

PROBATION CONNECTION

2nd Quarter 2022

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**What Development
Looks Like—both new and old**

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**The FTO Program – a guide to train new
Probation Officers.**

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Baker to Vegas 2022



CHIEF'S MESSAGE

“

Don't put your career in someone else's hands, instead take an active part in making sure you are prepared to be where you want to be.

”

This magazine's focus is on leadership and development – two themes that are vital to our success as officers and staff who protect the community.

Leadership, as well as professionalism, is so imperative to this workforce, they are listed multiple times throughout the standards of the San Bernardino County Probation Department.

Core value - Professionalism

Commitment to continuous improvement as an individual and as an organization.

Guiding Principle - Professional Leadership

We exemplify leadership in our profession. We challenge ourselves to enhance our knowledge and skills.

Strategic Plan - Leadership Development

Cultivate formal and informal leaders through multiple pathways, including professional experiences and training opportunities, in order to empower employees

Development goals are different for everyone. Whatever that means to you - whether it be promoting, completing a leadership course, improving communication, or gaining perspective - I believe that every person should have a hand in their own development.



CPO TRACY REECE

My advice to all staff looking to advance or develop would be to embrace this responsibility. Don't put your career in someone else's hands, instead take an active part in making sure you are prepared to be where you want to be.

Part of my philosophy as Chief Probation Officer is that we need to listen to staff and respect their experiences. I have advised supervisors and above to talk to their employees about classes or training opportunities that were useful to them and inquire about what staff need to do their job. That knowledge not only helps us assist you in your daily responsibilities, but helps you acquire the tools you need to reach your goals.

The Department's role is to make sure staff have the very best training and programs there is to offer. Please take note of the mentoring programs, leadership classes, and development opportunities mentioned in this issue.

Tracy Reece
Chief Probation Officer



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"[being on this team] requires people who are committed to hard work."

- Chris Hernandez

Development starts with Training

By: Division Director I Jason Swims

One of the Department's Core Values is Professionalism - a commitment to continuous improvement as an individual and an organization. The Training Division embraces this value and is at the foundation of what Probation does. While our priority is to train staff on the fundamentals of the job, we do not stop there. We work hard to find trainings that will enhance our employees in not only the essentials, but in their own career advancement.

For years, we have trained our Department's officers under the direction of the Board of State and Community Corrections (BSCC) division of Standard and Training for Correction's (STC). This is the bare minimum training required for all sworn staff. It provides the curriculum for our CORE academies and the basic training hours required for our sworn positions. Although, they provide a minimum yearly standard for training, our Department seeks out additional training opportunities that goes above and beyond. The trainings vary from tactical strategies and movement to implicit bias or cultural competency. Regardless of the training, the ultimate goal is to develop the employee in some aspect.

Development can look like many different things – from promotion, to learning a new skill set, to managing officer wellness. In addition to trainings in field tactics, report writing, and leadership we have worked

to include employee wellness trainings like Bulletproof Spirit, which provides proactive, emotional survival and wellness practices to protect and heal the spirit of those working in Probation. We also have Dr. Gilmarin teach a seminar on Emotional Survival for Law Enforcement that focuses on how to cope with being on high alert and develop strategies to transition off duty, among other things.

In the past, Department trainings have focused on sworn officers, as they are legally mandated to complete annual trainings. However, a few years ago we started increasing training opportunities offered to non-sworn staff, like Maintaining Objectivity and Optimism, which focuses on efficiency through time management and organization. Another class, Managing Stress in the Workplace, focuses on ways to reduce work-related stress and a healthy lifestyle. The purpose of adding the additional training curriculum was to develop all employees, not just sworn officers.

As one of our Guiding Principles states, "Our staff are our greatest resource." It is imperative we continue to find ways to invest in our staff and develop our employees in all aspects. The Training Unit will continue to find the best trainings available for staff to improve our tactical strategies, as well as increase our leadership development and concentrate on officer wellness.







After a two-year hiatus, the Probation Department was excited to host Take Your Child to Work Day on April 28. More than 50 children, accompanied by a parent, spent the day at the Probation Training Center learning about careers in Probation, participating in a cyber bullying/safety class and DUI activity, and watching a K9 team demonstration. At the end of the day, they were sworn in by Chief Probation Officer Tracy Reece as junior officers for the day.



SBC PROBATION RECOGNITION

2022 Shine-A-Light Award Recipients



Probation Corrections Supervisor I Marshe Marshall

When Senate Bill 823 passed in 2020, Marshall was part of the team in charge of preparing the High Desert Juvenile Detention and Assessment Center, which later became the ARISE facility, for its conversion into a more home-like environment. In addition to changing the facility, Marshall has helped change the perspectives of the staff to embrace the treatment-forward philosophy. She has developed training for the ARISE staff, established calming rooms for youth at the facility, created a vocational assessment to identify the youth's level of interest in various professions, implemented programming that works to break generational cycles, and engaged with youth who have children so they can learn how to bond and parent, among many other things. Marshall has shown astounding patience and compassion to youth in the program by fostering respect and dignity toward all.

Division Director I Noelle Cirilo

Cirilo and her team capitalized on the diverse youth resources of San Bernardino County to provide a sustainable system of high quality intervention, prevention, family engagement, and community services programs. As a Supervising Probation Officer, she led the implementations of the Probation Youth Day Reporting Center Community Service Program, which combines learning goals and community service. Since October 2020, the program has provided opportunities for community service to 218 youth and completed 54 events throughout the County. Cirilo also helped increase the profile of the youth Day Reporting Centers by recruiting youth and parents to attend quarterly family nights and engagement activities. As a result of these events, County partners were able to provide families with direct resources and information.



SBC PROBATION RECOGNITION

CORE 31



PROBATION OFFICER CORE 31
**“DEDICATION TO MOTIVATION, INSPIRATION,
AND REHABILITATION”**



What Development Looks Like- both new and old



By: Media Specialist II Lori Fowler

Leadership Development is one of the six tenets of the Department’s Strategic Plan.

In 2020, the Leadership Development Committee (LDC) was created to discuss strategies that would develop future leaders, said Division Director II Kim Binion, who chairs the committee. Through discussion, the committee reflected on their individual careers, and what strategies were in place to support growth. For many of them, informal mentors taking the time to share their knowledge and experience proved to be invaluable, as it helped shape them as well as provide them opportunities to foster advancement.

“Having exposure to processes and opportunities outside of a person’s immediate unit assignment also expanded an understanding of Probation and the Department on a greater scale,” Binion said. “The committee started to ask, “How can we provide this experience to more employees?””

One answer, that could equally reach a greater number of employees, was to create an internal employee portal to serve as a centralized location for staff to access information about the Department, and its opportunities. The idea is similar to the intranet but more robust in providing information and learning about the various workgroups and committees, in hopes to encourage greater employee engagement, Binion said.

The LDC's internal employee portal subcommittee is made up of Division Director II Charte Carroll, Executive Secretary Lisa Bari, Supervising Probation Officer Nathan Clark, and Probation Corrections Supervisor II Samantha Gonzalez. Other participants in the committee include Department Information Services Administrator Michael Donahue, Business Systems Analyst II Candalaria Gomez, Application Specialist Javier Torrez-Plascencia, Business Systems Analyst I Melissa Batson, Supervising Automated Systems Analyst II Chris Blackett, and Probation Corrections Supervisor I Tanya Delaney.

Building the portal has been dependent on the Department's update of the internet site to the WordPress format and The Leadership Development's Internal Employee Portal subcommittee is currently working on developing the framework for the portal.

The entire portal is currently conceptual and committee organizers are still brainstorming the how to's, but they do know the program will have the following:

- direct links in a centralized place like personnel rules, MOUs, the County Policy Manual, strategic plans, committees and workgroups, and tutorials.
- classification onboarding materials and future expansion to include individual unit's onboarding
- links to articles, videos, podcasts and recommended books, as well as County/Department leadership programs for professional development, manager support, and resources
- a link to the Probation Diversity Committee's page, information about mentoring and the present formalized programs in place
- the Training Division's calendar, approved conferences, approved outside training opportunities, and the annual training plan

"The concept of the portal is to provide consistency in the onboarding of new/newly promoted employees, to foster mentoring - both formally and informally, and ultimately to be a resource to support ongoing employee development," Binion said.

While the internal employee portal is an example of what the future looks like for Probation staff, the Mentoring Program is a traditional advancement opportunity dating back to 2002.

The voluntary, 6-month career and staff development program helps employees enhance their knowledge, expand their abilities, and build solid and lasting beneficial mentoring relationships, empowering the protégés involved to successfully develop their professional goals, said Division Director I Angela Gentry, who is chair of the program.



“The Mentoring Program directly contributes to developing future leaders in the Department,” she said. Gentry has been chair of the Mentoring Program for more than five years and is actively promoting and developing it in an effort to ensure knowledge is passed on within the Department and help protégés recognize and achieve their potential.

In the program, protégés are matched with mentors as determined by the Probation Diversity Committee Mentor Program Subcommittee and pairings are chosen within a reasonable chain of career growth. Mentors are expected to create a career development plan with the protégé and work toward completion of short-term and long-term goals. Mentors also expose protégés to a variety of new learning environments and areas within the department, as well as future desired assignments or promotional opportunities.

“Other benefits of this program include allowing staff to see a different way of approaching their careers and opening the scope of their skill set to include newly developed abilities they can utilize for a more well-rounded, developed approach,” Gentry said.

Mentors are also encouraged to meet regularly with their protégés, both in person and via email, and set a schedule that works best for them. In addition to one-on-one meetings, participants also attend monthly global meetings where judges, sheriffs, supervisors, and authors are invited to speak.

Toward the end of the program, protégés sit through a mock interview, made up of directors within the department who will facilitate the meeting. Mentors play an active role in preparing their proteges for the event and are required to be present and take notes for feedback. A Probation Diversity Committee representative, as well as Gentry and the panel of directors also give feedback.

Those interested in participating in the Mentoring Program, either as a mentor or as a protégé, must meet the following qualifications:

- successfully completed their probationary period in their classification
- no formal disciplinary action within two years of application
- current work performance evaluation indicating “Meets Job Standards” or above
- acknowledgment and consent from their supervisor

The Mentoring Program occurs between September and February.

For more information contact SPO Gentry at Angela.Gentry@prob.sbcounty.gov.

Mentoring Program Mission
to provide a learning experience and an opportunity for employees to network within our department in order to enhance their knowledge, expand their abilities, and build lasting and mutually beneficial relationships, thus empowering them to successfully develop their professional goals.

Field Training Officer Program



By: Media Specialist II Lori Fowler

When Probation Officer II Zulma Fuentes graduated her 14-week CORE Academy in 2020, her training was not done. From there, she dedicated 320 hours to the Field Training Officer (FTO) Program so she could become a complete officer.

The San Bernardino County Probation Department developed the FTO Program to serve as a guide to train new Probation Officers (POs). The program is designed to teach the policies of the Department and gradually develop officers to become well-rounded, knowledgeable, confident, and professional. Each trainee is paired with at least two field training officers who teach and guide them through office and field procedures. Trainees are evaluated throughout the program and ultimately undergo a pass or fail evaluation at the end. Overall, the program can take about 14-16 weeks to complete.

Upon graduating from the PO CORE Academy, every new Probation Officer must complete the FTO Program.

“The type of first-hand experience with clients and their families, in rural desert areas and city neighborhoods, is critical to the development of new Probation Officers,” Fuentes said. “Not everything can be learned during the FTO program, but the fundamentals and understanding of policies aid in the critical thinking and decision-making exhibited by officers throughout their career.”

There are five different phases in the FTO Program. During Phase 1, the trainee shadows the trainer in the performance of their duties including mapping out targets, communicating to dispatch, conducting probation checks and proper searches, and accurately documenting entries in Caseload Explorer (CE).

“In the beginning, the expectation is for them to simply observe,

to watch what’s going on,” said POII and FTO Liaison Victoria Johnson. “Then as they progress, they are expected to have a more active role, and then eventually be a lead officer and case agent.”

In Phase 2, the trainee participates in learning the duties of Officer of the Day, monitoring CE alerts for the caseload, submitting referrals to treatment, and completing concise reports for Court. In Phase 3, the trainee is responsible for scheduling office and field activities, with minimum guidance from the trainer. In Phase 4, the trainee is completely in control of the caseload. The trainer is now the observer, only watching as functions are performed. This is also the last point that the trainee can practice all the skills learned in the previous phases. Phase 5 is the final evaluation, where the trainee is paired up with a different FTO trainer or FTO liaison and evaluated on their field and office work.

“During the course, trainees are expected to come to work prepared and ready to participate, to make sure their equipment is fully charged and ready to go,” said Armando Alvarez, a Probation Officer II who completed the FTO Program in 2021. “They are expected to grow, and although they might make mistakes, they are expected to learn from those mistakes. Trainees are also expected to put in the time, both on and off duty, to succeed. For me, I practiced handcuffing, searching a person for contraband, memorizing penal codes, and phonetics as much as I could.”

Safety is of the utmost importance throughout the entire program and everything the trainers and trainees do is done with safety in mind.

“That safety application is a necessary component when looking for the completion of a successful officer,” said POII Thomas Kim, who is the other FTO Liaison in the program. “Our trainees need to understand and establish officer safety, as well as observe and improve their knowledge of the law and mandated training.”



2022 Baker to Vegas

A mug, the passing of the torch, and a lot of work



By: Media Specialist II Lori Fowler

Have you ever thought about what it takes to get a team of 20 runners safely across the desert? And then, on top of that, to be awarded a prize mug that places you among the top teams of your category?

The short answer is – it takes a lot. But that’s exactly what the 2022 SBCProbation Baker to Vegas Team did.

This year, the team came in 13th place out of 31 in their category, earning the Department’s 15th mug. They finished 107th overall, out of a total of 216 teams.

The long answer gives more of an explanation about how hard everyone works, both behind the scenes and in the spotlight. Volunteers follow runners throughout the race, keep track of runner and team times, communicate with the team and race officials, catch runners entering the staging area, document the event, and support runners on the course and at staged areas. Runners push themselves mentally and physically through blazing heat and freezing nights, high winds, traffic, and competing teams for more than 18 hours.

Probation Officer III Chris Hernandez has been captain of the running team for nine years, ensuring that runners are healthy, protected, and supported during their 120-mile trek from Baker, CA to Las Vegas, NV. The annual race, which was cancelled for two years in a row due to Covid-19, is the largest law enforcement relay race in the world.

“Planning for this race is a year-round adventure, one that never really stops,” Hernandez said. “It requires a team of people who are committed to hard work.”



Each year, the team captain has to reach out to businesses for sponsorship, plan tryouts and trainings, communicate with previous and new volunteers to begin assigning them roles like coordinator, driver, communicator, catcher, photographer, and stage volunteer, schedule team meetings, communicate with vendors to order team merchandise, and essentially keep track of everything.

“It’s a lot of work, but with most things, the more you do it the easier it becomes,” Hernandez said. “It really could not be done without the help of our awesome organizational staff, some of which include: Michael Aguilar, Luis Salazar, T. Smith, Melissa Carrillo, and Renee Bailey. Everyone else on the team has also helped out and donated their time in so many different ways; making this race happen would not be possible without them.”

Following the First Responder’s Race in October, Hernandez will relinquish his title as captain.

“I have gotten to know so many of our staff by being part of this team,” Hernandez said. “Being captain has required a lot of time, but I hope that time has made it a better experience for everyone. That is my hope for the next generation of captains as well - that they too will improve upon the team’s advancement. I am confident they will do a great job.”

Probation Officer Beverly Rubio will be the new team captain and Probation Corrections Officer Desirae Lopez the new co-captain.

“We are both grateful and honored to be given this chance to lead the Probation Running Club. Chris has done such a great job with the team for the last nine years and we hope to continue to make the Department proud,” Lopez said. “Beverly and I both enjoy running on a regular basis and we want to encourage everyone to keep running and stay motivated for future races.”

Rubio and Lopez have participated in the past as runners. This year, as they prepared for their new roles, they were able to experience exactly how much goes in to organizing the race.

“What stood out the most to us was the amount of time and work it takes to organize and plan Baker to Vegas,” Rubio said. “Thankfully, we had such an amazing team to help coordinate the race this year, everything ran smoothly.”



Leadership Programs Aplenty

Over the years, the San Bernardino County Probation Department Administration team has invested in leadership training to help promote advancement and development among staff. There are several programs for staff – who are looking to promote to supervisor or above positions - to utilize.

The Probation Department ultimately determines who will participate in the programs, based on the employees' level of interest and available spots. Anyone interested in applying for these programs should contact their immediate supervisor for more information.

Management and Leadership Academy

Deputy Chief Probation Officer Dana Smith-Lacy, mentor/coach
Supervising Probation Officer Andre Hill, participant



The Management & Leadership Academy (MLA) was established in 1996 by the San Bernardino County Board of Supervisors, Administration Office, and Department heads. The 7-month program, which is offered through PERC, the County's Performance, Education & Resource Centers, was developed to provide comprehensive management and leadership training to County employees. Throughout the years, the program has been re-evaluated and redesigned to more effectively address the County's increasing need for succession planning at all levels.

"The County is committed to building strong leadership by investing in their employees," said Smith-Lacy, an MLA Mentor/Coach who has been actively involved since 2018. "This program is just one part of building our future leaders."

"Personally and professionally, I feel it is my duty to give back," she added. "I have been afforded opportunities beyond my imagination as a Probation employee over the last 23 years, and I want to share my experiences with people who aspire to grow professionally."

MLA program tracks include Supervisory Development Program (SDP) – preparing staff at any level for the challenges of supervision, Management Development Program (MDP) – providing current supervisors with the skills and knowledge needed to successfully transition into management positions, and Executive Development Program (EDP) – introducing current managers to the challenges and opportunities present in executive level positions.

In addition to the instructional program, there are opportunities designed to help students gain operational insight and experience. MLA participants meet monthly for class at different locations within San Bernardino County and must complete 16 hours of shadowing with an assigned coach/mentor.

"As a participant in the program, I am learning the MLA values of customer service, commitment to quality and ethics, fiscal responsibility, innovation, teamwork, trust, community involvement, and leadership," said Hill, who was enrolled in the 2022 class. "I am also learning that true leadership has little to do with formal position or authority and can be found at all levels of the organization in all types of people."

MLA and other leadership academies provide both an opportunity to develop professional and personal leadership skills and build long-term professional relationships.

"I am grateful that our Department offers the chance to participate in the MLA Program and I am honored to have been selected to participate," Hill said. "The opportunity to enhance your knowledge and further become an asset to the Department is appreciated, and extremely important for its future leaders."

Supervisors Leadership Academy

Ronesh Mistry

Director of Professional Development

Chief Probation Officers of California (CPOC)



The Supervisors Leadership Academy (SLA) is a statewide training program designed to prepare first line Probation Department supervisors for their new role as change leaders. The program creates an organizational culture that supports and encourages high levels of performance. The SLA program, which started in 2011, is intended to prepare supervisors for the next level of leadership in their department.

Topics covered in SLA include leadership roles, organizational culture, learning organization, Evidence-Based Practices (EBP), leading and managing change, understanding the cycle of conflict and workforce diversity, performance measures, data-decision making, reward and recognition, coaching, and mentoring. In addition to classroom lessons, participants are strongly encouraged to network and stay in communication with others in the cohort to aid in exchanging of ideas beyond the SLA program.

SLA is typically offered five times a year. The course consists of 72 hours of classroom time, which is divided into a two, 2-week academies over the course of two months.

“Every successful organization needs leaders who understand the art and science of leading an agency,” Mistry said. “As such, it is important to start sowing seeds with the first-line supervisors in preparing them to navigate the complexities that comes with organizational management as they rise through their ranks.”

MAGNUS Leadership Academy



In 2019, in an effort to further increase leadership development with Probation staff, MAGNUS Leadership Academy was brought to our Department. Instructed by the National Command and Staff College this training provides theory, science principles, practices, formulas and step-by-step inter/intra neurobiological roadmap to “deliver results with confidence.”

The program focuses on teaching tactical, positive intelligence and psychological triggers to activate deeper self-awareness, self-control, and resilience techniques for enhanced performance, effectiveness, and well-being. It is designed for public safety, military, and municipal professionals of all ranks, assignments or job classifications, both sworn and non-sworn and is ideal for first-line, mid-level supervisors and rising leaders.

California Baptist Leadership Institute

Division Director I Carl Landry, participant



LEADERSHIP INSTITUTE

A few years ago, the Department incorporated the 9-week California Baptist Leadership Institute. This is a dedicated curriculum created by California Baptist University to enhance leadership in local organizations and businesses for our staff. The curriculum is based on their Leadership and Organizational Studies Master’s Program, but tailored to San Bernardino County Probation.

This course is taught once a year. Classes are conducted every two weeks for four hours. Currently, both sworn and non-sworn Probation administrators, managers, and supervisors are participating in the program.

Participants are expected to engage in honest dialogue about problems and successes encountered in the Department. The end goal is to produce better leaders throughout the Department.

“Many find themselves in management without a fundamental education in leadership,” said Landry. “It’s to inspire thoughtful consideration of who you are as a leader.”



ACTING PROBATION CORRECTIONS SUPERVISOR I PROGRAM



By: Media Specialist II Lori Fowler

In 2004, as a young Probation Corrections Officer, Michael Minix was chosen by his supervisor to participate in the Acting Probation Corrections Supervisor I (APCSI) Program.

“It was in that program that I had learned how to be a leader, understand the roles and responsibilities of a PCSI, and apply policy and procedures while in that role,” said Minix, who is now a Probation Corrections Supervisor II (PCSI).

The APCSII Program was developed to prepare Probation Corrections Officers (PCOs) for promotion. The criteria for PCOs interested in participating in the APCSII Program include being employed for at least 18 months, having no active-leave restriction and or Work Improvement Plans and no excessive absences in the last 24 months, having no significant disciplinary action within the last 12 months, demonstrating the ability to follow through on policy and procedure as well as modeling those expectations to his or her peers, completing work assignments, independently, on time, and with minimal supervision, and submit a Memo of Interest to be considered - although any supervisor may encourage staff to submit a memo.

Other qualities that supervisors look for in trainees are leadership, the ability to overcome challenges and make split decisions, excellent organizational and people skills, strength of character, innovation, commitment, good counseling skills, task oriented, familiar with the Force Options Matrix, and cross-trained.

Once a PCO is chosen to become an Acting PCSI, they go through a 4-hour training session that covers policies and procedures and other Department aspects. They are then required to complete 40 hours of shadowing as a PCSI. They must also complete two, 8-hour shifts on the AM/PM shifts and one, 8-hour shift on the third shift.

The biggest piece of advice would be to ask questions, Minix said.

“You don’t have to know everything, but you do need to know how and where to get the answer,” he said.

Everyone involved in the program understands how important it is to the Department.

“It is vital for the Department to continue to promote these type of programs in order to keep the staff advancing and to support the Strategic Plan,” Minix said. “The Acting Probation Corrections Supervisor I Training is a major asset in helping to develop our future leaders.”

THE ROVER SUPERVISION PROGRAM

By: Media Specialist II Lori Fowler

The Rover Supervision Program, which was established in 2012 to enhance staff development, offers a unique opportunity to foster an immediate, positive relationship between line staff and supervisors.

Through the program, the Rover Probation Corrections Supervisor I (PCSI) meet staff on their first day of Core. They cheer the cadets on through OC day and stand proud with them as they graduate the Academy.



Upon graduation, the Rover PCSI oversees staff on the living units and provides guidance on the rookie's performance. In addition, the Rover PCSI reviews Caseload Explorer logs to ensure staff are accurately documenting the events of the day. Staff's first incident reports are most often written sitting side-by-side with their supervisor's guidance and support.

"The role of the Rover Supervisor is very important because it sets the tone for the staff to establish trust in the supervisory body. This position was a positive experience for me and has resulted in a great rapport with other officers," Probation Corrections Supervisor I M. Marshall said. "I have officers who have gone on to be Probation Officers, Social Workers, and Sheriff's Deputies - just to name a few -however the relationships that were built during that time will last a lifetime."

All newly-hired staff are considered rovers until they are assigned to a permanent position on a unit.

"It requires a great deal of flexibility, an eagerness to learn, a willingness to work above and beyond, an openness to suggestions and constructive criticism, the ability to communicate and ask questions, and patience," PCSI T. Smith said. "They have to have the determination to endure and the desire to succeed."

"They also need to be OK with filling in the missing pieces, to work the undesired shifts, and work on holidays," she added. "Despite the constant change of schedules and assignments, the experience they gain is worth it in the end."

The staff doing the training have expectations as well. Seasoned PCSIs who have a desire to train and mentor are selected as Rover Supervisors. A PCSI is assigned to oversee the Rovers, while monitoring them on the units, scheduling monthly meetings, and assisting them through the growth process.

The 18-month program allows new staff to train and work various assignments at the juvenile facilities and promotes knowledge, experience, and growth within the Department.

"It also provides a little spice to life," Smith said. "Never a dull moment."



Team Connection

SBC Board of Supervisors Probation Administration

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