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NEWSLETTER OF THE
 MARICOPA COUNTY ADULT PROBATION DEPARTMENT

A Force for Positive 
CHANGE.

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Bumps, Bruises, and Burnout



Probation work is stressful. There are deadlines, tough decisions, difficult people, traumatic events, liabilities, and the list goes on. Generally, we expect work to involve some stress and we take a few "bumps and bruises" in stride. However, ongoing demands of the job, repeated exposure to criminal behavior and trauma, or a single disturbing incident or report can take a toll on our emotional and psychological well-being. In fact, job-related stress can seriously impact health and can lead to changes in behavior, relationships, physical health, and/or work performance. It's important that we understand how job-related stressors can impact us, and that we reduce the harm by taking care of ourselves and providing support for one another.

In the probation field, we recognize burnout and vicarious trauma as predictable impacts of our work. Burnout is a state of emotional and mental exhaustion, commonly experienced in the helping professions and associated with the chronic emotional strain of working with other people and their problems. A burned out employee may experience depression, anxiety, reduced satisfaction with one's self and one's accomplishments, and negative feelings toward clients and the job. There may be physical symptoms, such as fatigue, insomnia, and headaches. Behavioral changes may include absenteeism, loss of productivity, interpersonal difficulties, increased dependencies, and impaired family relationships.

Probation officers are exposed to information about offenders' lives, including criminal behavior, dysfunction, and impacts on victims and families. Probation case work, victim interviews, and the content of police reports, all provide officers with significant exposure to disturbing events and human suffering. Officers can experience secondary or vicarious trauma from exposure to others' difficulty and pain. The emotional and behavioral affects of vicarious trauma can develop slowly, so staff may not recognize that they are affected.

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Furthermore, vicarious trauma often involves changes in an employee's belief systems and world view, which may present as growing negativity, cynicism, chronic suspicion, hyper-vigilance, avoidance and numbing, persist arousal, and other changes that affect self-esteem, self-image and personal relationships.

Occasionally, employees are impacted by a critical incident. A critical incident is any occurrence that challenges an individual's normal coping skills. In these situations, immediate support is very beneficial in helping the affected employee(s) recover from the event. Our Critical Incident Stress Management (CISM) team has been trained in crisis intervention and is proactive in the provision of peer support. This is a valuable resource for employees and our department.

Awareness of job stressors and how they may impact us is the first step in managing stress, because it enables us to identify signs and symptoms of stress in ourselves. To reduce stress and prevent harm to ourselves, the general guidance on stress management is helpful. It is important to have a life outside of work, to seek balance with a variety of activities that restore us, are enjoyable, and give meaning to life. A support system, both at work and outside of work, helps relieve feelings of isolation and grief and can provide meaning and hope.

I have only skimmed the surface with this topic and I encourage staff to learn more. You can start by reading Probation Officer Kirsten Lewis' article on page 11 of this issue of the Chronicle. Kirsten has conducted research on the impact of the job on probation officers and she presented a workshop entitled *Supervising the Burned Out Officer* at the most recent APPA conference. Kirsten has agreed to share her expertise by writing a series of articles for the Chronicle.

Employees are our most valuable resource and employee wellness matters. "Whether you are new to the field or a long time veteran, your energy, empathy and creativity are resources that must be nurtured, safeguarded and replenished." (Saakvitne, K.W. & Perlman, 1996).



Collaboration During Difficult Financial Times

By Ted Milham and David Silvas

On March 2, 2011, Chief Val Demings of the Orlando Police Department spoke at the APPA conference in Orlando, Florida.

In her presentation, Chief Demings talked about the current state of government resources. Financial crisis and budget short-falls are now being used as catalysts for more collaboration. She discussed how the local probation department and police are considerably more interactive and believes this cooperation has made the community safer. She believes agencies with common goals and fewer resources should make collaboration a high priority.

Chief Demings shared a story of her officers working with a local public housing complex. For many years, Officers and residents were experiencing rising crime rates, including violent crime. In the spirit of collaboration, it was suggested that a meeting be held where the police would meet with residents to work together on these issues. Police were skeptical; many feared no one would come. To their surprise, the vast majority of residents attended and through their combined efforts, crime rates dropped dramatically.

Chief Deming challenged all in attendance to reach out to community partners.

Chief Demings is a Florida native and alumni of Florida State University. She obtained her Master of Arts at Weber University and is a graduate of the FBI national academy. Chief Demings moved to Orlando in 1983 and joined the police department. Her career took her through multiple assignments until she was appointed Chief of Police in December 2007, the first African-American female to hold that position.

Code Switching: Making the Mental Shift from Criminality to Work

By Arlyn Harris

It seems that we attend a ton of training each year and are often unsure as to how *this* fits with *that*. One of the workshops I attended at the winter APPA conference in Orlando, Florida helped put two concepts together: Cognitive Restructuring and Offender Employment. *Code Switching* looks at addressing offender employment by first tackling antisocial thinking and behavior patterns and recognizing the need to shift from a mindset of criminality to one of work.

Four key points are as follows:

1. Many ex-offenders hold strong antisocial beliefs which justify their hostile feelings and anti-social behavior. This way of thinking causes them to misperceive even ambiguous situations as threatening, perpetuating a cycle of criminality.

2. Employers often hold an unspoken set of expectations, a “hidden code of conduct” which they believe they shouldn’t have to explain. Ex-offenders’ perceptions are often in opposition to these and can cause serious problems with co-workers and supervisors.

3. Cognitive skill building is a successful intervention which teaches ex-offenders pro-social skills to replace antisocial behaviors in risky situations. Typical skills include anger management, logical problem solving, dealing with criticism, etc.

4. Cognitive restructuring is a second intervention which challenges antisocial thinking through a process of “benign confrontation.” This process leads ex-offenders to see how their thinking allows them to make poor decisions in risky situations.

The workshop was presented by Dr. Steve Parese, Ed.D., SBP Consulting, Inc. The presentation was based upon concepts from the “Makin’ It Work” curriculum and more information and free printable(s) are available at www.workinitout.com.



APPA Winter Training Institute: From Phones to Facebook: Spyware and Stalking in a Digital Age

By Marie Long

Xbox, Hip-Hop, Dreadlocks. I don’t like you, but I have to work with you. Human Trafficking, Sex Tourism, and Commercial Sexual Exploitation of Children. These are just a few of the catchy titles in the APPA Winter Institute’s catalog, so why choose Phones to Facebook: Spyware and Stalking in a Digital Age? It is still a pretty catchy title but it was the class description that truly caught my eye. It asked a very straightforward question. Do you know what to look for and what questions to ask in relation to offenders stalking their victims using technology? My answer was “Yes.” I use technology every day. Then I thought about my mindset verses an offender’s mindset when using technology. I realized my answer changed to “maybe.” So I took a seat to learn from Ms. Sarah Tucker, a Technology Safety Specialist with the National Network to End Domestic Violence in Washington, DC.

Technology has moved too fast for the legal system to keep up. Often inventions created for fun and safety are manipulated to cause fear and even harm. To put this in perspective, think of a prank telephone call. This has been made high-tech with services such as Spoof Card, Phone Gangster, and Spoofapp. When using these websites and programs, individuals are able to change their voice and the telephone

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number from which they are calling. Several of these services are free. It may be fun and games to sound like Mickey Mouse or pretend to be Santa Claus calling from the North Pole, but these services have become an easy choice for domestic violence offenders. The offender often changes the telephone number to one they feel the victim is likely to answer such as a child’s school or the victim’s parent. Then they can even change their voice and pretend to be a teacher, nurse, or doctor. Once the victim realizes it is the offender, it could be too late. If the victim tries to prove the offender called, it is rather difficult. This is because whichever number the offender entered into the program to show on caller ID is also the number that appears on the victim’s phone bill!

What about victims who must contact the offender for child custody matters? It is common to block an outgoing call from showing on caller id by dialing #67. It is not a surprise that technology has created a way to overcome this. Ms. Tucker stated a blocked call cannot be received by 1-800 numbers for billing reasons. By using programs such as Trap Call anyone can have the number unblocked. The technology reroutes the call through a 1-800 number thus unblocking it. Additionally, if the person is calling from a landline, the caller’s address will also appear on caller ID. Now, the concept of a landline may seem rather odd to some of us. Our cell phones are attached to our hips, fingertips, and ears almost as if they were another limb. However, no matter how common landlines are, when this program is used by offenders, it becomes a threat to the safety of victims. Back to our beloved cell phones, offenders have found a common program within them that most users are unaware of: the auto-answer feature. This feature was intended as a hands-free option. A phone will automatically answer after two, four, or six rings. This would appear rather innocent; however, for offenders, this opens a direct line into the victims’ lives. Offenders purchase a cell phone, set it to auto answer and silent modes and then hide it in the victim’s car. They can now call the victim at any time and hear everything occurring within the car. They can easily manipulate the phone to become a GPS tracker as well. They have even learned to overcome the pesky issue of keeping the battery charged. One offender would call On Star every three days and say he had locked himself out of the car. On Star always unlocked the car for him even though this continued over several months. Once unlocked, he would replace a dead battery with a fully charged one. Another offender was an auto repairman who became obsessed with a regular customer. When she brought her vehicle in for maintenance, he hooked a cell phone into the car’s battery. This way, every time the victim turned on her car, she was charging the cell phone for him! The phone was only located because she happened to take her vehicle to a different repair shop.

Ms. Tucker was a wealth of information. She brought to light many programs and applications that I was completely unaware of. Unfortunately, the 90 minutes flew so quickly that she did not even make it to discussing Facebook. While I furiously scratched notes throughout her presentation, she reiterated a reminder. The old image of digital stalkers as tech savvy masterminds is not even close to correct. Yahoo and Google searches of “How to stalk my boyfriend/girlfriend and get away with it” are just another gleaming example of how technology can be used to serve our purposes, for good or evil. ☞

Tribal/State Collaboration: Strategies for Achieving Better Outcomes for American Indian Probationers/Parolees

By Rebecca Britt and Jeff Fischer

Both of us work with the Native American population on either intensive or standard probation in Maricopa County. We attended this workshop with the hope of learning more about this population.

The Honorable Korey Wahwassuck, Tribal Court Judge, spoke a lot about how her Court in Minnesota implemented a wellness Court program to allow her staff of counselors, probation officers and court advocates to work as a team when dealing with non-compliant probationers. They have utilized jail, com-

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munity service hours and writing assignments as sanctions to address non-compliant behavior. Judge Wahwassuck spoke about including family in the wellness Court program so they can become a positive influence in the probationer’s life.

Mark Dyea is a Tribal Court Probation Officer in New Mexico. He spoke about his upbringing on the Reservation and how they have had to implement a lot of programs into their Tribal Court. For many years, they had no programs in place to help the Native American population who were before the Court. He emphasized the importance of non-Native Americans who supervise this population spending some time understanding their culture, values and beliefs before making recommendations to the Court. He said they have also implemented a wellness Court program which encompasses three Tribal land territories.

The final speaker was Jennifer Fahey, a former state prosecutor who currently works with a multitude of Tribal Court programs as an advocate. She emphasized the importance of learning about the Native American culture and how it will benefit those who deal with this population.

Since our return from APPA, our Chief and Probation Supervisor Dana Shepherd have begun a working relationship with the Fort McDowell Indian Reservation Tribal Court. Hopefully, we will have more to report in the upcoming months.☞

Xbox, Hip-Hop and Dreadlocks

By Terri Seiser

Randolph Lewis’s workshop at APPA was premised on how to communicate with youthful offenders. Lewis compared the older generation’s values, attitudes and goals as the “lay-a-way” approach. Meaning that we (older people) have the mind-set that we are preparing for our future, as well as our kids’ future. In comparison, the younger generation has a “microwave” approach. They generally believe that they need things right now.

He explained that in dealing with kids, we need to focus on the 3 R’s – Real, Raw & Relevant. They need to know how {whatever} affects them and in their terminology. If we address them with legal jargon or words they do not understand, it will not impact them at all. However, if we give them the facts, as well as the consequences straight forward, kids are more apt to absorb the necessary information. This would assist in giving them an awareness of the risks involved and hopefully, lead them to make better decisions.

Additionally, Lewis discussed the driving forces: music, media, and peers. He reminded the audience that it is not the adults who influence youth. At the very least, they will mimic our behaviors and speech, whether positive or negative. The interesting force behind kids’ behaviors is the music factor. He played various clips from music of the 60’s-80’s era emphasizing the lyrics. He pointed out the negativity, attitudes and sexual innuendos. He then played current music clips which have the same references, but in a more raw and shocking format.

Just a few of his recommendations on how to approach youthful offenders were to give them individual attention, be consistent, listen to them, and to involve the family and community. He ended the workshop with the following acronym:

LEADER

- L-listen
- E-encourage
- A-assist
- D-direct
- E-educate
- R-respect

It was a great workshop. He made it fun and entertaining while at the same time, very informative.☞

I Don't Like It... But I Have to Work With You!!

By Seteara Haddock

During the APPA conference, I had the wonderful opportunity to sit in on this amazing presentation. The presenter, Cheryl D. Bristor-Wilson, had us think about ourselves and what type of workers we are or think we are. The focus of the presentation was not to point fingers at the co-workers we thought were not working, but to take an introspective look at ourselves.

Cheryl believes that in order for us to be able to work with others, we need to see our own faults. She stated that we need to be aware that we may have control, conflict, power, negotiation and ego issues when dealing with co-workers. We need to know that we do not have power or control over anyone except ourselves. We also need to set our egos aside and learn to negotiate for a win-win solution toward the end product.

When working with people we don't want to, we need to:

1. Listen and show we are listening;
2. Take what they are saying seriously but not personally;
3. Let them finish without interruption;
4. Do not match their anger or tone and express sympathy and interest in the problem solving;
5. Apologize for what you should apologize for;
6. Turn the situation into a problem-solving opportunity;
7. Don't take the automatic stance that you or they are wrong.

To avoid being a difficult person to work with, she suggests that we:

1. Be punctual because being habitually late is disrespectful to the time of others;
2. Try to find common experience or interests;
3. You should keep your word;
4. Be sure to follow through with what you say you are going to do;
5. Refrain from gossip because it is hurtful to you and the person you are gossiping about;
6. Give a compliment;
7. Be enthusiastic and positive;
8. View everything you do from the other side;
9. Never make a co-worker look or feel bad;
10. Learn to appreciate the differences in others (diversity);
11. Remember that the greatest hunger that people have is to be needed, wanted and loved.
12. Don't try to impress others; let them impress you. Make others laugh because laughing with others is bonding;
13. First give, then think about getting;
14. Don't whine or complain because no one likes it;
15. Smile, a warm inviting smile will help put others at ease.

Cheryl believes that if we are going to be successful in our relationships, we need to: learn to set limits, stop taking on more than we can, and be honest with ourselves; if we mean no then say no. We need to use positive nonverbal language, avoid being defensive, be brief, give an explanation not an excuse and always use two positive statements to one negative. We also need to develop our own self-care plan by spending plenty of quiet time alone, recharging our batteries daily, and holding one focused, connected and meaningful conversation each day. This will keep us grounded, present and aware of others around us.

We are paid to come to work and work. Being negative and pointing fingers only hurts the end result. We need to stay positive and know that when we do not look at ourselves and how we contribute to the conflicts in the workplace, then we become the employees no one wants to work with, but they have to.

Winter APPA Workshop: Supervising Gang Members

By Korik Anderssohn and Chad Towe

While the workshop title *Supervising Gang Members* led us to believe we would be engaged in a forum discussing supervising gang members in the community, the class was actually more comparable to MCAPD's Tactical Mindset class. The instructors covered issues that any community supervision officer in the field could possibly encounter, including learning to anticipate possible threats.

For example, the instructors gave a different approach to seeing a field contact from how we are taught. This approach is not inherently different; however, it simply provides an added viewpoint and perspective that could assist field officers to ascertain and develop their own style of viewing fieldwork in a way that suits them. Their view was that approaching a residence is broken down into zones: Zone 1 is the initial approach, Zone 2 would be on the doorstep, Zone 3 is right inside the door, and Zone 4 is deeper inside the residence. Each zone has different characteristics and therefore requires officers to think about how to approach each one. For example, while in Zone 2, an officer would need to consider how to stand at the front door while knocking and to consider windows, animals outside, neighbors, lighting, etc. Zone 3 would require an officer to take into consideration people inside, the layout of the residence, exits, barriers, furniture, weapons of opportunity present, etc.

The instructors were very skilled in communicating current issues in community supervision issues and safety concerns. They engaged the audience with competitions, videos, statistics, questions and answers, and scenarios. While this was not new information to us, it was a very concise and informative hour that really brought together issues that are common to anyone in this field, and reiterated issues about which all of us should be vigilant.

Sandra Tom Promoted

By Cathy Wyse

Sandra (Perez) Tom was promoted to the position of adult probation supervisor effective March 7, 2011. In her new position, Sandra has been assigned to the Central Division, where she is responsible for the supervision of a standard field unit located at the Black Canyon Building.



Sandra came to our department in October 2002 as an intern at the Probation Service Center. When her internship ended and she graduated from Arizona State University, Sandra was promptly hired as a probation officer by the department in June 2004. Sandra's first assignment was supervision of a Spanish-speaking caseload at the Western Regional Center. As an active participant of the Westside Mentors Committee, Sandra mentored several new officers at WRC. In June 2010, Sandra transferred to a position in the Presentence Division, where she remained until her recent promotion. Over the years, Sandra has made many contributions through service on the Graduated Responses workgroup, the automation of PTR workgroup, and the ETC Committee. Regarding her new position, Sandra says that she is excited about the opportunity to mentor others and to lead by example.

Congratulations on your promotion, Sandra! We wish you continued success in the department.

Congratulations to the 2010 “Of The Year” Award winners!

On April 20, 2011 the Maricopa County Adult Probation Department celebrated its annual “Of The Year” awards ceremony at the Black Canyon Building. The award recipients were surrounded by family, friends and co-workers as Chief Broderick read the nomination letters that were submitted on their behalf. Below are excerpts from each of the four recipients nomination letters — Thank you all and congratulations on a job well done!



Pictured from left: Laura Lasko, Glynn Thomas, Deneen Bertucci, Sean Steill, and Chief Barbara Broderick.

“2010 Employee of the Year” - Laura Lasko

Laura Lakso is the intake coordinator for Drug Court. Laura is the first face for Drug Court, she interviews each client individually using motivational interview techniques. Laura’s empathetic counseling style helps the clients feel empowered to embark on a very demanding treatment program. Laura also provides group coverage for Drug Court counselors, giving her another opportunity to work with clients in a therapeutic setting. Laura regularly receives written and verbal recognition from clients and their families for taking the time to focus on clients individual needs and help them realize their potential. Laura often states that she loves her job, and it clearly shows with her genuine care and concern for each Drug Court client and the Drug Court program itself.

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“2010 Supervisor of the Year” - Deneen Bertucci

Deneen Bertucci supervises the Transferred Youth caseload in Central Division. To say Deneen exceeds the expectations of the Adult Probation department would be an understatement. She has pioneered the Project SAFE program, devoting numerous hours to the development, organization and implementation of this program for high risk juvenile offenders, four months earlier than anticipated. Deneen recognizes the needs for this unique Transferred Youth population and go above and beyond to advocate for them. As if she wasn't busy enough, she also volunteers on the Foster Care Review Board sits on numerous sub-committees and is the first one to volunteer to interview new hires. She is a friend, mentor and coach. Deneen is an outstanding representative of what inspirational leadership and dedication embodies.

“2010 Probation Officer of the Year” - Glynn Thomas

APO Glynn Thomas supervises all Glendale City Court and West Valley Municipal Courts' Domestic Violence cases, as well as Superior Court cases. Many Judges, managers and administrators turn to Glynn for assistance and direction relating to Domestic Violence cases. Some of Glynn's 2010 accomplishments include being a member of the Glendale Domestic Violence Task Force, participating in the Glendale Domestic Violence Roundup (annually), acting as a faculty member for Judge Mary Helen Maley of Santa Cruz County at the Glendale 2010 Symposium to Prevent Domestic Abuse, and as requested by Glendale Presiding Judge Elizabeth Finn, Glynn is a Training instructor for Glendale City Court Employees. Our Department's mission statement is to "enhance the safety and well being of our neighborhoods...through working in partnerships with the community" and Glynn is a reflection of our mission.

“2010 Surveillance Officer of the Year” - Sean Steill

Sean Steill is a Surveillance Officer with the Sex Offender caseload at the Western Regional office. It has been a pivotal year for ASO Sean Steill, he stepped up to the plate and expanded his skill set in a big way when his partner went out on medical leave. Sean performed FROST assessments, developed case plans, did treatment referrals, reviewed payment ability forms, scoured file to determine what was needed and delegated what he couldn't do. He also ran office days and attended staffing with treatment providers. Sean acted as both APO and ASO for over eight months and was still able to assist co-workers with field contacts. In addition, Sean supervised a monthly community service project at the Glendale Landfill, even in the blistering summer sun! Sean is a well liked and well respected Surveillance Officer who always has a kind word and a smile, he is a great asset to the Maricopa County Adult Probation Department.



Veterans Court Assists Probationers

By Cathy Wyse

The United States has 23 million veterans including more than 1.7 million from the wars in Iraq and Afghanistan. Significant numbers of returning veterans are experiencing post traumatic stress disorder, substance abuse problems, depression, and traumatic brain injury. Research has shown a link between substance abuse and combat related mental illness and the increasing numbers of veterans appearing in courts on charges directly related to these issues. Since 2008, more than 60 veterans treatment courts have become operational nationwide. These problem-solving courts have shown initial success and the movement has drawn widespread support.

Adult Probation is a partner in the Maricopa County Superior Court's Veterans Court, which held its first session on January 20, 2011. Commissioner Michael Hintze and Presiding Criminal Court Judge Douglas Rayes oversee the program. Director Wes Shipley represents Adult Probation. Veterans Court is based on a team approach; the other partners are the Veterans Services Outreach Specialist, Carl Hayden Veterans Hospital, Magellan Court Liaison, Maricopa County Attorney, Maricopa County Public Defender, Arizona State Bar Military Legal Assistance Committee, private practice attorneys, veterans peer support, Maricopa County Correctional Health Services, and behavioral health provider networks.

Presiding Judge Norman Davis said, "Veterans Court will not relieve a veteran from responsibility for a criminal action, but will better protect the community and honor the veterans' service by connecting them with services designed to reduce the rate of recidivism and strengthen the family dynamic."

The goals of the Veterans Court are:

- ◇ Early identification of veterans in the justice system
- ◇ Provide one integrated Veterans Court to address veterans' issues in the justice system
- ◇ Establish a collaboration of city, county, state, federal and community stakeholders to foster effective sharing of information and collaborative decision-making
- ◇ Reduce veteran recidivism and petitions to revoke filed by MCAPD on veteran offenders by engaging them in appropriate services
- ◇ Strengthen our community by engaging veterans in services
- ◇ Assist veterans/probationers to successfully complete probation

In phase one, the Veterans Court is working with veterans who are on probation and have absconded or veterans on supervision who are at risk of violating their probation Conditions. Veterans Court provides an opportunity for veterans to obtain resources to complete probation successfully. In most cases, the veterans are eligible for treatment and services through the Veterans Administration. However, many have not sought treatment because they were unaware of the services available, failed to recognize the need for services, or because of the perceived social stigma related to seeking treatment for behavioral health problems.

A Veterans Court calendar is scheduled once a week, on Thursday afternoons in CCB 1302. As of April 15, 2011, twenty-three (23) probation absconders have appeared in Veterans Court, and an additional 31 probationers have come into the Veterans Court for status conferences. ☺

The Unique Stress of Probation Work: Validating the Impact

By Kirsten Lewis

The first studies on probation officer stress began in the 1980's and focused primarily on the phenomenon of burnout then expanded over the years toward identifying job-related stressors. More recent research has identified compassion fatigue and vicarious trauma as common reactions to working with victims and offenders. This article is the first in a series that will address various aspects of stress in the workplace starting with education about the topics (e.g., stress reactions, vicarious trauma, compassion fatigue, burnout, cognitive dissonance), prevention, and finally addressing techniques and interventions to optimize the most current practices of stress management.

James Whitehead was the first researcher to examine burnout in probation officers in 1985. He compared probation officers with a group of general human service workers and found that the elements of burnout including emotional exhaustion, depersonalization (detaching or distancing from people), and low job satisfaction were reported at higher levels and frequencies among probation officers compared to the normative sample. Additional studies examining probation officers identified the most commonly reported stressors as inadequate salary, overly lenient courts, lack of promotional opportunity, frustration with the judicial system, excessive paperwork, high expectations but inadequate time to meet them, lack of recognition for good work, inadequate support from agency, sparse community resources, and role ambiguity (are we cops or social workers?).

Several of the authors noted their surprise that safety concerns and working directly with offenders were not reported as the major stressors. Repeatedly, the findings of perceived stress by probation officers were organizationally related and focused on excessive workload, a lack of support from management, and frustration with the judiciary. These findings make perfect sense when looking at stress reactions caused by natural disasters compared to those of human design. It is well documented that responses are significantly more intense when critical incidents are caused by human being(s) rather than a natural phenomenon like a tornado or earthquake. A person can lose their home from a fire caused by a lighting strike but will be much more intensely impacted if the house burns to the ground by arson. In the aftermath of Hurricane Katrina, it was the man-made elements of the event that turned a devastating incident into a traumatizing experience. The levies that had been underfunded and below standards, the slow response from the government, the insurance companies who failed to pay, and inadequate resources, etc... became the focal points of intense anger and rage. The hurricane was treated as a tragedy but it was the human failures that became the causal factors for post-traumatic stress.

From this same perspective, it makes sense that officer safety and basic challenges of working with offenders are similar to natural disasters; the dangers are inherent to the work and often beyond the control of the organization and officers. This is not to undermine or mitigate the impact of these types of stressors which have their own set of issues and will be discussed at length in later articles. But the organizational stressors so clearly identified in the probation literature are all "man-made" aspects of the probation field, within the control of agencies and hence, become the focal points of perceived stress reported by probation officers. This theory also explains the many benefits observed in agencies that value and utilize participatory management.

Officers' perceptions of participation in decision making within their departments proved to be a pivotal variable in the research. Participatory management was strongly correlated with increased job satisfaction and lower levels of reported stress. Job satisfaction was also correlated with lower levels of burnout and increased retention of officers. Probation staff who viewed their workplace as having a positive atmosphere for input regarding the organizational decisions that affected them reported significantly higher opinions of their jobs and less physical symptoms of stress.

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Research on first responders (soldiers, police, fire fighters, and emergency services) has clearly demonstrated that intense stress reactions to critical incidents are a normal and predictable part of their work, necessitating healthy coping and stress management interventions as an integral part of long-term care. Less understood and studied are the impacts of indirect exposure to crime, death, pain, injury and suffering through interactions with people directly involved in the event and/or by reading or listening to accounts of traumatic happenings. Research has shown that secondary exposure to trauma can cause similar stress responses to those of primary victims because the brain responds in a similar manner despite there being no direct involvement. The limbic system, one of the oldest parts of our brain, activates the sympathetic nervous system, commonly known as the “fight-or-flight” response when experiencing, observing, hearing, or reading about traumatic events. This is why many people enjoy watching horror movies, because their bodies and brains respond to the scary scenes despite conscious awareness that they are not actually at risk. Recent discoveries of mirror neurons in the brain further support this theory. Brain imaging techniques have demonstrated that mirror neurons are specifically activated by secondary exposure, causing similar areas of the brain to be stimulated in the observer as in the person experiencing the event first hand. In fact, empathy is considered a special form of neural resonance wherein the emotional state of one individual is neurologically reflected in another. While the reactions to an event may be less intense through secondary exposure, they can be damaging nonetheless and result in depression, anxiety, and alter an individual’s values, beliefs, and worldview.

Research studies with air traffic controllers (ATC), a profession well known for high pressure, investigated stress reactions experienced by personnel involved in near miss incidents, wherein two aircraft impeded the required airspace between them but a midair collision was avoided. In the aftermath of these incidents the stress reactions in the ATC operators were high and resulted in a range of physical and emotional responses. These reactions can be difficult to understand let alone support because the crisis didn’t actually happen. The intense stress reactions in the ATC operators were caused by their imaginations of what could have happened and not by direct sensory information.

How often in the course of a probation officer’s career does the anticipation of a violent event with offenders, subsequent precautions, and effective planning, result in near misses? It is impossible to know. Yet the imagination of the officer took the possibilities of negative outcome to their natural conclusion and their body and neurobiology responded in kind, expending tremendous amounts of emotional and mental energy. Six months ago, I drove out of an apartment complex seconds before a rival gang opened fire on my offender who was standing in the same spot where we had been talking moments earlier. In the same month, a fellow officer had a probationer who was brutally murdered by the offender’s roommate, both of whom the officer had multiple contacts with at the location of the murder. It is normal and natural to have stress reactions to the “what ifs” and near misses, but this type of stress is often lived in isolation because it is hard to acknowledge or support an internal stress process that nobody can see, about an event that didn’t take place. Thankfully the near misses are much more common than the actual critical events but can nevertheless result in officers questioning their effectiveness, competence, and desire to place themselves at additional risk in order to continue doing the job.

The various job related stressors and negative impacts resulting from probation work are complicated issues. Adding to the complexity are the varying responses by individuals. There will be some people who have little to no stress reaction to an incident while others will be heavily impacted. In addition, the same person may respond differently at various times depending on their coping capacity, which can be strained by other life events. The important thing to know is that stress responses are natural reactions; they are products of our biology that occur automatically to enhance our survival and are activated at a pre-cognitive level. Recognizing these internal signals as normal allows us to let them run their natural course which, in the absence of judgment, speeds the recovery process and enhances overall resiliency. 

Who is Your Guardian Angel

By Joseph Pallo

A recent poll published in *Time* magazine revealed that 69 percent of Americans believe in angels. Forty-six percent of that group believe they have a personal guardian angel. If those polled were Maricopa County Adult Probation officers and surveillance officers, I know the results would show 100 percent of our officers would testify they have a personal guardian angel.

Here is some proof that angels follow us wherever we go. Imagine a field visit when it is dark. You are conducting this visit solo. The pathway in the large apartment complex meanders into the distance, and it is not easy to find the individual apartment unit. Shadowy figures skirt by without so much as an acknowledgement. You can sense danger. You are well into in condition yellow, you hope that condition red will not be a reality and pray that condition black never occurs. Can you feel the hairs on the back of your neck yet? We have all been there.

Even though we may be working solo, we are not really alone. Our guardian angel, or in the case of Maricopa County Probation, our dispatchers are with us every step of the way. They are on our shoulder. They are listening to us. They care about us. They will not let us down. They hear us. They will guide us.

According to Robert Graham, in his article "Angel Talk: Are You Listening" "If you want a clear and concise message from your angel," Graham says, "you must ask a direct question. Your angel will always answer your questions. You must ask your question out loud. Clear, concise questions will get you clear, concise answers. Answers will always be tangible and explicit, something you can put your hands on. The answers I've gotten I could pick up and examine. Asking a frivolous question will get you a silly answer. The universe will match your level of sincerity." Feel free to read the above paragraph again, only this time insert the word dispatcher instead of angel, and you will see what I am getting at.

Just like Guardian Angels, our dispatchers are always with you. When it is dark, and the future is unknown, we are strong because we are not alone. Our dispatchers will not allow us to be alone. They know who we are and where we are and they are trained and prepared to assist us whenever the need arises.

Like our dispatchers, angels are always willing to help us, but we have to be willing to accept their assistance. The traditional method for communicating with your angel has traditionally been prayer, however for those of us who are officers, the high tech technique at our disposal is to use your radio correctly, using the 10-Codes, and becoming religious about providing accurate 700 Charlie information.

The next time you happen to be near the Communication Office in the Durango area, drop by and say thanks to your Guardian Angel. If you don't see the wings, white robes and harps, don't worry. They only break those out on special occasions.☪

CRP Project Overview

By Charlene Goulding-Reed

The Community Restitution program partners with various cities throughout Maricopa County. Program staff coordinates over 450 neighborhood beautification projects and an average of 30,000 hours are worked each month. On this particular day, our work crew assisted the city of Mesa with a massive property clean-up. The elderly, indigent occupant was facing extreme health challenges, complaints from neighbors and facing city code violations.

At the end of this project, there was great satisfaction experienced by our work crew, supervisors, neighbors and city personnel. We were able to make an enormous difference for the resident and the community. The probation work crew performed a total of 45 man-hours during this project, based on a comparative market analysis rate of \$13 per hour, this represents savings of \$585.00.



BEFORE



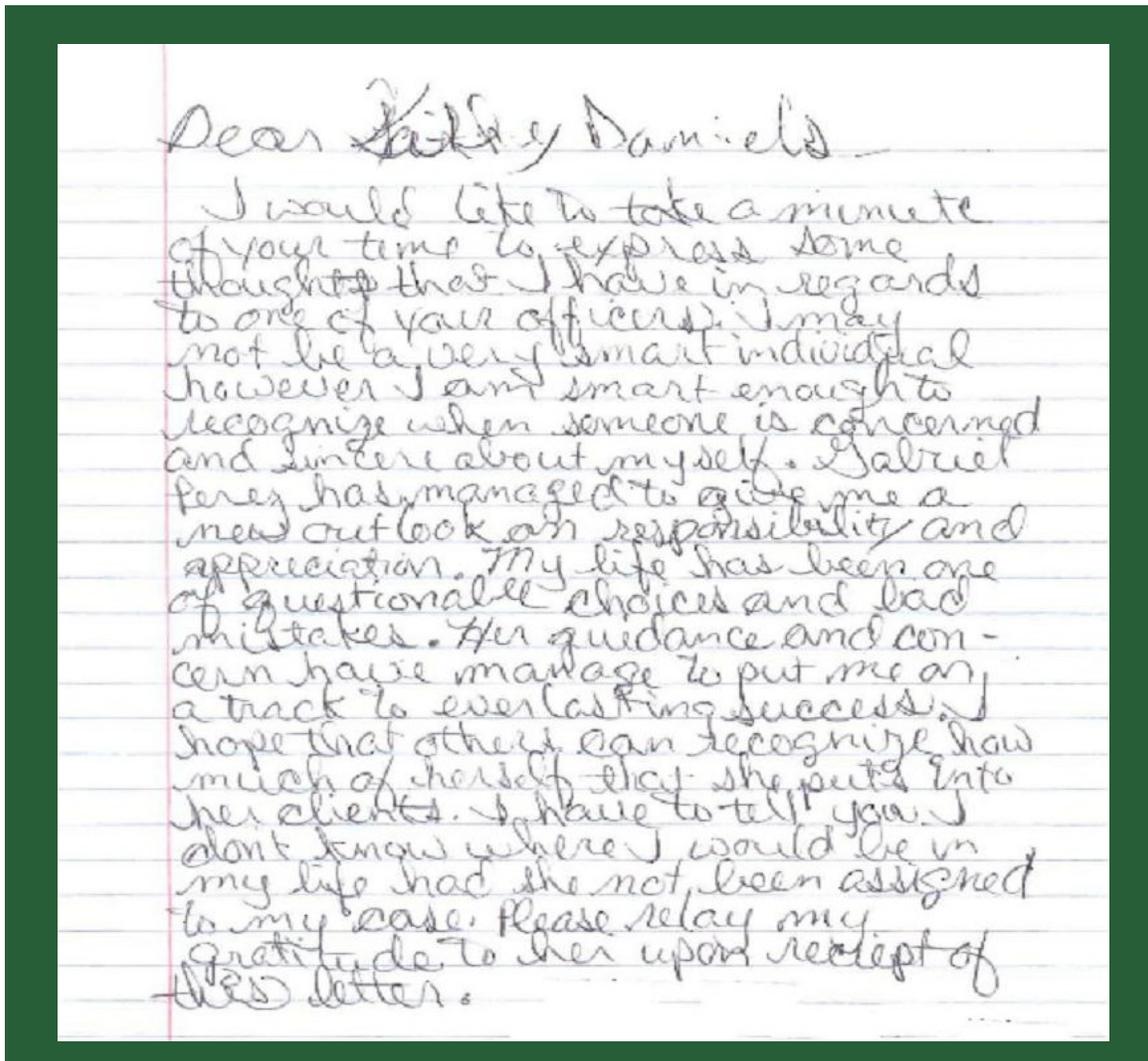
AFTER



EBP Spotlight

Submitted by Western Field Supervisor Kathy Daniels

Gabriela Perez is an excellent officer who consistently uses the skills and techniques she has learned regarding Stages of Change, Motivational Interviewing, and Evidence Based Practices. She often asks probationers to complete the Decisional Balance exercise and uses OARS during her interactions with clients. She has found that by listening attentively, not being judgmental, and treating her clients with respect she has been able to establish rapport and gain cooperation. Gabriela has noticed that even by putting smiley face stickers on her appointment cards she has elicited very positive responses from her clients. It was very exciting to see that my observations about Gabriela were affirmed when I received the letter below from one of her clients.



EBP Essay Contest Winner

From the QA Team

As Maricopa County Adult Probation continues to implement strategies for using evidence-based practices, it is important to remember to share what we have learned. Last year, the Quality Assistance Supervisors held an evidence-based practices essay contest. This contest was open to the entire department and the goal was to solicit ideas from staff on ways that they have been successful in using EBP in their every day work experiences. Below is an essay written by Adult Probation Officer Gayle Davis. Gayle articulates how she used several EBP strategies to help a probationer find success.

My Success Story

By Gayle Davis

When I first met my client, Anne, she was very angry, upset, and defensive, and she was feeling victimized. I listened intently while she talked about why she was placed on probation. Anne said that she was treated unfairly by the “cops,” and I asked her to describe what happened to her when she was arrested (**Open-ended question**). She was crying throughout her story and appeared to be traumatized by the incident. I told her, “This sounds like this was very degrading for you” (**Reflection**). She appeared to be letting down her defenses and then started to share the abuse she endured when she was growing up. When she finished her recollection of her childhood, I said, “We have talked about a lot of horrible things that happened to you in the past and recently. Not only did you experience being molested as a child, but when you grew older, you were raped. Is that right?” (**Summarizations**) Anne then acted as though someone had lifted a big load off her shoulders.

Anne set goals for herself and we talked about what she could do to achieve them. Her attitude totally turned around and she came in happy to share the success in her newly-formed life. I commented how well she was doing and that she should be really proud of herself for accomplishing what she has in a short amount of time (**Affirmations**). Anne was recently early terminated from probation.☺



Adult Probation Officer Gayle Davis

On behalf of Victims Rights Week, we would like to extend gratitude to those individuals who have given exemplary service to victims of crime by showing empathy, assistance, and kindness to a victim of crime.



Jill Bogнар

Diane Bracamonte

Sunny Carpenter

John Cleland

Jason Crouch

Linda Dore

Barbara Goree

Daniel Hernandez

Clint Hill

Tracy Medrano

Raul (Mauro) Munoz

Audrey O'Donnell

Jane Parker

Kevin Peters

Aaron Porzel

Tonya Powell

David Puyear

Scott Skoropys

Ken Snodgrass

Andrea Teasley

Glynn Thomas

Laura Thomas

Jenifer Wade

Please join us as we continue *reshaping the future while honoring the past*.

Rename CMU Contest Winner

The unit formerly known as CMU has been renamed! The unit will now be called the **Community Reintegration Unit [Jail-CRU]**. The winning entry was submitted by APO Derrick Payne. Thank you to everyone who submitted their ideas.

Anniversaries

5 Years

Karen Morales
Richard Baca
Raeann Maille
Christian Popovici
Maria Vallejo
Kendra Neal
Dora Reyna
Danielle Impellizzeri

10 Years

John Smith
Christina Rodriguez

15 Years

Jenifer Meiley

25+ Years

Mark Hendershot
Claude Renfro
Kameelah Shabazz
John Wertsching
John O'Connor
Michele Bodenmiller

20 Years

Jeanette Verchimak
Mary Stuart-Bronski

Thank You for your dedication!

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- Good quality photos focusing upon the subject of the article may be submitted. All people in photos must be identified.
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