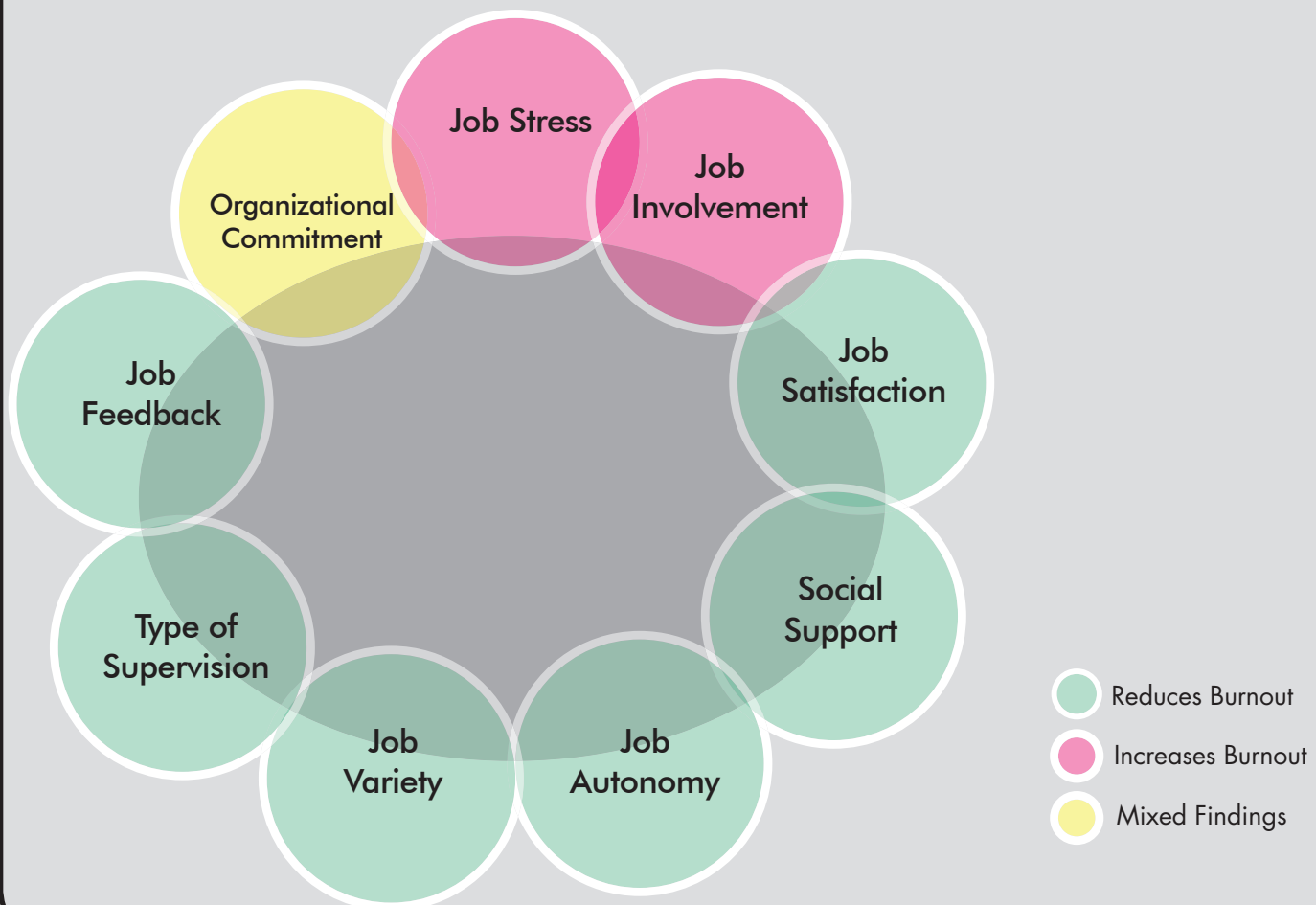
THE ORGANIZATION IS WHAT MATTERS!

Research consistently shows that while individual characteristics (e.g., gender, age, race, job tenure) impact burnout, organizational factors play the biggest role in affecting burnout (Lee, Phelps, & Beto, 2009;

Griffin et al., 2010; Gayman & Bradley, 2012; Griffin, Hogan, & Lambert, 2012; Lambert, Thomas, & Hogan, 2012; Simmons, Cochran, & Blount, 1997). We display the organizational factors that researchers most often test and theorize about in regards to burnout in Figure 1. Prior research finds that as job involvement (e.g., job central to life) and job stress increase so does emotional exhaustion (Griffith et al., 2010; Maslach & Jackson, 1981). Additionally, as job stress increases so does depersonalization (Griffith et al., 2010).

FIGURE 1

ORGANIZATIONAL FACTORS ASSOCIATED WITH BURNOUT



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Griffith and colleagues (2010) found that as job satisfaction improves, emotional exhaustion declines and personal accomplishment improves. Other research has found that burnout and intentions to quit were inversely related to job satisfaction (Lee, Phelps, & Beto, 2009), even among probation/parole officers who reported high levels of job stress (Simmons et al., 1997). Job autonomy is associated with decreasing emotional exhaustion among staff (Lambert et al., 2012). Griffith and colleagues (2012) discovered that as job autonomy and job variety improve, emotional exhaustion and depersonalization decline. These factors are also associated with improvement in feelings of personal accomplishment.

FIGURE 2

INTERVENTION TARGETS TO REDUCE BURNOUT



- Promoting supportive relationships in work place (Whitehead, 1985; White et al., 2005; Lambert, Hogan et al., 2012)
- Promoting exercise or other positive hobbies (Whitehead, 1985; White et al., 2005)
- Providing coping strategies for difficult environment (Whitehead, 1985)
- Mentors to guide new officers (Whitehead, 1985; White et al., 2005)
- Prevent overextension of duties (White et al., 2005)
- Promote volunteering activities (White et al., 2005)
- Build and training supportive supervisors (White et al., 2005; Griffith et al., 2012)
- Continued training (White et al., 2005; Lambert, Thomas et al., 2012)
- Team building (White et al., 2005)
- Regular, constructive job feedback (Lambert, Hogan et al., 2012)
- Recruitment and hiring of staff more aligned with organization (Lambert, Thomas et al., 2012)

Another factor that researchers hypothesize impacts burnout is organizational commitment, though the research on this topic varies considerably. Researchers find that an increase in affective commitment (e.g., emotional attachment to organization) is related to a decrease in emotional burnout (Lee et al., 2009; Lambert et al., 2012). However, on measures of continuous commitment (e.g., investment into the organization) study findings are contradictory, with Lambert and colleagues (2012) finding a positive relationship and Lee and colleagues (2012) finding a negative association. Moral commitment (e.g., sense of loyalty to organization) had no effect on burnout (Lambert et al., 2012).

Research also links supervisors with measures of burnout, causing decreased job satisfaction among employees who dislike their supervisor or who do not feel them to be competent (Simmons et al., 1997). The more a supervisor is open and supportive, the less staff demonstrate depersonalization (Griffith et al., 2012). Regular, constructive job feedback from supervisors decreases emotional burnout (Lambert et al., 2012).

HOW CAN PROBATION AND PAROLE TARGET BURNOUT WITHIN THE ORGANIZATION?

The research to date tends to rely upon cross-sectional data, or one-time surveys that identify factors that correlate with burnout. An important step in understanding burnout is to develop longitudinal, targeted interventions aimed at reducing burnout among their staff (Griffith et al., 2012). As probation and parole agencies think about making this step, they should consider the following guide to

approaching the examination of burnout within their agency:

1. Determine the extent of burnout. For better or worse, organizations are continuously changing. Probation and parole agencies should conduct regular evaluations about the extent of burnout within their agency to help determine the intensity of the intervention needed (Whitehead, 1985).

2. Determine the factors associated with burnout. If administrators determine burnout is a problem within an agency, the next step is to identify the contributing factors associated with burnout. The organizational factors associated with burnout can vary greatly across agencies and the type of staff they employ. For instance, the research presented by Lambert and colleagues (2012) found different factors based on whether the correctional agency was private or public. Organizations must first evaluate the potential contributors of burnout to understand which factors to target through intervention.

3. Identify a primary target for intervention. This decision should reflect the assessment of findings of contributing factors as much as possible. Ideally, if the evaluation indicates that job feedback, job variety, and organizational commitment are all associated with burnout, an intervention should only target the most influential item. Frequently this decision will depend on resource availability and the socio-political environment of the agency, among other factors. In these cases, it is most important that the factor chosen reflects one of the identified factors associated with burnout.

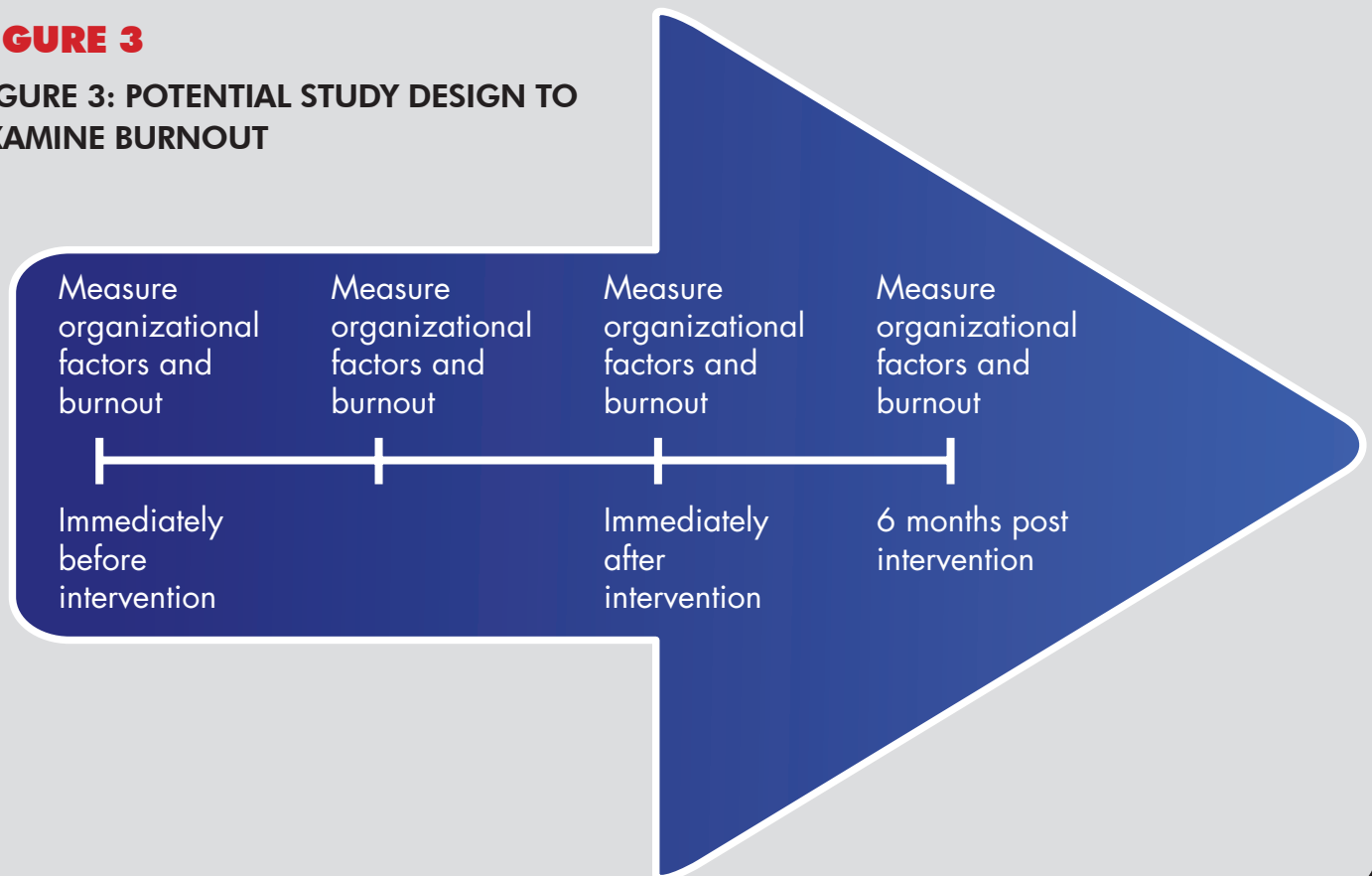
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4. Design an intervention to decrease burnout. Agencies should design an intervention based on either empirical or theoretical grounding in a mechanism of action that would change the outcome of burnout. A mechanism of action is the active ingredient within the intervention that the agency expects will initiate a change in behavior or performance. For instance, if the agency finds that job feedback is an organizational factor associated with burnout and selects it as the target for intervention, then they must also determine the specific aspect(s) of job feedback that will decrease burnout if acted upon. Is it the frequency of the feedback? Is it the type of feedback? Or is it the way feedback is delivered? The agency must consider all of these questions in the intervention design so that proper measurements can be taken to determine in evaluation if the intervention was successfully implemented and if they can determine causality.

5. Implement and measure. A large limitation of previous research on burnout is the lack of long-term data collection. Previous research draws limited associations between organizational factors and burnout because the studies are typically cross-sectional and lack implementation of a targeted intervention to reduce burnout. Figure 3 offers a longitudinal survey design study in which agencies can measure both the mechanisms of action within the intervention and burnout to test causality.

FIGURE 3

FIGURE 3: POTENTIAL STUDY DESIGN TO EXAMINE BURNOUT



CONCLUSION

Burnout can have a serious impact on community corrections agencies. Burned out probation and parole officers who remain at their job are likely to exhibit reduced work performance, which can be detrimental to client outcomes and public safety. Burnout-related turnover can also negatively affect supervision agencies by further straining already stretched resources and manpower. For agencies seeking to reduce burnout and its effects, the organization can take strategic steps to identify and target the organizational factors that cause burnout through intervention. The steps described here can help agencies to reduce burnout and improve the organizational environment for employees. »»»

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JENNIFER LERCH and **STEPHANIE A. MAASS** are Research Associates and doctoral students at the Department of Criminology, Law and Society at George Mason University.

RESOLUTION ENDORSING COMMUNITY CORRECTIONS' RESPONSE TO DOMESTIC VIOLENCE: GUIDELINES FOR PRACTICE AS A CRITICAL RESOURCE FOR COMMUNITY CORRECTIONS PROFESSIONALS

JANUARY 13, 2013

WHEREAS, an estimated 1.3 million women are victims of physical abuse by an intimate partner annually,¹ and,

WHEREAS, researchers estimate that nearly one in four women and one in thirteen men will experience intimate partner violence at some point in their lifetime;² and,

WHEREAS, 1,640 females and 700 males were killed by an intimate partner in 2007;³ and,

WHEREAS, effective responses to domestic violence require coordinated, collaborative efforts in partnership with a variety of community organizations and professionals, including victim advocates, criminal justice agencies, the courts and others; and,

WHEREAS, the arrest, prosecution and sentencing of domestic violence offenders are crucial steps in holding abusers accountable for their crimes and deterring future violence; and,

WHEREAS, most domestic violence offenders are released on community supervision either in lieu of or following periods of incarceration and the courts and community corrections agencies have the opportunity to reduce the risk of violence by intervening with domestic violence offenders in a way that promotes victim safety and offender accountability; and,

WHEREAS, community corrections programs are now confronted with supervising domestic violence offenders who previously had rarely been designated as needing specialized supervision services or any supervision at all; and,

WHEREAS, research has found positive benefits for reducing domestic violence recidivism from coordinated community approaches⁴ including community corrections programs with specialized domestic violence offender supervision;⁵ and,

WHEREAS, heightened attention to the sentencing and supervision of domestic violence offenders necessitates educating community corrections agencies and the courts to identify, respond to and coordinate with other service providers in domestic violence cases;

NOW THEREFORE BE IT RESOLVED, that the American Probation and Parole Association hereby endorses and recommends *Community Corrections' Response to Domestic Violence: Guidelines for Practice*, developed and published through funding from the Office on Violence Against Women, as a critical resource for court officials and community corrections professionals in enhancing supervision strategies for intimate partner abuse cases to better hold abusers accountable for their crimes, promote the safety of victims, and prevent future intimate partner violence from occurring. >>>

ENDNOTES

¹ National Center for Injury Prevention and Control. (2003). *Costs of Intimate Partner Violence Against Women in the United States*. Atlanta, GA: Centers for Disease Control and Prevention.

² Tjaden, P., and Thoennes, N. (2000). *Extent, Nature and Consequences of Intimate Partner Violence*. Washington, DC: U.S. Department of Justice, National Institute of Justice..

³ Bureau of Justice Statistics. (2011). *Intimate Partner Violence*. Washington, DC: U.S. Department of Justice <http://bjs.ojp.usdoj.gov/index.cfm?ty=tp&tid=971>.

⁴ Saunders, D.G., and Hamill, R.M. (2003). *Violence Against Women: Synthesis of Research on Offender Interventions*. National Institute of Justice. From www.ncjrs.gov/pdffiles1/nij/grants/201222.pdf.

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The APPA Leadership Institute is a twelve month journey of self-discovery and organizational change for community corrections professionals. APPA Leadership Institute is a collaborative initiative of the American Probation and Parole Association, the National Institute of Corrections, the Correctional Management Institute of Texas, National Association of Probation Executives, NCTI, and the Williams Institute.

The APPA Leadership Institute provides current or potential supervisors and managers in community corrections the opportunity to develop the knowledge and competencies required of effective leaders. The multi-disciplinary curriculum is a blend of on-site and distance learning. It is intended for professionals from diverse backgrounds and cultures and is applicable to those who have had experience exercising leadership and to those who have not.

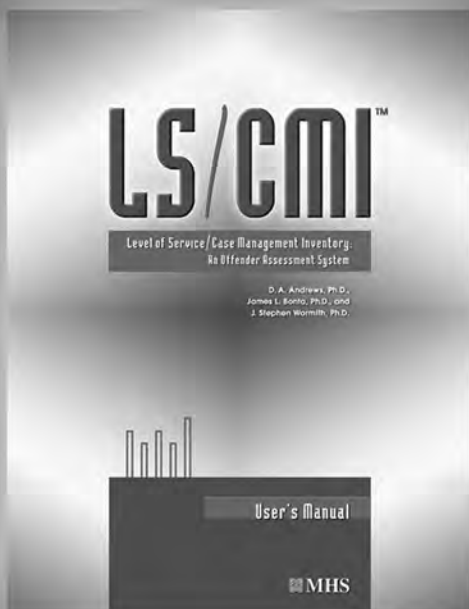
Individuals interested in applying to participate in the next APPA Leadership Institute or in nominating an applicant can do so by visiting the APPA website at www.appa-net.org, or by contacting Lisa Ginter at (859) 244-8193 or email at lginter@csg.org.

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APPA AWARD FOR EXCELLENCE IN COMMUNITY CRIME PREVENTION

**COMMUNITY CORRECTIONS IMPROVEMENT ASSOCIATION
CEDAR RAPIDS, IA**

The Community Corrections Improvement Association (CCIA), is the 501 (c) (3), non-profit foundation arm of the Sixth Judicial District Department of Correctional Services in east central Iowa. The Sixth Judicial District Department of Correctional Services provides Iowa Code mandated community-based correctional programming to six counties. CCIA's mission is to support community-based corrections with community involvement, acceptance, and the financial resources to establish and embrace proactive programs that break the cycle of crime. CCIA provides leadership in developing "solutions for safer communities." It has advocated new perspective on crime control within the community to push community members to work to prevent and intervene long before a crime happens – pushing the long term thinking necessary to design responses to get ahead of crime.

CCIA currently has 17 board members and a current Operating Budget of \$2,290,000.00. There are 19 full-time staff, 70 part time and 12 summer employees. In FY2012, CCIA had 416 community volunteers supporting VITA, BRIGHTEN, and Children of Promise programs. Additionally, there were 35 year long and 11 summer AmeriCorps State program members and 22 VISTA members and 7 summer members supporting community capacity building to reach out to underserved populations.

The principles of crime prevention form the basis for the approach and strategies at work in programs operated by CCIA. They are designed to increase an individual's assets and resiliency, strengthen families, reinforce community norms and promote connectedness. The final CCIA focus is about community education, also a basic crime prevention principle. Overall, CCIA programs target:

- high risk youth
- high risk families/offenders
- high risk neighborhoods
- community capacity building
- redefinition of critical issue impacting crime and development of strategies to respond

Since its inception in 1991, one strategic focus for CCIA has been proactively addressing the gaps in services for at-risk youth in an effort to prevent the next generation of offenders.

This award was presented at the Opening Session of the 2013 APPA Winter Training Institute on Sunday, January 13th at 6:00 p.m.

APPA AWARDS

Recognizing Accomplishments



SAM HOUSTON STATE UNIVERSITY AWARD

ART BOWKER

CYBERCRIME SPECIALIST

**U.S. PRETRIAL SERVICES AND PROBATION OFFICE, NORTHERN DISTRICT OF OH
BURBANK, OH**

Art Bowker, a U.S. Probation Officer, has written consistently for over ten years on the role of community corrections in the management of offender computer use. During the Fall of 2011 through November of 2012, Art had two print articles published in Perspectives and nine online articles. All of these articles focused on cybercrime and community corrections.

Additionally, Art authored the *The Cybercrime Handbook for Community Corrections: Managing Offender Risk in the 21st Century*, published by Charles C. Thomas Publisher, LTD, March 21, 2012. Art has over 26 years experience in law enforcement and corrections at state and federal levels. This experience is primarily in the areas of high risk criminal behavior.

Art has consistently worked to educate the field of corrections with respect to cybercrime. In his most recent publication, he lays out a roadmap for officers to simplify the daunting task of supervising cyber-savvy offenders in the community. He researches current trends in community corrections as well as current trends in cybercrime. He has married these two complicated items in writing through his book as well as through multiple academic articles published in various journals. Some of the notable articles can be found in the Federal Probation journal and the APPA publication *Perspectives*.

Art also maintains a blog on Corrections.com where he has continued to provide crucial information to officers in the field with respect to the challenging topic of cybercrime.

Art has also taken on the task of maintaining APPA's LinkedIn page that currently has over 2,200 members and is still growing. LinkedIn provides an avenue for professionals already working in the field of community corrections as well as those seeking a career in the field the opportunity to share information and ask questions. It is a valuable tool for those interested in social media and probation and parole to engage in meaningful online conversations.

This award was presented at the Opening Session of the 2013 APPA Winter Training Institute on Sunday, January 13th at 6:00 p.m.

APPA COMMUNITY AWARENESS THROUGH MEDIA AWARD

ADAM J. SHERLOCK
RADIO DOCUMENTARY INSTRUCTOR
SPY HOP PRODUCTIONS
SALT LAKE CITY, UT

Since February 2010, Spy Hop Productions have been providing a radio documentary podcast program called Sending Messages at Decker Lake Youth Center in West Valley City. It is the only youth-in-custody produced podcast in the country and provides these youth with a platform and mentorship to share their stories while simultaneously helping them earn school credit in English. Recent episodes include topics of truth, regret, addiction and the loss of identity. In a writing assignment called "A Letter You Can Never Send", one student wrote a letter to his cousin who was killed in a gang fight. He talked about how he had always looked up to him, but now he has to choose his own path, and make something better of his life. Another student wrote a letter to his future wife talking about his fear of trusting someone enough to tell her about the mistakes he had made in his life. But that he had to have faith that this future wife would love him enough to understand his past. These voices are not often heard in such a raw state, and by gaining an audience, these youth can feel that their stories are valid and have worth.

Monthly episodes are published online through iTunes and the programs website, www.sendingmessages.org. The podcast series has won three awards along the way, including a 2011 City Weekly "Best Of" award and attained a steady audience of over 3000 people from around the world. Spy Hop's purpose is to empower youth to express their thoughts in order to create positive change in their lives, their community, and the world. Spy Hops mission is to promote free expression, selfdiscovery, critical and inventive thinking, and skilled participation via the big screen, the airwaves, and the web.

This award was presented at the Plenary Session of the 2013 APPA Winter Training Institute on Monday, January 14th at 8:30 a.m.

APPA AWARDS

Recognizing Accomplishments



JOE KEGANS AWARD FOR VICTIM SERVICES IN PROBATION AND PAROLE

MIKE RAMOS

DISTRICT ATTORNEY

SAN BERNARDINO COUNTY DISTRICT ATTORNEY OFFICE

SAN BERNARDINO, CA

Mike Ramos started his career in the Criminal Justice System with the Probation Department where he frequently dealt with victims of crime. In 1989 he brought that knowledge and experience to the District Attorney's office when he became a trial lawyer. He observed firsthand the tragic circumstances surrounding victims while he was in the court room. It became his practice to take a victim advocate to the victim's home, or some other venue, where they would be comfortable talking about the case. That's when he recognized the impact on collateral victims like brothers, sisters or other family members who were affected by criminal acts. He conveyed their sense of grief into the courtroom by giving jurors not just the elements of a crime, but its impact on human beings. One of his first tasks as a newly elected District Attorney was to ensure Victims Services would be an important part of his organization by promoting the Coordinator to Victim Services Chief and including the Chief as a member of his Executive Staff. He added assessment of the treatment of victims to the Work Performance Evaluation from pre- to post-conviction, including how efficiently restitution orders are processed. His office has served as a model for District Attorneys' offices throughout the State of California.

For the past six years his Office, in conjunction with Loma Linda Children's Hospital, has operated Camp Good Grief, modeled after a camp for children with cancer/medical issues. This 3-day camp offers a relaxed, supportive and safe environment for children and teens whose lives have been shattered by an act of violence. In this camp victims have the opportunity to work with professionals to share their feelings of frustration and anger related to the loss of a loved one.

This award was presented at the Plenary Session of the 2013 APPA Winter Training Institute on Monday, January 14th at 8:30 a.m.

2013 APPA AWARDS

RECOGNIZE. ACKNOWLEDGE. CELEBRATE.

[nominate your peers.]

[nominate yourself.]

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The Council of State Governments/American Probation and Parole Association (CSG/APPA) in partnership with the American Correctional Association (ACA), American Jail Association (AJA) and the Center for Innovative Public Policies (CIPP), with funds from the Bureau of Justice Assistance (BJA) manages the Discover Corrections website.

This project was supported by Grant Nos. 2009-D2-BX-K004 and 2010-DJ-BX-K054 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the SMART Office, and the Office for Victims of Crime. Points of view or opinions in this document are those of the author and do not represent the official position or policies of the United States Department of Justice.

APPA ELECTIONS - CALL FOR NOMINATIONS

All active individual, affiliate or agency members are encouraged to nominate individuals to serve as regional directors from the following regions for a term of three years. *Regions not listed below do not have terms expiring in 2013.*

Region	States represented in Region	Present Incumbent
Region 3	Delaware, New Jersey, Pennsylvania	Thomas Costa
Region 4	Maryland, Virginia, Washington DC, West Virginia	Tosha Trotter
Region 5	Ohio	Gary Yates
Region 9	Illinois	Michael Torchia
Region 10	Iowa, Minnesota, Wisconsin	Tom Roy
Region 11	Arkansas, Kansas, Missouri, Oklahoma	Tricia Daniels-Bruders
Region 12	Texas	Caroline Rickaway

According to the APPA Constitution, Article V, Section 9: To qualify for elected office in this association, the candidates must be:

(a) an active member in good standing, willing and able to fulfill the duties of the office for which nominated, and be willing and able to serve in the office for the length of time necessary to fulfill the duties of the office.

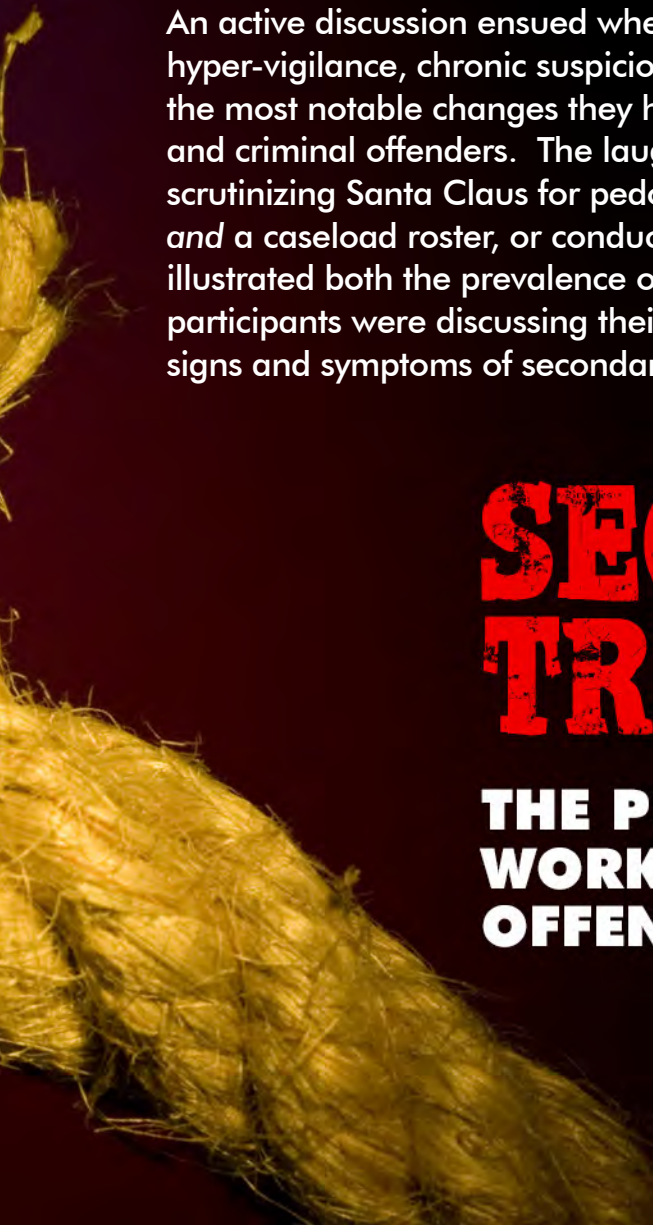
Nominations must be received by mail or email by March 30, 2013. Members are encouraged to nominate themselves for regional director positions. This position offers members an opportunity to present and discuss issues germane to the field and set the course for future initiatives for your association. The APPA Nominations Committee selects eligible candidates for each regional director position from those nominated and prepares the ballot. Candidates accepting a nomination for regional director must provide a biography or statement of fewer than 150 words, which will be included on the ballot. The schedule below will be followed for the 2013 election.

February - March	Call for Nominations for regional director positions.
March 30	Cut off date for nominations for regional director positions.
April 30	Nominations Committee selects two candidates for each regional director position from those nominated and prepares ballot.
May 30	Last day of ballot postmark.
May 31	Ballots counted.
July 15	All candidates notified of election results.
July 30	Nominations Committee reports results at membership meeting.

All nominations should be sent via mail or email by March 30, 2013 to:

Gini Highfield, Chief Probation Officer
2nd District Juvenile Court
P.O. Box 325, Farmington, Utah 84025
Phone: (801) 447-3973, ext. 1, Fax: (801) 447-3976
email: ginih@email.utcourts.gov





During the 2013 American Probation and Parole Association (APPA) Winter Training Institute (Phoenix, AZ January 13-26), I had the opportunity to present a workshop on the topic of secondary trauma. Historically, the audiences in my workshops on this subject are relatively quiet. It is a sensitive topic, and I am respectful not to ask people to publicly disclose the impact of their trauma exposure just to generate conversation! So my recent solution to silent audiences is to incorporate interactive technology that allows participants to anonymously respond on keypads to questions in the PowerPoint presentation. Not only is it more entertaining for the attendees to actively participate in a workshop, but it is a wonderful opportunity to put a finger on the pulse of the group and record their collective responses. The APPA conference provided an extraordinary setting to collect this type of data as the attendees represented a cross section of all levels of probation/parole professionals throughout the United States and abroad.

At the start of the training, the question was posed, "Do you believe that working in community corrections has changed the way you view the world?" Ninety-nine percent of the workshop participants answered "yes" with their keypad responders (N=136). An active discussion ensued wherein audience members identified increased cynicism, hyper-vigilance, chronic suspicion of others, loss of empathy, and feeling desensitized as the most notable changes they had observed in themselves since working with juvenile and criminal offenders. The laughter that erupted as people related examples (i.e., scrutinizing Santa Claus for pedophilic ideations, watching the local news with trepidation and a caseload roster, or conducting silent risk assessments on all new acquaintances) illustrated both the prevalence of the impact and the point of the training. When the participants were discussing their experiences, they were unwittingly describing the classic signs and symptoms of secondary traumatic stress (STS) and vicarious traumatization (VT).

SECONDARY TRAUMA:

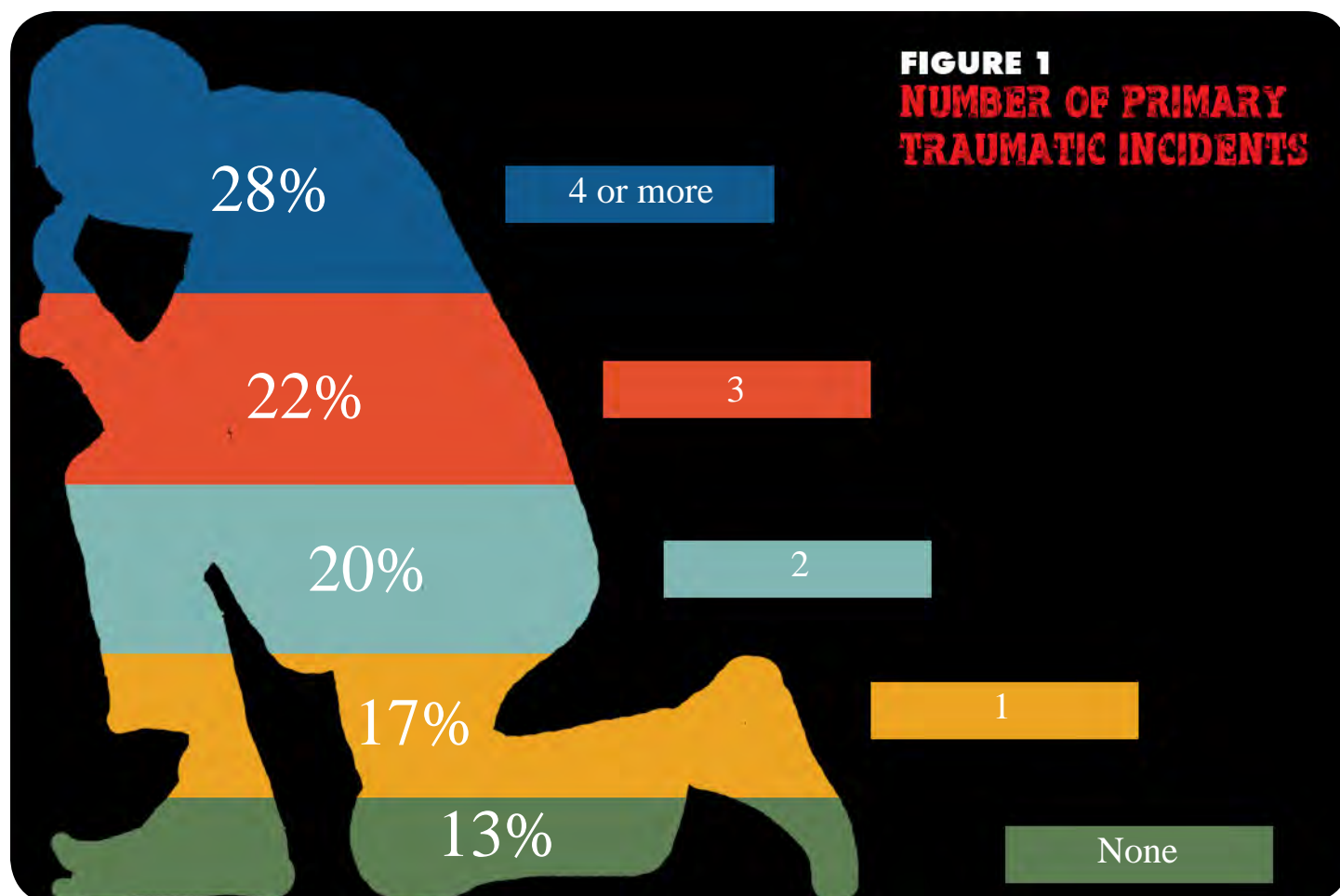
THE PERSONAL IMPACT OF WORKING WITH CRIMINAL OFFENDERS

By Kirsten Lewis



STRESS: IT COMES WITH THE JOB

Although the field of community corrections has long been recognized as a stressful profession, it has only been recently that traumatic stress was identified as a contributing factor to the taxing nature of the work. Primary (direct) traumatic stress can occur after an individual experiences an extreme or life-threatening event (i.e., officer assaults, receiving threats of physical harm and/or death, stalking of officers, being attacked by animals, false accusations of criminal/unethical conduct, being named in a lawsuit or sued directly, and/or witnessing violence, death, or suicide). Due to the lack of uniform practices among agencies and inconsistent reporting of critical incidents, there are no national statistics regarding the primary victimization of community corrections officers. Consequently, this was a valuable opportunity to poll the APPA workshop participants for their responses, which are illustrated in *Figure 1*.



The limbic system, one of the oldest parts of the brain, activates the “fight or flight” response during primary traumatic events to enable the individual the greatest likelihood of survival. Neurological research suggests that secondary (indirect) exposure to trauma can cause similar physiological stress responses in professionals when they observe, listen to, or even read about the graphic details of traumatic events (Leonhardt & Vogt, 2011). Brain imaging technology demonstrates the presence of mirror neurons that are activated when observing others, causing parallel stimulation of brain regions in the spectator to that of the person experiencing the event (Fogassi, 2011).

While the neurological reactions may be less intense through secondary exposure, they can nonetheless be damaging to observers and result in depression, anxiety, and altered values, beliefs and worldviews (Leonhardt & Vogt, 2011).

The ability to empathize with others is believed to be a by-product of the mirror neuron system, a special form of neural resonance wherein the emotional state of one individual is neurologically reflected in another (Molnar-Szakacs, 2011). Since current evidence-based practices (EBP) emphasize a high degree of empathetic communication between officer and offender (Kennealy, Skeem, Manchak, & Loudon, 2012; Taxman, Shepardson, & Byrne, 2004), this has important implications for community corrections. It is ironic that empathy, the very quality that makes officers most effective in their work, also makes them most vulnerable, because empathy is the pathway through which trauma is vicariously transferred. Therefore, when I asked the attendees in the workshop if they had experienced any changes in their empathetic abilities, it was not surprising that 64 percent indicated that their empathy had decreased since working in community corrections.

Secondary (indirect) traumatic stress (STS), also termed *compassion fatigue*, occurs when professionals begin to experience trauma symptoms as a result of their exposure to the pain and suffering of others (Figley, 2002). From their initial involvement with a case, probation and parole officers are exposed to varying aspects of traumatic material: they read police reports, interview victims, and assess offenders’ criminal and social histories. In addition,

**It is ironic that empathy,
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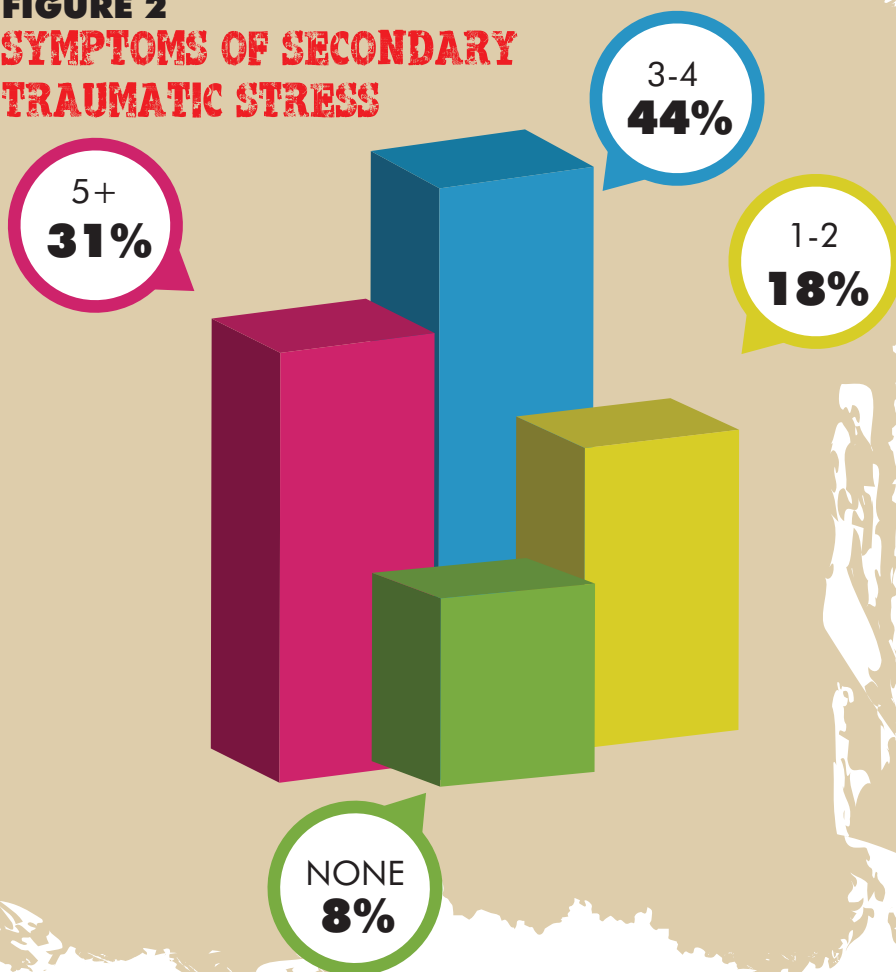


officers regularly meet with offenders and conduct residential field visits where they often bear witness to dysfunctional lives and, at times, observe horrific and deplorable living conditions.

The responses from the workshop indicated that the majority of attendees described their daily exposure to traumatic material as “frequently” or “always.” Consequently, it was quite conceivable that 75 percent of them reported experiencing three or more of the following STS symptoms in the past two months: loss of trust, loss of innocence, safety concerns, intimacy problems, difficulty in relationships, boundary issues, and increased anger, disgust, sadness, and/or distress (Salston & Figley, 2003) (see Figure 2).

A recent study of probation employees discovered heightened STS symptoms in staff members who experienced challenging caseload events such as offender suicide, sexual recidivism and violent re-offenses that resulted in death to a victim or injury of a child (Lewis, Lewis, & Garby, 2013). Other types of secondary (indirect) traumatic incidents that can occur in community corrections include the violent or unexpected

FIGURE 2
SYMPTOMS OF SECONDARY TRAUMATIC STRESS

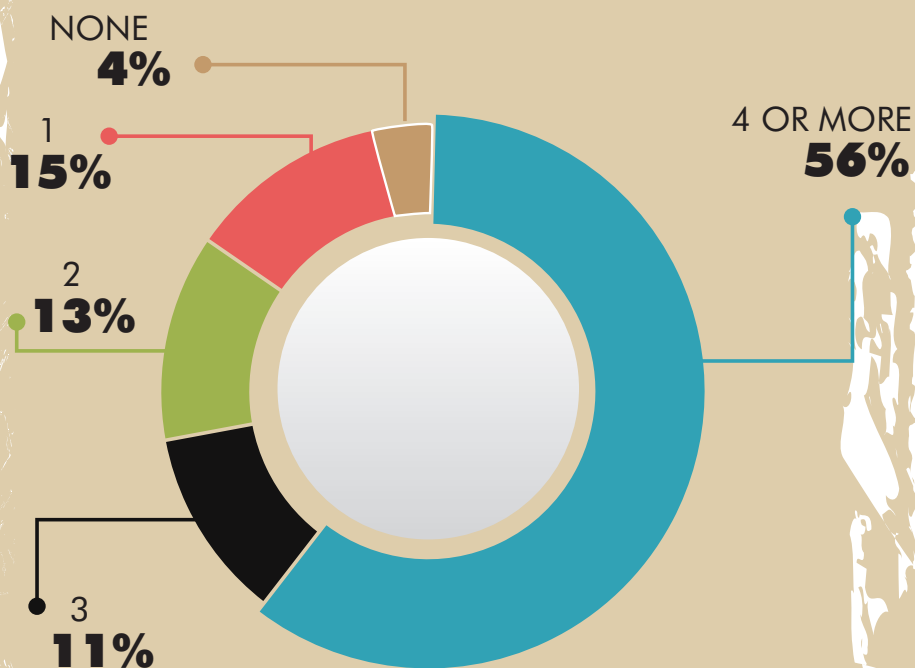


death of an offender, involvement in defending lawsuits against the department and line of duty violence, injury or death of a co-worker. More than half (56 percent) of attendees at my APPA workshop indicated that they had experienced four or more secondary traumatic incidents in the course of their career (see Figure 3).

Vicarious trauma is a related concept that focuses on cognitive shifts in a professional's beliefs about humanity, safety and relationships as a result of empathetic engagement with individuals

who experienced distressing life events (McCann & Pearlman, 1990; Pearlman & Mac Ian, 1995). Constant exposure to graphic accounts of victimization can challenge basic faith, create a pervasive distrust about the motives of others, and contribute to a pessimistic attitude about the overall human condition (Herman, 1992). In the recent workshop, 88 percent of attendees reported experiencing three or more of the following VT symptoms in the past two months: increased cynicism, chronic suspicion of others, interpersonal relationship problems,

FIGURE 3
NUMBER OF SECONDARY TRAUMATIC INCIDENTS





SECONDARY TRAUMA:

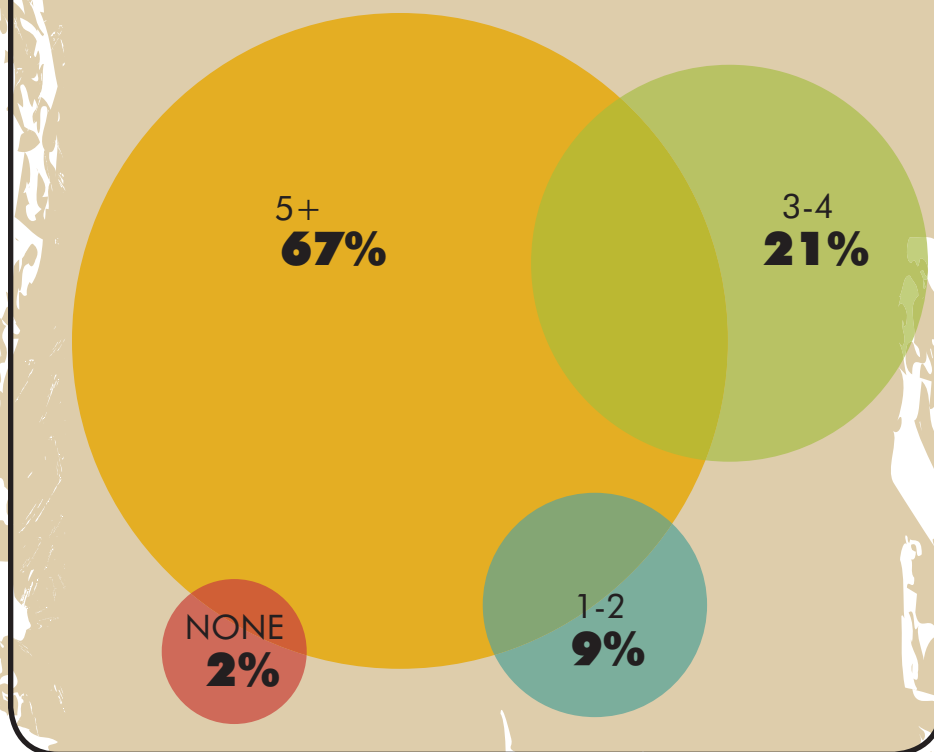
distorted world view, intimacy difficulties, questioning of spirituality, decreased tolerance, loss of empathy, intrusive imagery and disturbing thoughts (McCann & Pearlman, 1990) (see Figure 4).

CORRECTIONS FATIGUE

A team of researchers recently conducted the first study in the United States investigating primary and secondary traumatic stress on correctional officers (Spinaris, Denhof, & Kellaway, 2012). As a result of their study, Spinaris, et al. coined the term “corrections fatigue” and pointed out that VT and STS, which originated in the clinical arena, did not entirely capture the unique and complex work of community corrections. Whereas most helping professionals assist motivated clients in physically and psychologically safe environments, probation and

parole officers work with involuntary clients, are repeatedly exposed to a variety of potentially traumatic incidents, must maintain heightened and sustained levels of mental vigilance for officer safety and have the dual (and at times conflicting) responsibility for both offender rehabilitation and control (Spinaris & Denhof, 2012).

FIGURE 4
SYMPTOMS OF VICARIOUS TRAUMA



After a brief overview of the neurological and physiological effects of chronic trauma exposure and sustained mental vigilance, I posed a final question to the audience, "Is your current stress level sustainable without significant costs to your body?" An astonishing 69 percent of the workshop participants said "no," - their stress levels were *not* sustainable without significant costs to their bodies. This was compelling data to see and poses a significant challenge to the field.

EBP AND TRAUMA EXPOSURE: UNINTENDED CONSEQUENCES

Over the past decade, evidence-based practices (EBP) in community corrections have dramatically shifted the role of officers from "rule enforcement" into "active agents of change" in offender rehabilitation (Lowenkamp, Holsinger, Robinson, & Cullen, 2012; Taxman, 1999). While implementing EBP, probation/parole officers conduct risk assessments, collaborate with offenders to create problem-oriented case plans, model pro-social behavior and use enhanced communication and motivational techniques to promote behavioral change (Taxman, 1999; Taxman, Shepardson, & Byrne, 2004; Walker, Clark, Gingerich, & Meltzer, 2007). Never before has a greater emphasis been placed on the officer's ability to warmly engage and emotionally connect with offenders (Lowenkamp, Holsinger, Robinson, & Cullen, 2012). In fact, recent research suggests "high quality relationships"

(characterized as firm, fair, and caring) between officers and offenders are an essential component of core correctional practices and protect against offender recidivism (Kennealy, Skeem, Manchak, & Loudon, 2012).

While evidence-based practices are showing positive results through a national increase in probation success rates (Glaze and Bonczar, 2010), there is a departmental duty to safeguard the welfare of officers and to preserve and maintain their emotional well-being (Klein & Alexander, 2011; Tehrani, 2011). Therefore, it not only is essential to evaluate the impact of traumatic stress on officers for humanitarian reasons, but also to determine the residual effect it may have on their ability to effectively implement the very practices that can positively affect offender success and public safety.

MANAGING STRESS IN THE WORKPLACE

Research suggests that probation officers relieve pressures of the job by taking extra sick leave, requesting transfers and/or applying for early retirement (Finn & Kuck, 2005). This can become costly for departments, increase the workload for remaining officers and decrease the quality of care for offenders. Other areas of agency expense are officer discipline and potential lawsuits for negligence, caseload abandonment, judgment error and personal DUI offenses. By no means can officer



misconduct be excused or solely blamed on burnout and/or trauma exposure, but it is fair to speculate that a portion of the poor decision making and problem solving behavior that leads to disciplinary problems may have been exasperated by unaddressed stress factors.

Programs designed to alleviate officer stress can save money, improve staff performance, and enhance healthy coping (Finn & Kuck, 2005). Studies in other high stress professions and in the general work population highlight the benefits of stress management programs. One study of New York City employees who attended work-sponsored crisis interventions after the terrorist attacks on September 11, 2001, showed significant benefits two years later. Employees who attended the interventions [debriefing type session(s) with a trained professional] reported lower rates of binge drinking, symptoms of Post-Traumatic Stress Disorder (PTSD), alcohol dependence, major depression, anxiety, global impairment, and somatic complaints compared to employees who did not utilize the crisis services (Boscarino, Adams, & Figley, 2005).

A pilot study involving the German Air Traffic Control Services conducted an economic evaluation of a newly implemented peer support / Critical Incident Stress Management (CISM) program. The results indicated air traffic controllers who voluntarily attended a CISM intervention (individual

session or group debriefing) following a critical incident recovered faster, were less risk-averse (overcautious), more efficient upon their return to duty, and showed a sharp reduction in violence compared to the controllers who opted not to use CISM services. Eighty-three percent of employees reported that CISM was extremely worthwhile to their personal wellbeing and 75 percent perceived the benefit of CISM for the organization as extremely high. Of particular interest was the finding that the majority of employees who never used CISM services perceived the program as very beneficial. It appeared that the mere presence of the program, the validation demonstrated by their employer through investing in CISM, and the availability of services if needed was valuable for the vast majority of employees. Furthermore, CISM created a better culture of trust, accessibility, and the handling of errors, which significantly improved job satisfaction. The overall fiscal benefit for the organization was a 257 percent return on investment for the CISM program as a result of reduced time off and increased recovery speed (Vogt, Leonhardt, Köper, Pennig, 2004).

A PILOT PROGRAM

In 2011, Maricopa County Adult Probation Department (MCAPD) began the development of an employee stress management program to specifically target the impact of trauma exposure. The goals of the program are to enhance protective coping strategies that better prepare officers

for the emotional challenges of work in community corrections, minimize the cumulative stress associated with longevity and chronic trauma exposure and promote a work culture that supports and safeguards the welfare of employees. The following is an outline of the employee stress management model:

PART I.

Pre-incident prevention strategies to manage stress in the workplace primarily consist of staff education. As the saying goes, if it is predictable, it is preventable! Training employees about the physical, psychological, emotional, social and spiritual challenges of their work is beneficial on multiple levels. Officers who are mentally prepared for the various types of job stressors are able to create a “psychological body armor” that can buffer them from long-term negative impacts (i.e., PTSD) (Everly & Mitchell, 2000; Tehrani, 2011). The purpose of pre-incident education is to offer anticipatory guidance, normalize stress reactions, enhance protective coping strategies (fostering resistance and resilience), and provide resource information before an incident occurs. In addition, stress management training and education demonstrates support from the organization and helps promote a cultural environment wherein self-care, health, and well-being are revered as professional competence. Education / Training Topics should include the following:

OFFICER SPECIFIC TRAINING:

- Recognizing compassion fatigue, vicarious trauma and burnout
- Understanding caseload events (i.e., offender suicide, violent recidivism, etc...) and the unique stressors of probation work
- Reviewing the neurological and physiological impacts of heightened and sustained hyper-vigilance (officer safety) and traumatic stress
- Managing empathy
- Improving personal awareness / identification of stress symptoms
- Recognizing the effects of cumulative stress
- Developing protective coping strategies
- Enhancing resilience
- Accessing support and resources

Administration Specific Training (includes all of the officer training with the addition of the following):

- Identifying stress in officers
- Supervising stressed and/or traumatized officers
- Managing supervisory stress
- Recognizing the impact of chronic traumatic stress on organizations
- Detecting the effect of trauma on leadership and communication in crisis and peacetime
- Understanding organizational culture and influence



A top-down, training rollout strategy is highly recommended starting with administration, prioritizing assignments where the exposure is intensified due to the frequency, volume, duration and concentration of trauma material/content (i.e., assignments containing high-risk offenders, transferred youth, sex offenders, seriously mentally ill, and domestic violence offenders). The support, buy-in and commitment at an executive level are imperative to the long-term success of any new program. And the ability to model healthy behavior and support employees are essential elements to the stress management model. Additionally, managers need to be prepared for a shift in the personal awareness of staff, create a forum that is receptive to open communication, acknowledge officer's experiences without judgment, and to have information about the referral process and available resources for employees (i.e., peer support and employee assistance program). Lastly, the goal of the initial rollout is to train the existing employees within the department, after which the focus will shift toward new hires. Annual trainings to maintain awareness for veteran employees should be performed after the original rollout is complete.

PART II.

Post-incident interventions in the employee stress management program provide supportive resources to manage trauma exposure, cumulative stress and the

impact of critical incidents. The goal is to decrease acute reactions after a traumatic event and/or to minimize the effects of chronic stress factors that can lead to burnout (Handa, Krantz, Delaney, & Litz, 2011). An essential aspect of the stress management program is the utilization of a peer support program which should include the following components and interventions:

Critical Incident Stress Management (CISM) Team: A team of employee volunteers with specialized training in group and/or individual crisis management. The primary responsibilities of the team include pre-incident preparation and training, responding to critical incident scenes, providing individual and/or group crisis interventions and disseminating resource information and referrals for professional services.

Individual Crisis Intervention (ICI) / Decompression: Individual, one-to-one contact between a CISM team member and an employee who has experienced a stressful or traumatic event. Generally ICI/decompressions consist of one to three contacts conducted face-to-face or via telephone. The goal is to reduce stress, manage crises and provide immediate, short-term assistance. ICI/decompressions may be appropriate following a critical incident or for employees experiencing high levels of cumulative stress. CISM members conducting ICI/decompressions must have received specialized training in individual

crisis management and refer employees for additional services when the needs of the employee exceed the training of the CISM team member. ICI/decompressions should not be considered a forum for psychological counseling nor should it be viewed as a substitute for mental health services.

ICI/decompressions could be employed upon officer request and/or offered as protocol following caseload events that research has shown to be correlated with increased levels of stress:

- Offender suicide
- Violent recidivism involving children
- Violent recidivism resulting in death to a victim
- Sexual recidivism
- Officer victimization

Group Crisis Interventions: CISM team members assist groups of employees who have been involved in or impacted by a critical incident. Several types of interventions may be conducted depending upon the circumstances (i.e., crisis management briefings – a medium in which information is disseminated to large groups, or small debriefings – a forum that affords individuals the opportunity to process the event in a group setting).

Stress Assessments: Annual or bi-annual stress assessments using validated instruments such the Probation Personal Impact Survey (Lewis, Lewis, & Garby, 2013)

or Compassion Satisfaction/Fatigue Self-Test for Helpers (Figley, 1995) can provide insight into the gradual increases of job impact throughout an employee's tenure and allow for proactive interventions.

PART III:

Pre/post measures that may be associated with stress (see below) can be analyzed after the training rollout is complete and repeated on an annual basis to examine long-term program efficacy and guide program development.

- Sick leave (number of officers, number of hours)
- Long-term, short-term disability (number of officers, number of hours)
- Disciplinary action (number of employees)
- Terminations (number of employees)
- Resignations (number of employees)
- Lawsuits filed against the department (number)
- Use of CISM services
- Number of ICI/decompressions referrals
- Number of ICI/decompressions conducted
- Number of group crisis interventions

CONCLUSION

I've had the honor to present my research on traumatic stress in community corrections at workshops and conferences around the country, where the topic appears to



universally resonate with staff at all levels. I can attest to the evidence I've consistently witnessed over the years in these trainings confirming the impact: the number of officers in the audiences who nod their heads in recognition as we discuss the symptoms of trauma exposure, the eyes that well with emotion as they remember the haunting cases they carry with them, the relief in their voices when they learn that their reactions are normal and shared by many, and probably most importantly, the pride in their faces when the personal cost of their work is acknowledged and valued.

Despite all that I know and have personally experienced regarding the risks of my job, I love being a probation officer. I take tremendous pride in my work and view community corrections as a noble profession which is dependent on a healthy workforce to carry out its mission. There may be little that can be done to minimize our exposure to trauma; it is, after all, inherent in the work we have chosen to do. There is, however, much that can and should be done for employees to prevent, mitigate and treat the impact of traumatic stress, and it starts with acknowledging the issues. Providing training and stress management programs for employees to address trauma exposure not only validates their experiences in the field, but their sacrifices become permanently honored when used to safeguard the next generations of officers! »»»

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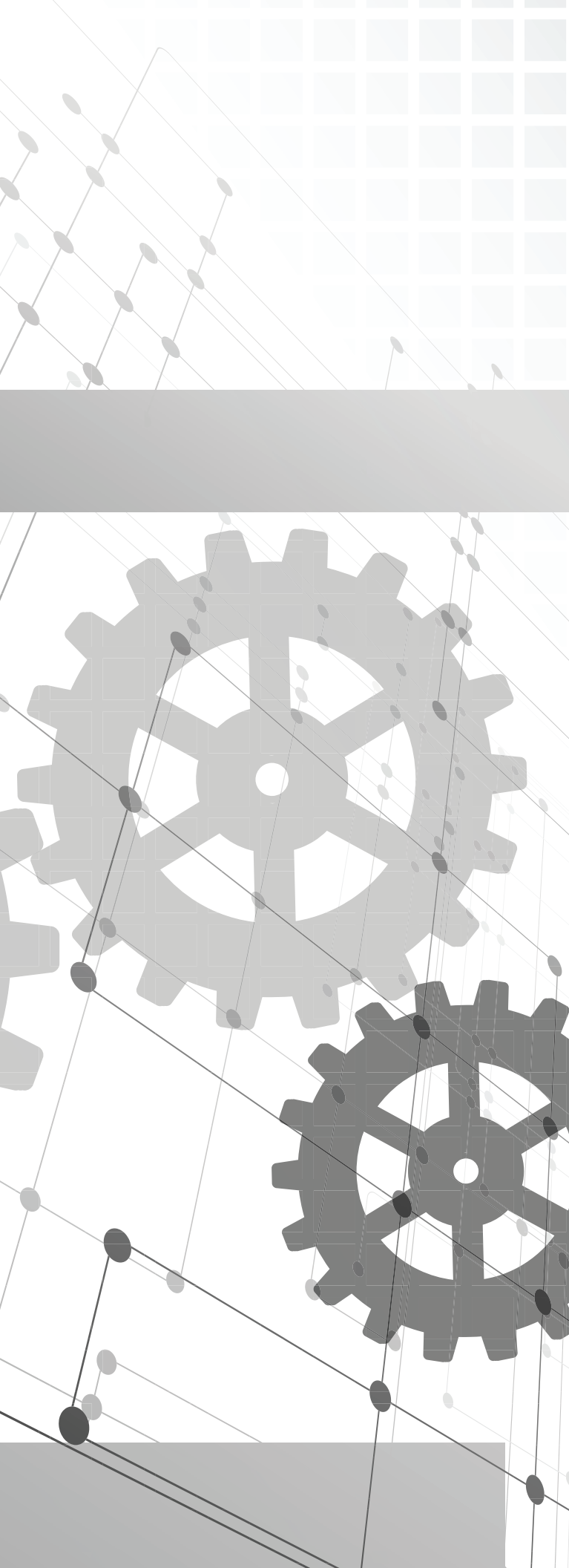
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AUTOMATED PROBATION RISK ASSESSMENTS IN GEORGIA

by Tammy Meredith, Ph.D. and Jay Sanders



In the 1980s, risk assessment instruments were widely adopted by probation and parole agencies. These instruments were paper and pencil forms completed by probation and parole officers (PPOs) following a file review and offender interview. Assessments required significant PPO workload and reflected expert opinion. Risk scores were calculated at the outset of supervision to determine contact frequency, but were rarely integrated into supervision practice. The reliability of source information and math errors in score computations affected assessment accuracy.

By the 1990s, the importance of research-based risk assessment was established by Don Andrews and his colleagues who proposed new principles of effective correctional treatment based on the identification of risk, need and responsivity (Andrews, et al. 1990). Risk assessments became more comprehensive and involved, incorporating dynamic risk factors or *criminogenic needs* (those factors that can change an offender's probability of recidivism over time, thus serving as targets for programming). As a result, assessment instruments demanded still more PPO time and resources to complete.

With the emergence of the evidence-based practices model for community supervision (Bogue, et al. 2004), the importance of accurate, reliable and ongoing risk assessment became powerfully clear.

We now know the foundation for effective probation and parole supervision requires that we target resources to moderate and high risk offenders while minimizing supervision for low risk offenders. The challenges of performing this assessment task remain.

THE CURRENT PROJECT

In 2010, the Georgia Department of Corrections (GDC) Probation Operations Division worked closely with Applied Research Services, Inc. (ARS) to begin a year-long study of adult felony probationers for the purpose of developing an automated supervision risk assessment instrument. That instrument would replace a paper-and-pencil tool developed by the agency decades earlier. Development of such an instrument has some history in Georgia. The Georgia Board of Pardons and Paroles has had success in identifying high risk parolees using an automated risk assessment instrument developed in partnership with ARS (Meredith, et al. 2007).

The current study identified 16 risk factors as significant predictors of arrest among Georgia probationers. Today, those risk factors are used in an algorithm to estimate each probationer's probability of arrest for a new crime during supervision. That probability is translated into a "standard" or "high" risk classification which identifies the riskiest 25 percent of probationers for enhanced supervision and programming. The risk score is automatically computed each day by running a computer program that accesses the agency's case management system data and is used to help probation officers make supervision level assignment decisions.

THE STUDY GROUP AND OUTCOMES

A study team made up of agency operations and IT representatives met regularly to review preliminary analyses, assess data quality and make key study decisions. The team identified all 40,000 probationers who completed supervision in 2009 and agreed on the outcome of interest – an arrest for a new crime during probation supervision (which would exclude an arrest for a technical violation alone). Since agency case management data (SCRIBE) does not contain a systematic measurement of arrest activity during supervision, official arrest data was requested and provided by the Georgia Crime Information Center (GCIC). The data included arrest episodes prior to, during and subsequent to the current probation supervision episode. Linking criminal history and probation data is possible because both systems include the unique state identification number or SID.

Since SIDs were available for only 65 percent of the study population, the remaining 35 percent of probationers would have required a manual query of the computerized criminal history system to locate the SID. Given the substantial staff efforts that manual search would have required, the decision was made to develop the risk assessment instrument on a sample of the study population. The sample would include all probationers with an identified SID (n=23,441) and a simple random sample of 10 percent of the probationers without a SID (n=1,235). The final stratified study sample included 24,684 probationers weighted to reflect the true population.¹ The study sample is described in Table 1. The cohort is 78 percent male and 45 percent black; the average age at the start of supervision is 30

years. The length of supervision ranges from one month to 30 years, with an average term of four years (median 47 months, mean 51 months). All analyses were conducted on the weighted sample.

The project team defined the risk assessment instrument outcome as an arrest event where at least one charge is for a new crime (which would disqualify an arrest for probation or parole technical violations alone). Fifty-five percent of the study cohort had an arrest for a new crime during supervision. Table 2 compares the overall arrest rate by demographic and other characteristics.

PREDICTING ARREST DURING SUPERVISION: IDENTIFYING RISK FACTORS

Potential risk factors were identified in three data sources: historical agency SCRIBE data (prison and probation), GCIC computerized criminal history data and data from the Georgia Parole Board case management system. Potential predictor variables identified from SCRIBE include demographic information (gender, race, age), social background (education level, marital status), conviction offense information, prior probation/prison/parole history (episodes, risk/classification levels, supervision level assignments), and supervision

TABLE 1
DESCRIPTION OF THE STUDY COHORT

	#	%
Total	24,684	100%
Gender		
Male	19,256	78%
Female	5,428	22%
Race		
Black	12,838	52%
Hispanic	402	2%
White	11,099	45%
Other	304	1%
Age at Probation Start		
Up to Age 21	4,763	19%
Age 22-26	5,286	21%
Age 27-32	4,740	19%
Age 33-39	4,531	18%
Age 40+	5,364	22%
Most Serious Conviction Offense		
Personal	3,763	15%
Sex	699	3%
Property	7,760	32%
Drug	8,574	35%
Habitual Offender/DUI	313	1%
Other	1,292	5%
Unknown	2,284	9%
Status Entering Supervision		
New Court Commitment	18,091	73%
Inmate	6,286	26%
Parolee	306	1%
Status Exiting Supervision		
Street	19,255	78%
Inmate (Revoked)	4,824	20%
Parolee	605	2%
Dual Supervision Status		
Only on Probation	21,242	86%
On Probation & Parole	3,442	14%

TABLE 2.**PERCENT OF PROBATIONERS ARRESTED DURING SUPERVISION**

	% Arrested
Total Cohort	55%
Gender	
Male	58%
Female	42%
Race	
Black	60%
Hispanic	44%
White	50%
Other	37%
Age at Probation Start	
Up to Age 21	69%
Age 22-26	59%
Age 27-32	55%
Age 33-39	53%
Age 40+	41%
Most Serious Conviction Offense	
Personal	54%
Sex	40%
Property	55%
Drug	51%
Habitual Offender/DUI	57%
Other	52%
Unknown	79%
Status Entering Supervision	
New Court Commitment	53%
Inmate	60%
Parolee	53%
Status Exiting Supervision	
Street	49%
Inmate (Revoked)	80%
Parolee	31%
Dual Supervision Status	
Only on Probation	54%
On Probation & Parole	60%

activities (drug and alcohol test failures, residence changes, employment, case notes on violations and treatment/service referrals and progress). GCIC data provided extensive prior criminal history data defined by the number of prior arrest episodes (defined by unique arrest dates) and the most serious charge at each prior arrest episode. Finally, parole case management data provided the prior parole supervision history and risk classification of current and prior parole supervision episodes.

A multivariate logistic regression analysis was conducted to predict arrest as a function of statistically significant predictors (risk factors). The selection of the final risk factors involved testing each predictor variable individually and using the likelihood ratio and Wald test to aid in variable selection. Equations were built sequentially, beginning with demographics (gender, race, age) and adding variables in segments (e.g., offense, prior history, supervision performance). Race served as a statistical control in all equations in order to equalize the final risk factor weights by race. The final models calculate the probability of the outcome (probability of arrest) for each probationer in the study cohort, given his/her gender and individual case characteristics.

Gender surfaces as the predominant risk factor in all equations built with male and female probationers combined; the risk of arrest for males is nearly twice that of females. In addition, the relative importance (weights) of statistically significant predictors differs by gender. Therefore a decision was made early in the model building strategy to define

separate equations for males and females. While the majority of risk factors are significant for both genders, the weights differ.

CALCULATING INDIVIDUAL RISK SCORES

Table 3 presents the 16 risk factors and their scoring instructions, which are derived directly from the logistic regression equations. All of the risk factor values for each probationer are already housed in agency SCRIBE data, which makes automation possible. A paper-and-pencil version of the new assessment will not exist. Once a new probation case is started in the case management system, the gender, birth date, current conviction offense, prior prison and parole episodes (linked by the GDC ID) and GCIC arrest history (linked by SID) will populate the static risk factor scores. Dynamic risk factors (criminogenic needs) will auto-fill directly from case management system tables that house supervision activity entered by probation officers (drug tests, employment, residences, case notes). As those scores change (e.g., a probationer gets a job, fails a drug test, etc.) the risk score calculation will automatically update.

IDENTIFYING HIGH RISK PROBATIONERS

Table 4 shows the proposed probability “cut points” used to translate probability estimates into 10 risk groups, each representing 10 percent of the probationer caseload. To meet the GDC goal of identifying the riskiest 25 percent of the caseload

TABLE 3.
RISK FACTORS AND SCORING

11 Static Factors	
<i>Gender</i>	check one
<i>Male</i>	
<i>Female</i>	
Age at Probation Start	check one
<i>up to age 21</i>	
<i>age 22 - 26</i>	
<i>age 27 - 32</i>	
<i>age 33 - 39</i>	
<i>age 40+</i>	
Most Serious Conviction Offense	check one
<i>Burglary</i>	
<i>Other</i>	
Number of Prior Misdemeanor or Felony Arrest Episodes	enter # arrests
(do not count multiple charges on the same date of arrest)	up to 20 (20+=20)
<i>Prior Robbery Arrest</i>	check if “yes”
<i>Prior Obstruction Arrest</i>	check if “yes”
<i>Prior Drug Arrest</i>	check if “yes”
<i>Prior Theft Arrest</i>	check if “yes”
<i>Prior Probation/Parole Violation Arrest</i>	check if “yes”
Any Prior Probation Episodes	check if “yes”
Any Parole “High Risk” Designation (from prior or current parole supervision episode)	check if “yes”
5 Dynamic Factors	
Employed During Supervision*	check if “yes”
Number of Residential Changes	enter #
Supervision Violation for Drugs, Alcohol, or Curfew Violation	check if “yes”
Completed Treatment During Supervision*	check if “yes”
Completed Community Service During Supervision*	check if “yes”

* reduces risk arrest (all remaining risk factors increase risk of arrest)

the “high risk” cut point should be set at eight to 10 for males (probability of arrest > .665) and 10 for females (probability of arrest > .678). This cut-point identifies 25.6 percent of the study group as high risk, which should be reflective of the current caseload. However, this scoring algorithm must be applied to the current GDC probation caseload prior to finalizing the high risk definition.

TABLE 4.

PROPOSED RISK SCORE GROUPS (1-10) WITH PROBABILITIES OF ARREST & RE-ARREST RATES

Males				
	Estimated			
Risk Group	Probability of Arrest	% Re-Arrested	% of Males	Proposed Risk Level*
	of Arrest (0-1)			
1	0 - .3095	24%	10%	standard
2	.3095 - .3903	42%	10%	standard
3	.3903 - .4511	48%	10%	standard
4	.4511 - .5039	49%	10%	standard
5	.5039 - .5570	55%	10%	standard
6	.5570 - .6108	65%	10%	standard
7	.6108 - .6557	67%	10%	standard
8	.6657 - .7027	71%	10%	high
9	.7027 - .7621	77%	10%	high
10	.7621 - 1	85%	10%	high
Total		58%	100%	
Females				
	Estimated			
Risk Group	Probability of Arrest	% Re-Arrested	% of Females	Proposed Risk Level*
	of Arrest			
1	0 - .1737	12%	10%	standard
2	.1737 - .2286	20%	10%	standard
3	.2286 - .2870	33%	10%	standard
4	.2870 - .3469	33%	10%	standard
5	.3469 - .3946	37%	10%	standard
6	.3946 - .4438	41%	10%	standard
7	.4438 - .5024	47%	10%	standard
8	.5024 - .5793	51%	10%	standard
9	.5793 - .6789	67%	10%	standard
10	.6789 - 1	80%	10%	high
Total		42%	100%	

* Proposed “High Risk” Level = 25.6% of all probationers in the study cohort (30% of the males & 10% of the females).

POLICY IMPLICATIONS

The efforts of this year-long study resulted in successful development and implementation of an automated risk assessment tool for the GDC Probation Operations Division. The scoring algorithms and rules were migrated to the GDC Office of Information Technology (OIT), who now has the responsibility of executing the programs which score all active probationers on the risk scale (1-10). Close monitoring of caseloads on that scale allow for management to make adjustment to the risk cut points that best reflect the mission and resources of the agency. In other words, if the agency has the resources to place 10 percent of its active population on high-risk caseloads (given what that entails for increased monitoring and/or programming), then they can set a cut point on the risk scale that allows them to identify the “riskiest 10 percent” of their current population.

The challenge now for the GDC Probation Operations Division will be to continue research efforts to monitor performance of the new automated risk assessment system – continually monitoring its ability to accurately identify probationers who are arrested during supervision and update the research efforts as data quality and availability improves. Improving the validity and reliability of capturing violation and arrest activity in their own data system (SCRIBE) can eliminate the reliance on GCIC to provide data on probation outcomes. In fact, this project led to cross-agency meetings (GDC and GCIC) to initiate the receipt of real-time notification of arrest activity statewide of and all current probationers.

In conclusion, this project was tremendously successful on a number of fronts. First, it moves the agency forward

with utilizing its operational data to improve officer decision-making. Second, it frees up time for probation officers to do their job, as opposed to filling out repetitive paperwork. GDC demonstrates success in its mission to adopt evidence-based supervision practices by translating these research results into policy. Today, the agency targets its scarce supervision and treatment resources on probationers identified as high risk on this assessment. Georgia Probation serves as a model for agencies to leverage their evolving operational data capabilities to meet the challenges of developing and implementing accurate, reliable and ongoing risk assessment in order to improve supervision outcomes. >>>

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ENDNOTES

- ¹ Since 95 percent of the study sample had a SID in SCRIBE, compared to 65 percent of the study population, the sample weights were calculated as $.65/.95 = .68$ for cases with a SID and $.35/.05 = 7$ for cases without a SID.

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REVISITING SINGAPORE AND THE YELLOW RIBBON PROJECT by R.E. (Bob) Brown



In 2007, the United Nations Asia and Far East Institute for the Prevention of Crime and the Treatment of Offenders (UNAFEI) held their 135th International Senior Seminar in Tokyo entitled, "Promoting Public Safety and Controlling Recidivism Using Effective Interventions with Offenders: An Examination of Best Practices". During his presentation a delegate from Thailand shared the following:

"Placing offenders in custody alone is not sufficient to solve the problem of crime. Imprisonment only temporarily removes criminals from the community. Most prisoners are freed and many of them relapse into the cycle of crime afterwards. The ultimate goal of corrections is offenders' successful reintegration into the community." (Rujjanavet 2007).

From an international perspective, this simply worded goal receives considerable support. Rule 64 of the United Nations Standard Minimum Rules for the Treatment of Prisoners (United Nations 1955) highlights that "the duty of society does not end with a prisoner's release. There should, therefore, be governmental or private agencies capable of lending the released prisoner efficient after-care directed towards the lessening of prejudice against him and towards his social rehabilitation." Both the Thai delegate's goal and the United Nations' Rule are not easily achieved. Routinely, the offender and his or her family, community corrections professionals, related agencies and their respective communities are challenged, sometimes daily, with the safe reentry, resettlement or reintegration of the offender.

In 2009 in Tokyo, former Singapore Prison Service Director of Prisons, Peter Joo Hee Ng stated the following during a presentation at the International Training Course "Effective Countermeasures Against Overcrowding of Correctional Facilities" coordinated by UNAFEI.

"The best rehabilitation regime during incarceration is of no use if ex-offenders find themselves rejected at every turn when they are released into the larger community. It is a sad fact that many ex-offenders have to live with the stigma of having served time behind bars. Almost invariably, they are discriminated against, ostracized and generally looked down upon. Some will, for one reason or another, return to crime, cause further harm, get arrested again and repeat the cycle." (Ng 2010).

This is not a situation limited to Singapore. In November 2011 the American Bar Association (ABA) released a database identifying more than 38,000 punitive provisions in the United States that apply to people convicted of crimes, pertaining to everything from public housing to welfare assistance to occupational licenses. More than two-thirds of the states allow hiring and professional-licensing decisions to be made on the basis of an arrest alone (Blumstein and Nakamura 2012).

The spotlight for this article is on the critical and evolving role that the Yellow Ribbon Project (YRP) and related Yellow Ribbon activities play in the successful and timely reintegration of offenders back to their respective communities in Singapore and the critical support that the Yellow Ribbon Fund (YRF) provides to aftercare agencies and offender families (Brown 2011).

THE CHALLENGE OF REINTEGRATION

As can be seen in many jurisdictions, successful offender reintegration is bigger than the prison or parole system; it requires the collaboration of multiple agencies and organizations. The Yellow Ribbon Project has been such a collaborative effort from the start. It is supported by and draws its vision and energy from three key constituent groups:

- Community Action for the Rehabilitation of Ex-Offenders Network (CARE Network)
- Singapore Corporation of Rehabilitative Enterprises (SCORE)
- Singapore Prison Service (SPS)
- Two other key constituents that have historically and unfortunately not always been integral to the safe

offender reintegration process would be the community and the offender's family. The YRP is an excellent example of a truly collaborative effort that continues to evolve in ways that enhance the safe and timely reintegration of offenders to their families and communities.

Teamwork is critical to the success of the YRP. The CARE Network exemplifies a teamwork approach. The Network began with the following agencies as the key partners, in addition to SPS and SCORE.

- Ministry of Home Affairs
- Ministry of Community Development, Youth & Sports
- National Council of Social Services
- Industrial & Services Co-Operative Society Ltd
- Singapore After-Care Association
- Singapore Anti-Narcotics Association

The seed for the YRP was planted in Singapore in 1999, when the SPS transformed its organization with a new vision. The agency shifted its mindset to be "Captains in the lives of offenders" with a goal of encouraging offenders to become responsible citizens with the help of their families and the community. Together with its key partner SCORE, the CARE Network was formed to formally coordinate key government and non-government agencies in the provision of aftercare support services to ex-offenders (Morgan and Morgan 2010).

Prior to 2000, governmental and non-governmental agencies in Singapore conducted their own programs and activities independently to rehabilitate offenders and ex-offenders. This led to an overlapping of services. To better utilize the special skills

and capabilities of each agency, there was a need for closer coordination, interaction and understanding between SPS, SCORE and the agencies involved in offender rehabilitation (Singapore Prison Service (SPS) 2010).

The CARE Network was set up to unify efforts and develop a concerted approach spearheaded by SPS and SCORE. The Network was the first formal structure in Singapore that brought together community partners to promote seamless institution to aftercare support for ex-offenders. Through the years, the Network has raised the level of public awareness and support for ex-offenders and their families. From the founding members of six organizations, CARE Network has since grown to over 60 partners, composed of government bodies, community agencies, voluntary welfare organizations, religious groups, halfway houses and volunteer groups (SPS 2010). This network-teamwork approach is, again, not unique to Singapore and is consistent with evidence-based practices promoted in the US. For example, Strategy 7 of the 13 strategies to improve prisoner reentry, developed by the Urban Institute, calls for parole agencies to “engage partners to expand intervention capacities” (Burke and Jannetta 2009).

In July 2010, the SPS gathered with its partner agencies to share views on the state of rehabilitation in Singapore. Wai Wah Soh, SPS Director of Prisons, shared his aspiration that

“although we are different agencies, each with a different structure, culture, constitution and priorities, we could somehow work together as if we were one single body. Such unity will allow us to collaborate and integrate

our services, towards seamless throughcare in the rehabilitation of ex-offenders”. (SPS 2010)

A common thread that wends its way through the many partner agencies that will become apparent is that the YRP enhances the collective common purpose through its many ongoing activities.

IMPLEMENTATION

In 2004, CARE Network’s member agencies launched the inaugural YRP in a nation-wide drive designed to raise the awareness of the Singapore community of the needs of ex-offenders in their difficult journey towards leading normal lives. This was done, as noted above, through the engagement and partnership with various government agencies, grassroots, private and religious organizations.

In line with its vision to “Offer Hope, Confidence and Opportunities for Reformed Ex-offenders”, the CARE Network and its strategic partners embarked on organizing the inaugural YRP to educate the community on the needs of ex-offenders and their families and how they could help to “Unlock the Second Prison” (Singapore Corporation of Rehabilitative Enterprises (SCORE) 2004). Key to this last sentence is the reference not only to ex-offenders but also to the social inclusion of their families.

OFFENDERS AND JOBS

After recognizing the barriers to successful reintegration posed by laws and policies, leaders in Singapore undertook changes to reduce or eliminate the barriers. Consistent with the YRP objectives (see Figure 1), changes in legislation (2005) and changes

FIGURE 1

YELLOW RIBBON PROJECT & YELLOW RIBBON FUND OBJECTIVES

YELLOW RIBBON PROJECT OBJECTIVES	YELLOW RIBBON FUND OBJECTIVES
<p>The 3 'A's</p> <ol style="list-style-type: none"> 1. Raise Awareness of the need to give second chances to ex-offenders and their families. 2. Generate Acceptance of ex-offenders and their families in the community. 3. Inspire community Action to support the rehabilitation and reintegration of ex-offenders back into society. 	<p>The Objectives of the Financial Support</p> <ol style="list-style-type: none"> 1. The provision of rehabilitative and aftercare services to inmates and ex-offenders during and after their discharge from custody and to assist the provision of such services by other partner organizations. 2. Rehabilitation and reintegration support programs for family members of ex-offenders after their discharge from custody. 3. Public awareness programs aimed at creating awareness of the need to give second chances to ex-offenders, generating acceptance of ex-offenders back into society and inspiring community action to support the rehabilitation and reintegration of ex-offenders.

in recruitment processes in the civil service (2006) made the hiring process for ex-offenders less discriminatory when trying to find a job.

The Registration of Criminals Act was amended in May 2005 to seal the records of first time offenders who are fined less than \$2000 and/or imprisoned for less than three months and who have remained crime and drug free for at least five years.

In March 2006, the Singapore Civil Service amended their job application form to conform to the amended Registration of Criminals Act. On the old forms, job applicants were asked if "they had ever been convicted in court", or if "they have a criminal record", the new form does not require ex-offenders who fit the changed laws to declare

that they have a past criminal record (Tang 2010). Note the similarities to the "Ban the Box" efforts in the US to amend employment applications and remove questions related to criminal history.

In 2006, the Land Transport Authority of the Ministry of Transport revised the guidelines for issuance and renewal of vocational licenses for drivers of public service vehicles to make it easier for ex-offenders to get the license (Chin 2011). These changes demonstrated an awareness of the potential debilitating effects that accompany the many "punitive provisions" similar to those identified in the ABA database noted above. Consistent with this awareness, the SPS 2011 Annual Report highlights under the heading of YRP Key Achievements that "869 new employers were registered with SCORE's Job Bank." Of further significance in 2008

SCORE Chairman Kong Mun Kwong reported the following.

"The quality of jobs available is important to encourage inmates to take up and stay on jobs. For the year under review, SCORE actively sought employers who could offer better paying jobs. Prior to 2008, most of the jobs in our job bank offered salaries of \$700 to \$900 per month. In 2008, 76 percent of the inmates placed at work earned between \$900 and \$1200 per month." (SCORE 2008).

COMMUNITY ENGAGEMENT

Engaging the community continues to be an important focus of the CARE Network. The Network, through YRP, aims to develop more strategic community partnerships that would help move the community from awareness and acceptance to action. It also aims to channel community resources and capabilities to its partners by engaging the community in greater employment support, training for offenders and ex-offenders and funding support for programs (SPS 2010).

The success of the three As, Awareness, Acceptance and Action, is clearly illustrated in the yearly increase of potential employers and companies in SCORE's job bank supported by the YRP as highlighted in Figure 2 and Figure 3. From 2007 through 2011, the job bank grew each year -- an increase of 1,125

FIGURE 2

SCORE'S JOB BANK SUPPORTED BY THE YELLOW RIBBON PROJECT

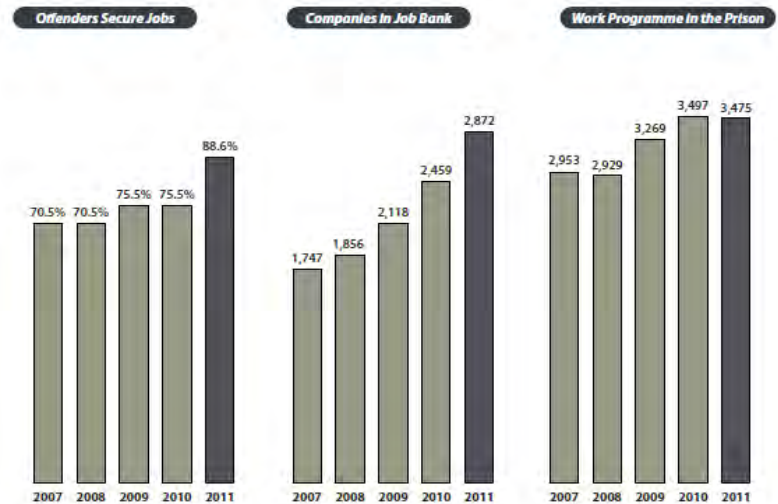


FIGURE 3

TRAINING AND ASSISTANCE SUPPORTED BY THE YELLOW RIBBON PROJECT

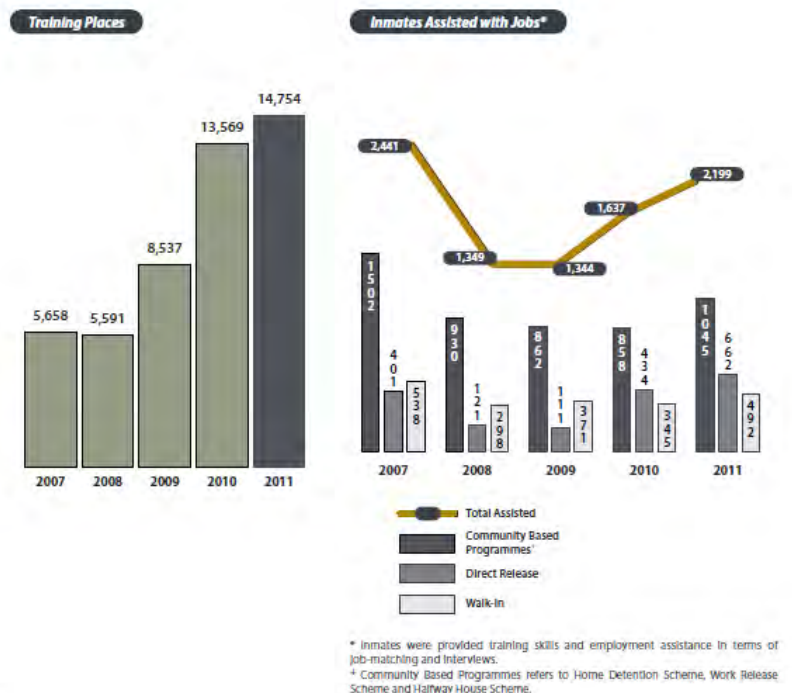


FIGURE 4

THEMES FOR THE YELLOW RIBBON PROJECT (2004 – 2011)

Year	Theme	Intent
2004	Creating Awareness	Selling the Message – Help Unlock the Second Prison
2005	Engaging the Community	Give them a Second Lease on Life
2006	Engaging Ex-Offenders	Widening the reach, deepening the message
2007	Giving Back	Extending our reach, inspiring action in inmates and ex-offenders
2008	Beyond Just Words	Going beyond awareness to action by actively engaging the community
2009	Giving Back	Inmates and ex-offenders playing a role to give back to society
2010	This is My Yellow Ribbon This is My Journey	Engaging the community for action to help ex-offenders reintegrate
2011	Little Gestures, Big Difference	Encourage everyday gestures that signify acceptance of ex-offenders by the community

potential employers over five years and an increase of 39 percent since 2007.

A central theme to the YRP is the involvement of the community in correctional activities. In essence, correctional activities become community activities. The silos of corrections and the community dissolve and the two evolve to “working together as one single body”. The full range of correctional and community activities is enhanced, at both the organizational and individual levels.

From the beginning of the YRP in 2004, a different theme was developed each year for the YRP campaign to intensify the level of community engagement, while building upon the successes of campaigns from the preceding year. While the first few YRP campaigns focused on generating awareness, subsequent campaigns aimed to deepen the YRP message by actively engaging the community through reformed ex-offenders (Chin 2011).

FIGURE 5**QUANTIFYING THE ACTIVITIES & ACTIONS FROM 2007 TO 2011**

	2007	2008	2009	2010	2011
Yellow Ribbons Distributed	219,000	410,000	335,000	216,170	230,387
Participation Rate – Civil Society	12,779	19,423	20,400	19,176	21,702
Volunteers Recruited	55	222	110	297	562
New Employers Signed Up	73	133	91	101	138
Community Partners Engaged	150	119	154	182	189
Funds raised for the Yellow Ribbon Fund	\$1,345,687	\$1,255,273	\$1,759,000	\$965,646	\$1,033,739

Yellow Ribbon Project activities or “actions” from 2004 to 2011 are highlighted in Figure 4. A key indicator of successful implementation is the degree of sustainability evident over a significant period of time, which is displayed in Figure 5.

WORKING WITH THE COMMUNITY

From the outset, community engagement and community interaction has been a key YRP activity. Numerous creative activities with the goal of heightening awareness have occurred each and every year. This was exemplified by the Yellow Ribbon Conference (YRC) that was held in September 2007 at Singapore Expo. More than 500

participants representing the judiciary, policymakers, researchers and community partners, as well as overseas counterparts attended the session. Continuing its focus on generating awareness of ex-offenders’ plight and encouraging the acceptance of ex-offenders, the theme of YRC 2007 focused on the mobilization of community support and emphasized the importance of multi-agency collaboration to maximize inmates’ reintegration potential (Morgan and Morgan 2008).

Community and government leadership and support has been key to the success of the YRP’s ability to generate community acceptance for ex-offenders and their

BEYOND JUST WORDS

“Building on the increased awareness and support for YRP, the 2008 campaign garnered more “Action” from family members, volunteers, and employers to come forth and offer their help. Community partners and members of the public were encouraged to go beyond just words to help ex-offenders remove the label of prejudice and pave their way back into society.” (SPS 2008).

families. In 2009 former SPS Director of Prisons Peter Joo Hee Ng shared the following.

“It was most encouraging when Lee Hsien Loong, the Prime Minister of Singapore, agreed to front our main Yellow Ribbon event in September 2007: a mass walk followed with a carnival at the Changi Prison Complex. In a wonderful show of community support for the Yellow Ribbon Project, more than 10,000 people turned up on a beautiful Sunday morning in their walking shoes and had a terrific time. That day, we all took double encouragement from the Prime Minister’s words to ex-offenders: ‘If you have made a mistake, if you have offended, then there has to be punishment. But if you have taken the punishment and you are prepared to correct yourself and make good and come back onto the right path — if you make the effort, we should give you the second chance.’” (Ng 2010).

A portion of the SPS 2008 AR under the heading “Beyond Just Words” is found to the left.

YELLOW RIBBON PRISON RUN

One of the YRP’s signature annual events is the Yellow Ribbon Prison Run. This activity has been extremely successful in creating a sense of community involving civil society, offenders, ex-offenders and their families on “the road to acceptance”.

Current Director of Prisons Soh was one of 9,300 runners who participated in the Yellow Ribbon Prison Run on September 18, 2011. The 2012 Run was held on Sunday, September 16th. [Insert Picture 1 and logo about here](#)

THE YELLOW RIBBON FUND

The Yellow Ribbon Fund (YRF) administers funding for the development and implementation of reintegration programs for inmates and ex-offenders, as well as family support programs to strengthen family ties of inmates and ex-offenders (See Figure 6). The YRF was granted Institute of Public Character status in August 2004. The YRF was

the first national charitable fund in Singapore dedicated to helping offenders and their families (SCORE 2011).

The YRF has been successful and routinely achieved their objectives in support of the YRP. A review of Figure 6 below highlights the critical contributions that are made through allocations from the YRF to the recipients and also to the achievement of their objectives. A relatively steady increase in the annual allocation of funds is apparent with an increase from 2005 to its height in 2010 of \$456,108. In 2011 the Fund raised \$1,033,739, of which \$760,093

was disbursed to 13 programs with 1,122 beneficiaries (SCORE 2011).

SKILLS TRAINING ASSISTANCE TO RE-START (STAR)

2010 saw the launch of the STAR program. The Star Bursary (treasury) aims to provide scholarships to ex-offenders who need financial help for skills training so that they can be gainfully employed and become self sufficient. In 2011, the STAR Bursary program supported 13 students for their full time and part time studies at various institutions such as Lasalle College of

FIGURE 6

YEARLY ALLOCATIONS FROM THE YELLOW RIBBON FUND

Year	2005	2006	2007	2008	2009	2010	2011
Allocation	\$320,000	\$404,000	\$515,194	\$564,528	\$524,690	\$776,108	\$760,093
Rehabilitation	32.8%	27.5%	31.7%	27.7%	24%	28%	32.8%
Financial Assistance	5.5%	5%	11.2%	6%	5%	0.1%	5.5%
Education, Vocational & Employment	14.5%	4%	00%	7.4%	16%	0.7%	14.5%
Housing	20%	7%	22.8%	15.2%	12%	19%	20%
Reconnecting Families	27.2%	48.8%	34.3%	39.1%	43%	52.2%	27.2%
# of Programs	12	17	20	15	8	13	13
# of Agencies	09	10	12	17	8	12	11

Arts and the Singapore Institute of Material Management. In 2010 a total of \$73,286 was given out in the form of living allowances and payment of course fees (SCORE 2011).

YELLOW RIBBON EMERGENCY FUND

When a sole bread winner of a family is incarcerated, the family is often faced with significant challenges. A key strength of both the YRP and the YRF is the compassion and understanding that is provided in support of the families. The Yellow Ribbon Emergency Fund was set up in October 2006 to provide short-term financial assistance to offenders and their families who are in crisis. In 2011, the Fund benefited 346 ex-offenders and 44 families, providing them with \$36,910 of emergency cash to pull them through the hard times. Since 2006, SCORE together with five other administrators, has disbursed a total of \$185,679 to help those in financial difficulty (SCORE 2011). Support of the offender's family and children is highlighted further upon review of the breakdown of the

allocations of the financial assistance in 2005 prior to the initiation of the Fund (see Figure 7).

Upon further review of Figure 7 below it is evident that the allocation to "reconnecting families" averaged 38.8 percent over the seven years 2005 – 2011 (see Figure 7).

TATTOO REMOVAL PROGRAM

In June 2009, a new YRP initiative was introduced by the SPS – the Tattoo Removal Program. It encourages inmates to take the important first step towards living a gang-free life by removing their gang-affiliated tattoos. The program was initiated because it complemented the Service's Zero Tolerance Policy and overall approach in controlling gang activities in prison. The program underpins the Service's holistic approach to eliminating gang-related activities in prison, which includes educating inmates on how being part of a gang is a zero-sum game and providing an aftercare support

FIGURE 7
SECTOR
BREAKDOWN OF
YRF BENEFICIARIES
IN 2005 (SCORE
2005)

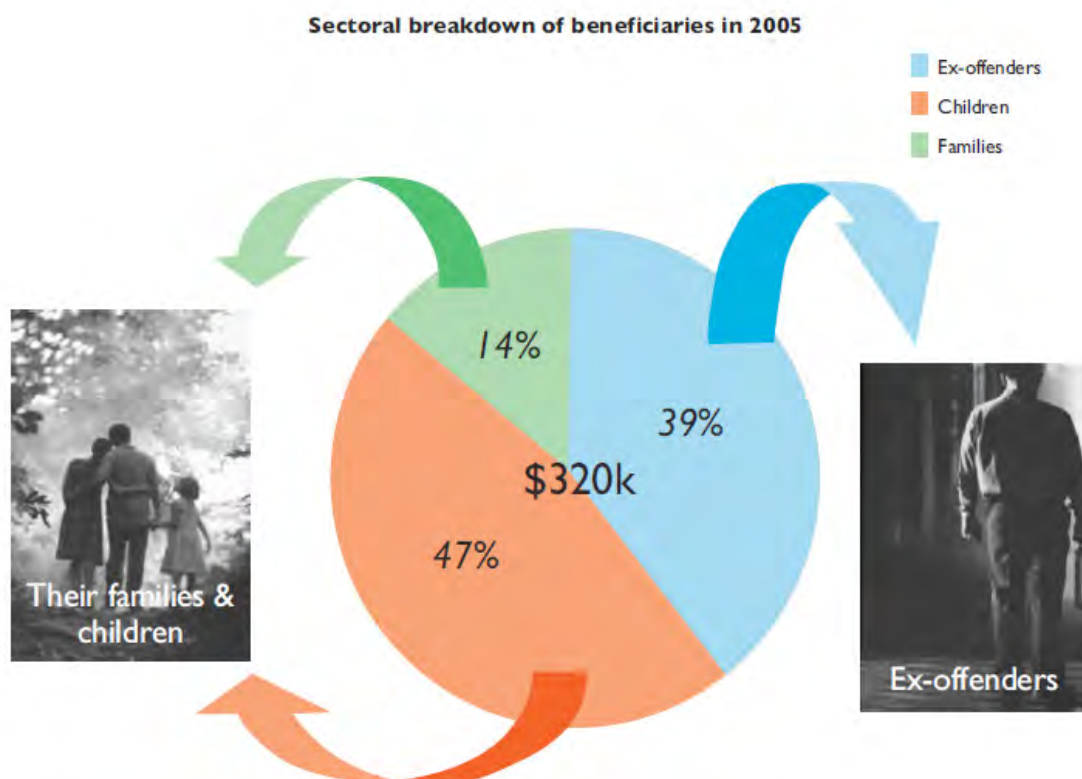
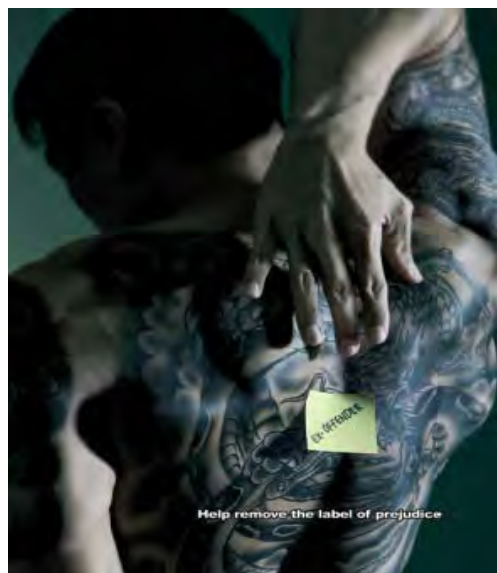


FIGURE 8

YELLOW RIBBON TATTOO REMOVAL PROGRAM RESULTS



The Yellow Ribbon
Tattoo Removal Program
was implemented on June 15, 2009

Results for the Period
June 15, 2009 to January 1, 2012¹

STATUS	NUMBER OF INMATES
Completed	134
On-going	106
Pending	53

network for ex-offenders. These initiatives, the results highlighted in Figure 8 together with helping inmates remove their mark of gang membership, contributes humanely to reducing the risks of re-offending. With these affiliations removed, and internalization of the positive messages achieved, the safe and humane reintegration of offenders is enhanced.

INTERNATIONAL LIAISON

The YRP continues to evolve and capture the enthusiasm of not only the citizens of Singapore but the international community. The YRP and the constituent organizations devote considerable energy to sharing best practices and gaining insights and ideas from the international criminal justice community. This is exemplified by the hosting in Singapore of the 2011 International Corrections and Prisons Association (ICPA) Conference and the considerable exposure that was given to the YRP.

In 2006, SCORE hosted or received a total of nine foreign delegations. The objectives of these visits were mainly focused on understanding their journey in rehabilitation work, to exchange ideas and to share best practices. The YRP was routinely presented as an example of a best practice in offender reintegration (SCORE 2006).

REPLICATION IN FIJI

After attending the Yellow Ribbon Walk in 2007, the Fiji Prison and Correctional Services Department decided to implement their own YRP. In October 2008, Fiji officially launched their Yellow Ribbon Campaign. This was an international extension of Singapore's engagement efforts to help unlock the second prison for all ex-offenders and their families (SCORE 2007). The introduction of the YRP in June 2008 sparked several programs in Fiji specifically aimed at facilitating a major paradigm shift in the general public's perception of inmates and ex-offenders. The "official" launch of the Fiji Yellow Ribbon

Presenting at the 12th United Nations Congress on Crime Prevention and Criminal Justice held in Salvador, Brazil in April 2010, current SPS Director of Prisons Soh proudly presented the following YRP highlights.

1. In 2007, YRP received an international affirmation from the United Nations Department of Public Information when, arising from SPS's work in YRP, SPS was given an honorable mention for outstanding achievement in public relation campaigns which best exemplify the ideals and goals of the United Nations.
2. In 2007 and 2008, YRP received the National Community Safety and Security Program award for two of their community engagement programs in Singapore. The award recognizes outstanding projects and community volunteers on a national level that contribute to tackling community issues and problems addressing the safety and security of the community.
3. In 2008, YRP received the Public Relations in the Service of Mankind (PRISM) Excellence Award in Singapore under the Public Service Campaigns category.
4. In 2009, Yellow Ribbon Tattoo Removal Program received Singapore's Ministry of Home Affairs' Operational Excellence Award (Soh 2010).
5. In 2012 the International Corrections and Prisons Association presented the YRP a Certificate of Special Commendation to formally acknowledge the high standards of work that the project has achieved.

Project was celebrated at the Heads of Pacific Islands Correctional Conference (HOPICC) in October 2008.

As of May 2012, representatives from 12 of the 14 provinces in Fiji have paid visits to inmates from their provinces in all of the 12 corrections institutions in the prior 24 months. Corporate representatives are beginning to pay visits to the corrections centers, as part of their corporate social responsibilities (Fiji Prisons and Correctional Services 2012).

While attending the 12th United Nations Congress on Crime Prevention and Criminal Justice held in Salvador, Brazil in April 2010, the Commissioner of Fiji Prisons and Correctional Services made reference to the YRP in his presentation and mentioned how his country had learned from Singapore's YRP. "It was heartwarming to learn that the YRP has extended its influence beyond the shores of Singapore," the commissioner noted (Ho 2010).

INCREASING INTERNATIONAL INTEREST AND RECOGNITION

In September 2008, 467 people including foreign delegates, government officials, academics, aftercare professionals and community partners attended the Yellow Ribbon Conference entitled "Aftercare: A Collaborative Approach". This conference saw the greatest number of foreign delegates, with 67 representatives from 15 countries attending and sharing best practices on aftercare. The Conference not only successfully raised itself as a platform for dialogue on aftercare and rehabilitation on an international level, but also paved the way for coordinated international efforts to make the reintegration journey a smoother one for ex-offenders (SPS 2008).

CONCLUSION

The Yellow Ribbon Project represents an extraordinary collaboration between the government, the non-profit sector, private industry and the community. It has generated tremendous amounts of action to assist offenders and their families make the successful transition to life in the community as a productive citizen. The lessons of YRP have migrated beyond the borders of Singapore, helping other countries see the importance of offender reentry to safe and secure communities.

This is indeed an international issue that knows no boundaries. In May 2003, the National Crime Council of Ireland published *A Crime Prevention Strategy for Ireland: Tracking the Concerns of Local Communities*. The following two key points were included in the working definition of crime prevention:

1. Reducing recidivism through the re-integration of young and adult offenders into the community in a planned and supportive way, involving training and education, skills development and personal support; and,
2. Providing appropriate interventions through an interagency/partnership approach where knowledge, expertise and best practices are shared to the maximum." (National Crime Council, 2003).

With the goal of safe offender reintegration, the Yellow Ribbon Project has, since 2004, spawned creative and supportive programs that are consistent with a crime prevention agenda. While there remain skeptics who continue to doubt that offenders can be returned to full and productive

citizenship, there are increasing numbers of examples demonstrating that reintegration can work. This information needs to be shared widely.

The ICPA has contributed the following brief working definition of a best practice in corrections. The practice "must demonstrate the practical ways in which corrections can become better at what they do and clearly demonstrate an improvement in terms of expected results". To place the YRP results and achievements in perspective, the following cumulative total for the period 2004 to 2011 appeared in the SPS 2011 Annual Report.

- 2.2 million Yellow Ribbons distributed
- 330,000 Singaporeans participated in YRP events
- 869 new employers registered with SCORE's Job Bank
- 1,205 volunteers signed up to volunteer with YRP
- \$8.75 million raised for the Yellow Ribbon Fund
- More than 400 inmates and ex-offenders participated in each YRP campaign

As this and the additional data presented in this article clearly show, the achievements of the YRP and its substantial network of partners and community constituents are many. The YRP breathes life into the "best practice" definition and has earned its place in the international spotlight. >>>

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The Hilton Baltimore is located just 15 minutes from Baltimore Washington International Airport and lies in downtown Baltimore's Inner Harbor district, a prime business and cultural area in Baltimore, Maryland. Guests can enjoy the hotel's prime location next to Oriole Park at Camden Yards!

SEE YOU THERE!!!

*A first night's deposit equal to one night's room and tax is required in order to confirm a reservation. Checks and major credit cards are acceptable to establish prepayment. Credit cards will be charged immediately for the first night's deposit. A 72 hour cancellation notice is required prior to your arrival date to receive a refund of your deposit. In order to avoid early hotel check-out fees, notify the hotel at or before check-in of any changes in your planned length of stay.

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BALTIMORE
JULY 28-31, 2013

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ethical value
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MARCH 18-20, 2013

Preventing Staff Sexual Misconduct Facilitator Certification Training Chesapeake, VA. For more information, go to www.ncti.org or contact jkoenig@ncti.org

APRIL 8 - 10, 2013

National Council for Behavioral Health Las Vegas, Nevada. For more information, go to www.thenationalcouncil.org/conference

APRIL 8 - 10, 2013

Conference on Crimes Against Women Dallas, TX. For more information, go to www.conferencecaw.org

APRIL 8-12, 2013

NCTI Cognitive Facilitator Certification Training Phoenix, Arizona. For more information, go to www.ncti.org or contact jkoenig@ncti.org

APRIL 14 - 16, 2013

Lifesavers 2012, Denver, Colorado . For more information, go to <http://www.visitdenver.org/lifesavers>

APRIL 22, 2013

Ethical Decision Making: Empowering People to Go from "I Can't" to "I Won't" Newtown, Pennsylvania. For more information call (480)244-4677 or go to <http://www.ethics-twi.org/Public/WorkshopSchedule/index.cfm>

APRIL 23, 2013

Communicating with VALUES: Being Effective in Difficult Conversations Newtown, Pennsylvania. For more information call (480)244-4677 or go to <http://www.ethics-twi.org/Public/WorkshopSchedule/index.cfm>

APRIL 23-25, 2013

Preventing Staff Sexual Misconduct Facilitator Certification Training French Camp, CA.. For more information, go to www.ncti.org or contact jkoenig@ncti.org

APRIL 25, 2013

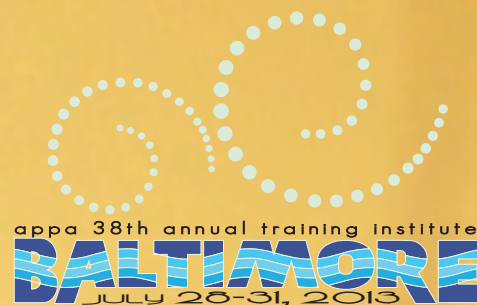
Ethical Decision Making: Empowering People to Go from "I Can't" to "I Won't" Boyds, Maryland. For more information call (480)244-4677 or go to <http://www.ethics-twi.org/Public/WorkshopSchedule/index.cfm>

APRIL 26, 2013

Communicating with VALUES: Being Effective in Difficult Conversations Boyds, Maryland. For more information call (480)244-4677 or go to <http://www.ethics-twi.org/Public/WorkshopSchedule/index.cfm>

MAY 19 - 22, 2013

Association of Paroling Authorities International Annual Training Conference Providence, Rhode Island For more information go to: www.apaintl.org



JULY 28-31, 2013

APPA 38th Annual Training Institute Baltimore, Maryland. For more information, go to www.appa-net.org or call (859) 244-8204.

To place your activities in Calendar of Events,
please submit information to:

Darlene Webb

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