



given time to reconsider their position with help from the group. You will need just about everyone mentioned above to achieve full integration of an evidence-based approach into your criminal justice system, realizing that it may take many years, and of course not everyone will be gung-ho.

Don't forget to include those closest to the offender in your collaborative efforts. Look for ways to incorporate any positive role models in the family, neighborhood, church and place of employment to help create and sustain the conditions necessary for positive change. Much of the success or failure in a case depends on the support an offender has in his or her "natural community". Home and employment visits should be made with this in mind.

If there are others in your state or community on the same path as you, try to meet with them at least quarterly. Pick their brains. Be open to learning from them. They may have figured out solutions to challenges you have in common. There is safety in numbers and strength in a common agenda. Alone, you run the risk of being marginalized. With other like-minded practitioners supporting your efforts, you are less vulnerable and more credible. Ultimately, what you are after is a tipping point where evidence-based concepts replace "business as usual" in your broader correctional culture. All movements have to start somewhere.

Appreciate the fact that implementation is not a competition or a race to the finish. Other sites might get ahead of you. Each implementation starts where it is, and must play the hand it was dealt. Collaboration is all about putting egos away and finding those points of common ground upon which alliances can be built, even among those you may not personally care for.

## QUALITY ASSURANCE AND EVALUATION

It has become clear that good evidence-based program models are not enough. They must also be well implemented. Good implementation requires a high degree of fidelity to the program design. Strive to maintain fidelity to evidence-based principles and program components in measuring your performance. Ensuring fidelity requires on-going collection and analysis of data. An implementation strategy should be built that way from the ground up. Early on, important questions need to be asked:

- What is it we are after?
- How do we define success? What does it look like?
- How do we capture the essence of that success in numbers?
- How can we build our data sets so that we are measuring and understanding those things that matter most?

- What kinds of data can help us figure out what's working, what isn't, and what to do about it?
- How can we efficiently gather, store and crunch that data to produce insights that tell us what we need to know to get better?
- Where can we find someone with no vested interest in the outcome to help us design and implement a data management and evaluation system that works best for us?
- Who will be held accountable for the results we get?

Here is another place where a consultant can help. Complex correctional systems are inherently difficult to measure. Data management is not for the amateur. The power of computers can certainly be harnessed to gather and interpret valuable data, but designing something that works for you is best left to the professionals, once you know what it is that you want to get out of the process.

Day-to-day quality assurance is more a matter of just wandering around. Eavesdropping outside an office door, as an interview with an offender takes place, is a great way to learn quite a bit in just a few minutes:

- Is the interaction respectful?
- Is there appropriate modeling taking place?
- Is the officer using their emerging communication skills to address behavior, without being judgmental or condescending?
- Is the supervision plan the major focus for discussion? Does the officer take the time to regularly update the plan with a new list of tasks and activities supportive of the overall case goals? Is the offender engaged in this planning process?
- Is the officer doing more listening than talking, using open-ended, probing questions to get the offender's thinking and values out in the open?
- Are there abundant affirmations given when offenders do well?
- Is there evidence of a mutually-beneficial relationship, or does the officer rely primarily on their authority to ensure "compliance"?

These are the kinds of things you can learn over time just by listening in, things that you won't learn by reviewing case files.

More formally, job descriptions and work profiles should be adjusted to emphasize the new skills that staff are learning. Performance evaluations should assess the extent to which these new skills are being mastered. This is one area where staff might become particularly uneasy. They are accustomed to



having their performance measured by contact-driven standards (simply counting the type and number of contacts made), and the idea that their work will be assessed qualitatively rather than quantitatively may be a real adjustment. Ease into it over several performance cycles, gradually adding the expectations that new skills be learned and mastered, one by one. If you are part of a larger organization, you will need the help and cooperation of your human resources department to help set meaningful performance measures, an effective package of employee incentives and compensation that rewards the acquisition of enhanced skills.

Assuming that you achieve your initial EBP implementation goals, you will still face the challenge of sustaining them. This has always been one of my biggest concerns. There is a fine line between expecting everyone's best effort on most days and burning them out in your zeal to get to the "finish line". The fact is that you are never finished. Implementation and refinement are part of an ongoing process. You experiment, you learn, you tinker with things, you go back to the drawing board and you never stop improving. All of this sounds exhausting, but if you are doing it right, it can be one of the most rewarding things you will ever do professionally.

### LEADERSHIP AND BEHAVIOR MODELING

Here are a few things I learned, some the hard way, about leading an EBP implementation. I saved this for last, because this piece is the most exhausting of all and the most crucial. Here's why.

Once you get started on this path, everyone will be looking at you, all of the time. You are in a fish bowl. Folks will either draw strength from your vision and your resolve or they will find flaws in your strategy or your commitment and attempt to exploit them. How you carry yourself, both inside and outside of the office, will serve as a model for others. Here are some hard questions you must find answers to:

- What kind of model do you want others to emulate? What is most important to emphasize in your modeling? In what areas do you need to improve, personally and professionally, to convincingly project to others those values you are trying to instill?
- How do you display, every day, the communication skills you are trying to get your staff to use with each other and their clientele?
- Are you willing to learn new things along everyone else, to coach them and honestly assess how well they are doing?
- Do you have enough social capital to lead, to motivate oth-

ers to work harder than they ever have and to abandon the comfort of what they have known and are used to?

Here's a good place to start. Hold a staff meeting. Have a frank discussion about where the agency is now, and what can be done to reduce the future threat your offender population poses. Share your vision for a future that enhances the risk reduction aspects of the job. Offer up the science as justification. Express your belief that, in a position of leadership, you have an obligation to provide taxpayers with the biggest "bang" possible for the correctional "buck" they are investing. Thank everyone for their hard work so far, but make it clear that "business as usual" just isn't working very well in any long-term sense. Emphasize that there is no turning back.

Then go for it. There will be moans of protest, whispering behind your back, possibly some passive-aggressive behavior, maybe even some open hostility. Let it wash over you like an ocean wave. Most of the resistance will pass, once everyone realizes that you are not kidding, you are not backing down and you are not giving in to their whining. Be patient, but steadfast. People will get the message: "This is the way it's going to be and I can either get on board or find somewhere else to work". Make it clear to the nay-sayers that you will not allow them to become a cancer. They have to choose.

You will find that some are refreshingly enthusiastic toward this stated change in direction. They too may have harbored doubts about the merits of "business as usual". Feed off of their energy, use their emerging skills as a model for others, challenge them to gain mastery and then to teach others. They are your future leaders. Reward them in every way you can think of and do whatever you can to hang onto them.

As a leader, the biggest thing I had to work on was my listening skills. They were, by any measure, lacking. My staff and my Motivational Interviewing coach helped me learn the value of active listening. Other people are great sources of ideas. Try to create an atmosphere of trust, where it's OK for staff to question your plans, your motives, your tactics, or your pace and *listen to what they are telling you*. Chances are they are right on the money.

Above all else, take care of yourself. An evidence-based implementation effort can take a huge emotional and physical toll on its leader. Try to maintain a healthy balance, take time off for vacations and "mental health" days and celebrate the many little successes that will come your way. Things will rarely be going as badly or as slowly as you think they are. You can, however, count on there being some dark days. Close your door,

take a walk, leave work early. Do whatever you have to do to keep from modeling defeatist attitudes to your staff. They need to be able to count on you to stay positive when the heat is on.

## CONCLUSIONS

Hopefully, you have not run for the hills by now. What you are preparing to do represents nothing less than a total reengineering of your profession. This is exciting. Not many leaders get a chance to do it. But along with that opportunity, you've got a tiger by the tail. Hang on tight.

It's too early to see how these changes in the way my office does business will impact recidivism. We have attempted to be true to the science, but will have to wait probably another three years for recidivism data that tells us much. Early indicators are promising. In our first three years of EBP implementation, we raised our successful case closing rates from 61 percent to 71 percent. This alone tells us nothing. Case closing rates can rise due to factors having nothing to do with more effective intervention. Yet, it does give us hope that we are on to something.

I have found that the trickiest part of implementing an evidence-based model is in trying to weave all of the components mentioned in this paper together into some unifying whole. Staff will have a tendency to see separate elements as stand-alone pieces, when in fact they are all complementary and interdependent. At its best, this set of practices is a well-orchestrated dance, a blend of art and science, a synergy of human judgment and powerful predictive tools.

My goal here has simply been to raise some awareness, plant a few seeds, tell a few war stories and get you thinking about how your implementation might play out. If you have the guts, vision, skill, patience and energy, this can be a very rewarding journey, one that will benefit your community, the offender population, your staff and you personally. There are pitfalls hidden along the way. I hope that now you have a little better idea of where they might be hiding. Some will get you anyway. Shake it off, keep moving forward and good luck. It's worth doing. 🍀

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**Neal Goodloe**, MPA has 25 years of experience in community corrections, 23 years of it with the District Nine Probation and Parole Office in Charlottesville, Virginia.

**Commonwealth of Pennsylvania  
State Civil Service Commission**

TEST ANNOUNCEMENT  
NUMBER 2008-186  
ISSUED NOVEMBER 19, 2008

Examination for  
**PAROLE AGENT 1**

<u>Exam No.</u>	<u>Job Title</u>	<u>Job Code</u>	<u>Pay Schedule and Range</u>
1.	Parole Agent 1	46030	S6

Parole Agents work a 40 hour work week.

You must successfully complete a 6-month training period to be promoted to Parole Agent 2 with an increase in salary.

APPLICATIONS WILL BE ACCEPTED UNTIL FURTHER NOTICE.

**NATURE OF WORK**

This is entry-level work managing a caseload of probationers and parolees in the state probation and parole system. The first 6 months of employment includes classroom instruction and on-the-job training to develop the necessary skills and techniques for safely and effectively managing probationers and parolees. Parole Agents work in two different settings, correctional institutions and field offices.

**Parole Agent 1 (Correctional Institutions)** - You will complete background investigation reports, develop parole plans, and assist inmates in getting appropriate services and necessary resources as they prepare to make the transition back into society. You will also maintain collaborative contact with inmates' families, friends, social service agencies, employers, and clergy to develop optimal parole plans and to assist in their transition to community life. You will be required to attend and complete numerous training programs.

**Parole Agent 1 (Field Offices)** - You will supervise offenders to ensure they are complying with probation/parole conditions through use of actuarial assessment tools and evidence-based practices. Work includes conducting investigations, administering assessments, and developing supervision plans; maintaining collaborative contact with offenders' families, treatment providers, employers, and clergy to evaluate compliance and determine how the inmate is reintegrating back into society. You will be required to attend and complete numerous training programs.

You will have arrest powers to apprehend offenders who violate the terms and conditions of their supervision. You will be required to make decisions which directly affect public safety and the personal liberties of offenders. You will also work independently and encounter potentially dangerous situations outside the normal office setting, including high-crime neighborhoods, offenders' homes, and various prisons.

A criminal history check will be conducted on all Parole Agents. Although a conviction of a criminal offense is not a bar to employment, you cannot be employed as a Parole Agent if you have been convicted of a felony offense.

**JOB REQUIREMENTS**

You will be tested **before** your qualifications are reviewed. Your test results will count only if you meet all job requirements. If after reading the requirements you are not sure you qualify, contact one of the Commission's offices listed at the end of this announcement.

You must be willing to travel. Travel expenses will be paid.

You must be a Pennsylvania resident, of good moral character and able to perform the essential functions of the job.

New employees hired into Parole Agent positions must remain in the hiring unit (field or institution) for a minimum of 2 years from the date of hire. Requests to transfer to other locations will be accepted after the 2 year requirement is met.

You must pass a background investigation. After you receive a conditional offer of employment, you must undergo a medical examination, urinalysis screening, and a psychological evaluation.

You must be willing to accept the following **CONDITIONS OF EMPLOYMENT:**

Parole Agents work holidays and weekends. The job has other unusual and demanding conditions, which are listed below. Read these conditions and think carefully about each one. **If you answer “no” to any of the following conditions, do not apply.**

1. If hired, you will be required to attend the Basic Training Academy near Harrisburg, PA (for up to 8 weeks). Lodging is provided and you will be required to stay overnight, Monday through Friday. Are you willing to attend this training?
2. Are you willing to attend and participate in training programs that include firearms, defensive tactics and personal safety techniques at the Basic Training Academy?
3. Are you willing to wear, carry, and use protective devices such as ballistic vests and pepper spray?
4. Parole Agents must work independently/alone outside office settings canvassing neighborhoods, entering offenders' homes, and meeting with offenders in prisons. Are you willing to work under these conditions?
5. Parole Agents must interact with offenders regardless of race, gender, mental/physical handicaps, and serious health conditions. Are you willing to work under these circumstances?
6. Are you willing to be called at any time of day or night to handle an arrest/detainment of an offender under your supervision?
7. Is your criminal history CLEAR of felony convictions?

**By submitting your completed Application for Employment/Promotion, you indicate that you understand and accept these conditions of employment.**

**Necessary Special Requirement**

You must possess a valid Commonwealth of Pennsylvania driver's license.

**Minimum Requirements**

One year as a Parole Investigator; **OR** a bachelor's degree; **OR** four years of paraprofessional or technical experience in a probation, parole, corrections, or other criminal justice agency; **OR** four years of paraprofessional interviewing, counseling, or case management experience in a social services or human services setting; **OR** an equivalent combination of experience and training which includes two years of paraprofessional or technical experience in a probation, parole, corrections, or other criminal justice agency, or two years of paraprofessional interviewing, counseling, or case management experience in a social services or human services setting.

**Clarification of Requirements**

You may substitute related education for the required experience, except for the two years of paraprofessional or

technical experience with a criminal justice agency or the two years of specified paraprofessional experience in a social or human services setting. You may also substitute appropriate experience for the required education. Unrelated experience or education will not be accepted.

You may take the test if you have completed 90 or more credit hours and expect to receive a bachelor’s degree within the next 7 months. You must provide proof of your degree before you start work.

**JOB OPPORTUNITIES**  
EQUAL OPPORTUNITY EMPLOYER

Positions are located throughout the state in field offices of the Pennsylvania Board of Probation and Parole and in parole offices within correctional institutions. The Board anticipates hiring 75 new Parole Agents this year from lists created by this test.

Employment opportunities are excellent for candidates who are bilingual in English and Spanish. Additional languages are also needed.

Additional opportunities may occur due to normal turnover from retirements, promotions, transfers, resignations, and so forth.

For the most recent information on job opportunities contact the:

Pennsylvania Board of Probation and Parole  
Human Resources Office  
1101 South Front Street, Suite 5600  
Harrisburg, PA 17104  
Telephone: (717) 787-8148  
E-mail: ra-pbpprec@state.pa.us

**TESTING**

The multiple choice test will be administered on a computer. Information about computerized testing is available online at [www.scsc.state.pa.us](http://www.scsc.state.pa.us) **OR** in paper form at any State Civil Service Commission Office. You will have a maximum of 2 1/2 hours to complete the test.

The test will cover the following subject areas:

<u>Subject Area</u>	<u>Number of Questions</u>
Individual and Group Behavior	25
Eliciting Information Through Interviews	30
Analyzing Written Information	35
Effective Expression	30
TOTAL	120

The test will be administered in the Harrisburg, Philadelphia and Pittsburgh State Civil Service Commission Offices, Monday through Friday.

The test will also be held approximately 10 days a month at additional test centers located in Allentown, Erie, Johnstown, Lock Haven, and Scranton. For further details on test dates, contact the Commission’s Information Services Unit; Telephone (Voice) (717) 787-7811, Text Telephone **(Deaf/Hard-of-Hearing callers only)** (717) 783-8896.

If you take the test and want to take it again, you may be retested after 6 months from the date of your test. You

must submit a new application to be retested.

If your name is on an eligible list for this job title and you take this test, your most recent examination result will be the only one counted.

### **TEST RESULTS**

Employment and promotion lists will be established. You will be notified in writing of your test results.

### **HOW TO APPLY**

Apply online at [www.scsc.state.pa.us](http://www.scsc.state.pa.us) or submit your completed paper application to:

State Civil Service Commission  
(ATTN: Applications)  
P.O. Box 569  
Harrisburg, PA 17108-0569

Applications and further information can be obtained from:

1. State Civil Service Commission:  
Harrisburg: 2nd Level, Strawberry Sq. Complex, 320 Market St., P.O. Box 569, Hbg., 17108-0569;  
Telephone (Voice) (717) 783-3058,  
Text Telephone **(Deaf/Hard-of-Hearing callers only)** (717) 772-2685

Philadelphia: 2nd Floor, 10 South 11th St., Phila., 19107;  
Telephone (Voice) (215) 560-2253,  
Text Telephone **(Deaf/Hard-of-Hearing callers only)** (215) 560-4367

Pittsburgh: State Office Building, Rm. 1503, 300 Liberty Ave., Pgh., 15222;  
Telephone (Voice) (412) 565-7666,  
Text Telephone **(Deaf/Hard-of-Hearing callers only)** (412) 565-2484

Internet: [www.scsc.state.pa.us](http://www.scsc.state.pa.us)

2. PA CareerLink offices
3. The Human Resources Office listed under the "JOB OPPORTUNITIES" section of this announcement

For further information on testing, assistance for persons with disabilities, veterans' preference and other items,



THE PENNSYLVANIA ASSOCIATION ON PROBATION, PAROLE AND CORRECTIONS

# 87th Annual Training Institute

*Working Together  
Working Smarter  
for Safer Communities*

May 18–21, 2008



**THE  
INN**  
AT POCONO MANOR

The 87th Annual Training Institute at The Inn at Pocono Manor was a huge success. Over the course of the event which took place May 18-21, 2008, participants enjoyed outstanding educational opportunities, social events and camaraderie. In keeping with tradition, the conference commenced with a golf outing on Sunday, followed by a reception dinner. A strategic planning meeting including executive committee members and area council representatives took place Sunday evening. Monday morning, The Wyoming Valley Chorus Barbershop Harmony Society of Wilkes-Barre sang the National Anthem as a prelude to the Plenary Session. Focusing on "The Future of Corrections," an exceptional panel presentation moderated by William Burrell afforded participants the benefit of a wealth of expertise. During the Monday luncheon, the annual business meeting was conducted. The wide range of topics addressed in 28 workshops spanning Monday afternoon and Tuesday provided an excellent educational experience for all. Deserving professionals were recognized during the awards luncheon on Tuesday. Exhibitors shared knowledge about a vast array of products and services throughout the conference, contributing valuable information about current trends, offerings and technology. A silent auction was held with proceeds benefitting Women's Resources of Monroe County Inc. and Wyoming Valley Catholic Youth Center. Evening meals (including a New England Clam Bake) and a hospitality suite (complete with DJ) offered valuable opportunities to interact with colleagues in a relaxed atmosphere. The closing session featured Dominic Herbst, a therapist, author, consultant and public speaker, whose presentation inspired participants. PAPPCC appreciates the work of all who contributed to the success of the event!



Bill Burrell moderates the plenary session.



Dominic Herbst inspires audience at the closing session.

# PAPPC ANNUAL AWARDS PROGRAM

# MAY 20, 2008

## ADULT PROBATION/PAROLE

**LEZLIE DEBREST**  
Parole Supervisor,  
Pennsylvania Board of  
Probation & Parole



*John Tuttle presents the Adult Probation/Parole Professional of the Year Award to Lezlie DeBrest (right).*

## ADULT CORRECTIONS

**JAMIE M. BOYLES**  
Deputy Superintendent  
SCI Cresson\*



*Audia Boyles presents the Adult Corrections Professional of the Year Award to Jamie M. Boyles (right).*

\*Correction from the 2008 PAPPC Training Institute program in which current position was omitted.

## PAPPC SCHOLARSHIP

**GRACEMARIE MIKE**  
Student,  
King's College  
Wilkes-Barre, Pennsylvania



*Audia Boyles presents the Scholarship Award to Gracemarie Mike (right).*

Gracemarie Mike of Shavertown became the first recipient of the PAPPC-sponsored Annual Scholarship Award. The PAPPC Annual Scholarship Program is designed to provide financial assistance to a PAPPC member or immediate family member in obtaining a college education through an accredited college or university in the form of a scholarship with a maximum amount of \$1,500.00.

The 1,500.00 check to King's College was applied to the academic costs of Ms. Mike's education. As senior, she was named to the Dean's list for the Spring and Fall of 2007. Congratulations Gracemarie.

## JUVENILE JUSTICE

**KRISTINE M. JOHNSON**  
Juvenile Probation Officer,  
Westmoreland County  
Juvenile Probation



*John Cookus presents the Juvenile Justice Professional of the Year Award Kristine M. Johnson (right).*

## JUVENILE CORRECTIONS

**BERNARD J KREIG**  
Director of Management and  
Business Development,  
Glen Mills Schools



*Bernard Krieg (left) receives the Juvenile Corrections Professional of the Year Award from Ricco Josephs.*

TO DOWNLOAD A PAPPC SCHOLARSHIP APPLICATION, OR FOR MORE INFORMATION, VISIT

[pappc.org](http://pappc.org)

Mark your Calendar

# The Pennsylvania Conference on Juvenile Justice

## November 4-6, 2009

at the Harrisburg Hilton & Towers

Sponsored by

The Juvenile Court Judges' Commission

The Juvenile Court Section of the Pennsylvania Conference of State Trial Judges

The Pennsylvania Council of Chief Juvenile Probation Officers



### Youth Awards Program & Dinner

Wednesday, November 4

### Annual Training and Awards Program

Thursday, November 5

### Resource Day – 2009

Friday, November 6

The 2009 Annual Training and Awards Program will conclude by presenting Resource Day – 2009, during which representatives from residential programs, electronic monitoring companies, drug testing companies, and other service providers will “set up shop” to discuss their programs with the Pennsylvania juvenile justice community. This informal marketplace will offer an important opportunity for consumers to learn about new and innovative services.

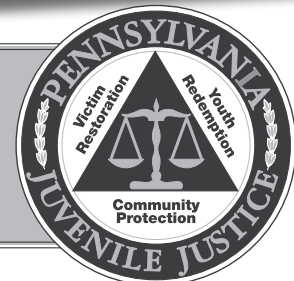
## VENDOR INFORMATION WILL BE E-MAILED IN APRIL, 2009

Early Registration....\$400

After August 31st....\$500



For vendor information, please call Arlene L. Prentice,  
717-783-7836 or e-mail [aprentice@state.pa.us](mailto:aprentice@state.pa.us)



PENNSYLVANIA ASSOCIATION ON PROBATION, PAROLE, AND CORRECTIONS

**EXECUTIVE COMMITTEE**  
2008 - 2009

**EXECUTIVE COMMITTEE**

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PAPPC  
*Mission Statement*

THE MISSION OF THE PENNSYLVANIA ASSOCIATION ON PROBATION,  
PAROLE AND CORRECTIONS (PAPPC) SUPPORTS AND PROMOTES  
BEST PRACTICE METHODS AND PROFESSIONALISM IN THE FIELD OF  
JUVENILE AND ADULT PROBATION, PAROLE, CORRECTIONS,  
INSTITUTIONAL CARE AND COMMUNITY SUPERVISION.

A Force for Positive   
CHANGE.