



D.C. PRETRIAL SERVICES AGENCY
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The Advocate

Summer 2007

COMMUNITY
ACCOUNTABILITY
JUSTICE

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PSA'S MISSION

To assess, supervise and provide services for defendants, and collaborate with the justice community, to assist the courts in making pretrial release decisions. We promote community safety and return to court while honoring the constitutional presumption of innocence.



Susan W. Shaffer
Director

FROM THE DIRECTOR

Due to all the hard work being done by everyone else in the Agency, these past few months I have been able to afford the time to learn more about what is going on outside the Agency in the field of criminal justice research. It has been exciting to see what is happening around the country that has a strong bearing on what we are doing here in DC. One of the more challenging areas of development is the interest in "evidence based" practices. In fact, CSOSA Director Paul Quander and Associate Director Jasper Ormond presented an excellent program on the social science of evidence based criminal justice interventions at the recent DC Judicial Conference. Although much of the work on evidence based practices has primarily revolved around appropriate sentences and post-conviction supervision, there is increasing interest in looking at how to make the entire criminal justice system more responsive to "what works". The evolving focus from the National Institute of Corrections is "Evidence Based Decision Making For Local Court Systems"—from pretrial risk and needs assessment through supervision and treatment planning, plea bargaining, pre-sentence investigation, sentencing, and post-conviction interventions.

I am pleased to be part of a National Advisory Committee for the National Institute of Corrections that is looking at all of this, and at our first meeting recently in Chicago we raised as many questions as

we tried to answer. There are a lot of givens: there needs to be a systems approach to public safety and greater collaboration with all our partners; there needs to be greater understanding of what works to reduce the risks to public safety that are presented by those who become enmeshed in the criminal justice system; there needs to be better translation of the research that has been done, along with the limitations of the research and ideas for creatively pursuing partnerships to get more research done. If risk reduction is accepted as a primary goal of the criminal justice system (though not the only goal), it is critical that thinking about that issue be done from the moment a defendant steps into the pretrial realm. Much relevant information is collected about each defendant, and that information should be utilized to address any questions of risk that may be presented.

Here is a sampling of what some of the research evidence shows: Incarceration does not reduce recidivism; in fact, it may increase it. Drug treatment is much more effective than expanding mandatory penalties or other law enforcement approaches in reducing drug usage and achieving public cost savings. Treatment programs operated in accord with rigorous research-based evidence can significantly change defendant/offender behavior and result in significant reductions in rearrest/recidivism. Some of the indicators that are often associated with success are: imminent threat of sanctions if continuing drug usage, focus on high risk rather than low risk offenders, early entry into treatment

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and continuous treatment, judicial involvement, especially where the judge utilizes positive reinforcement, the use of tangible rewards, especially when administered frequently and in graduated amounts, and intermediate sanctions for non-compliance if administered consistently, fairly, and expeditiously.

Research in the drug treatment arena has been accompanied by considerable research in the past ten years regarding corrections practices that have been shown to reduce offender recidivism. Most recently, researchers have distilled several basic principles of effective intervention, and although some of them may be more applicable to the lengthier period of post-conviction supervision, it seems highly likely that many of these principles would be equally applicable for pretrial defendants—particularly those higher risk defendants under our supervision for longer periods of time. Given the different legal status between pretrial and post-conviction, these principles may have to be applied differently, but they are worth exploring.

The following is a very brief summary of six areas of relevant evidence based research findings that are compiled in a recent paper by Judge Roger Warren, President Emeritus of the National Center for State Courts, and it reflects some of what we know: (1) The Risk Principle: Effective programming targets those higher risk offenders who are more likely to offend. Placing low risk offenders in more structured and intensive programs along with high risk offenders actually increases the risk that the low risk offenders will reoffend. It also depletes resources that should be devoted to higher risk offenders. Low risk offenders should be diverted from prosecution or placed in very low intervention programs. (2) The Need Principle: Effective programs must target “criminogenic needs”, *i.e.*, those values and behaviors most closely associated with committing crime—needs which if properly addressed will result in a reduction of criminal behavior. The criminogenic needs often found to be most predictive of criminal behavior are low self-control, anti-social personality, anti-social attitudes, criminal peers, substance abuse, and dysfunctional family. Other factors that have been found to have some—but less—effect on recidivism include mental health issues, educational and vocational needs, and unemployment. (3) Risk and Needs Assessment Instruments: The most accurate assessments rely on both actuarial tools and professional judgment, and the best tools measure dynamic as well as static risk factors. Offender characteristics are almost always more predictive of future crime than offense characteristics. Treatments must target dynamic criminogenic needs (low self-control, substance abuse) to be effective. (4) The Treatment and Responsivity Principles: Cognitive-behavioral programs grounded in social learning theory are the most effective in reducing recidivism. A clear set of consequences, both positive and negative, is helpful to individuals in developing their sense of self-control and responsibility for their own behaviors. Cognitive-behavioral programs teach self-control and help solve problems without resorting to violence. The treatment professional role models, role plays, and provides feedback, while offering carrots rather than sticks. A “continuing care approach based on a chronic care model”, with the interim goal to engage and retain the individual in his recovery. The relationship with the case manager/treatment professional is critical to success, and the case manager must be responsive to different temperaments, learning styles, mental health needs, cultures and genders. (5) Motivation and Trust: Behavioral change will only take place if the offender is ready to choose it, and his motivation to change is strongly influenced by interpersonal relationships, especially with counselors, case managers, judges, and other authority figures. Treatment and supervision professionals should be encouraged to train in “motivational interviewing”, designed to encourage full communication and assistance to the individual in resolving any ambivalence in a positive way. Treating people with dignity has an important impact on their willingness to defer to authorities. Studies in the field of “procedural justice” show that when criminal defendants view court proceedings as fair and feel they have been treated with respect, they are more likely to cooperate with legal authorities and voluntarily engage in law-abiding behavior. (6) Integration of Treatment and Intermediate Sanctions: Treatment must be integrated with any sanctions imposed in order to reduce public safety risks. Treatment alone may not provide the necessary behavioral controls, and sanctions alone will not reduce recidivism. (NOTE: I have borrowed liberally in the recitation of these six points from Judge Warren’s words, as he has succinctly summarized a great deal of community corrections research into a 58-page paper.)

There was considerable discussion about a national research agenda for the pretrial field at a recent meeting in Charlotte, North Carolina for pretrial practitioners and researchers sponsored by the National Institute of Justice and the National Institute of Corrections, and moderated by Tim Murray, Director of the Pretrial Resource Center (now renamed the Pretrial Justice Institute!). A number of federal agencies seem interested in exploring “what works” at the pretrial level, and our Agency is in a good position to assist in this effort. We are blessed with a good bail law that mandates a risk assessment and release recommendation from PSA rather than reliance on money bonds. We collect a lot of information that is useful for effective judicial decision

DIRECTOR —

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Clifford T. Keenan
Deputy Director

Hello, PSA!

As always, there's so much going on around here that it's difficult to take a moment to stop and think about the work that we're doing and how very important it is to our community, the courts, and the defendants with whom we work and supervise. Likewise, it is very easy for someone (like me!) to get so caught up with extraneous matters that he (*i.e.*, me) doesn't get to devote the time or attention he should to you, the folks who make PSA the great Agency that it is doing the tremendous work that it does. Thanks for all that you do!

Throughout this edition of the *Advocate*, you will learn about some of what's happening. I encourage you to stay informed and to be as involved as you can in helping to move PSA forward in realizing its vision and accomplishing its mission. While we are usually all pretty busy, we should always be able to find the time to do that extra little bit (such as participating in various work groups, sharing our skills and experiences with others, volunteering when possible, etc.). It really pays off for you personally and for all of us!

I hope that you have been or will be able to do something fun this summer. Everyone deserves a break from the routine in order to get relaxed, refreshed, and reinvigorated. Taking care of yourself, physically and mentally, has got to be first and foremost. It doesn't really matter what you do – just do it! (Okay, so I'm not that original!)

As always, keep up the fine work that you continue to do and always remember how important it is for the defendants, the courts, and the community. You can and do make a difference – always make it a positive one! Take care, and have a safe (and fun!) summer.

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making. We have the resources with our new RAD division and Spurgeon Kennedy's leadership to explore our own data and evaluate more carefully what we do, how we do it, and what our outcomes are. We have a well trained staff that for many years has engaged in many of the practices that are now being called evidence based. Pretrial has always been committed to procedural justice, and it is central to our mission that the pretrial process be seen as fair, respectful, and non-discriminatory. I am excited about the prospect of moving the research agenda to the next level, as I am convinced that if the front end of the justice system performs at its best, it will have lasting benefits for the defendants and for the safety of the community.



Rashida Mims
Special Assistant
Treatment Branch

The National Association of Drug Court Professionals (NADCP's) annual training conference is the largest in the nation focusing on substance abuse and criminality. Attendees learn design tools and skills to plan, implement or enhance their drug court or other problem solving court. Sessions are designed to reflect issues specific to the populations served, including juveniles, adult, family, tribal and DWI courts.

This year, NADCP held its 13th Annual Training Conference right here in Washington, DC, and as the host city, the DC Pretrial Services Agency (PSA) provided over thirty (30) volunteers responsible for monitoring twenty two (22) training tracks of up to six (6) sessions each. In addition to that, our very own Terrence Walton, Treatment Branch Manager, facilitated, to standing room only groups, I might add; his were the most sought after sessions of the conference! This year's conference was a big success, in large part to the army of volunteers provided by PSA. Thank you!!

National Association of Drug Court Professionals
Annual Conference (June 13-15, 2007)
Washington, DC



Charles Windley
Supervisor, Drug Court



Terrence Walton
Branch Manager, Treatment



Saul Atencio



Nicole Green, Katina Palmer, LaTonya McKellery, Pam Brown, Demond Tigs, Takeysha Robinson, Janeth Munoz, Shareda Smith, Tarinna Terrell-Whitmire, Ignacio Guerrero, Antonio Green, Barbara Hill, Aloha Cunningham, Darrell Harrington



Nicole Green



Tracie Wilson, Sharon Banks, Tracey Carson, Glenda Flowers



Pam Brown, LaTonya McKellery, Aloha Cunningham, Antonio Green, Shareda Smith



Johnny Cahn
F&A Director

Office of Finance and Administration

Well, as most of you know by now, Congress ended the Continuing Resolution (CR) on February 15th and provided us with our annual funding levels five months into the fiscal year. All of the cuts we had originally made to our operating plan to accommodate the restrictive CR spending levels have now been restored, and we are scrambling to catch up with contract work for goods and services we had been holding in abeyance. We expect to put all of our resources to effective use in support of our important mission. One of management's key concerns is to ensure full staffing levels so that caseload ratios can be reduced to more manageable levels. The funding we received will certainly support that goal.

We are pleased to report that planning has been completed to lease and redesign additional space on the 10th floor of 601 Indiana Avenue; the entire floor will now be occupied by PSA, and consequently the entire site will be exclusively a CSOSA/PSA building. Additional design work is also underway to restructure the entranceway to the building so that it will operate much like the one at 633 Indiana Avenue, i.e., a permanently staffed guard station and magnetometers to screen individuals who are not Agency staff.

As those of you who currently work in 601 Indiana Avenue are (painfully) aware, our management company is installing two new elevators in that building. We are keenly aware of, and sincerely apologize for, the unavoidable, intermittent inconveniences associated with getting this project completed. With one elevator dismantled and the second one acting like an old, inefficient elevator (which it is!), your periodic treks up and down the stairs are a source of great frustration to me personally. I am told that as soon as the first new elevator is installed, it will be so efficient that you won't even miss the second one until it too is installed. I hope those promises have some real substance to them. In the meantime, I am counting the days with you!

Other facilities work is ongoing to improve the workspace in Room C-225 at Superior Court. As our staff continues to grow, we must make optimal use of the space allotted to us. New overhead fans have been ordered for spaces currently suffering from inefficient ventilation during the summer. New furniture is also being ordered to augment the new cubicles recently installed in C-225.

Accounting and Procurement are working diligently toward our July implementation of the new financial system. Training for F&A employees was held during the second week of June. Training for other PSA staff who will interface with the system will be scheduled soon after initial implementation and a "shake-out" period. This training will apply primarily to Program Assistants and COTRs (Contracting Officers Technical Representatives). We will keep you posted on new developments.

F&A welcomes Rachel Dobbs to the Procurement office. Rachel joins us from the Government Printing Office and brings a solid background of federal acquisition experience. We regret that Ayana Bess is leaving us to take a new position at the Department of Commerce. We wish her much success in her new endeavor. We also bid farewell to Brian Hutton and wish him success in his career path.



**Office of
Information Technology (OIT)**
Ron Hickey, Director

Several changes have recently been made to our desktop computers. The most significant change was an improved e-mail presence for PSA among our criminal justice partners. Your e-mail address was changed to Your.Name@psa.gov, instead of Your.Name@csosa.gov. This new address helps external recipients clearly identify PSA correspondence and eliminate any confusion with probation and parole matters. Along with the psa.gov address change, we will shortly be rolling out a new tool to allow you to flag outgoing e-mail as “secure.” E-mail flagged will be encrypted in a secure site, and the recipient will automatically be directed to that site to retrieve the message and attachments. This product will allow us to be compliant with Privacy Act and Federal Information Security Management Act (FISMA) requirements to appropriately safeguard sensitive personally identifiable information (PII). As a reminder, until this change goes into effect, please do not send reports (*i.e.*, Drug Status and Violation Reports) that contain sensitive information via e-mail.

Another change was an upgrade to the latest version of the Windows Internet Explorer, known as *IE-7* in the IT world. This product is a more secure version of Internet Explorer version 6, which was the version *IE-7* replaced. One of the most useful new features of *IE-7* is tabbed browsing, which allows you to open up multiple windows within the browser without creating another instance of Internet Explorer. We are currently completing deploying *IE-7* on all Agency PCs.

In early fall we will deploy new servers to host the PRISM database and application. We are expecting to see some performance improvement when this equipment goes on line.

We will begin work soon on some enhancements and changes to the PRISM Diagnostic Module. Operations recently completed a project to identify the changes needed and define them in a Functional Requirements document. When deployed sometime in FY 2008, these alterations will bring PRISM more closely in line with the new Court Services business process and streamline the preparation of Pretrial Services Reports.

In early March, PRISM celebrated its fifth anniversary. That’s five years of “walking the beat” in support of the Pretrial Services Agency, its criminal justice partners, and the community. Over the next several years, we’re looking forward to making PRISM an even better system for all its users.



Office of Operations
Kim Whatley, Director

I wanted to take this opportunity to update you on a variety of activities and news from the Office of Operations. First, while it may be hard to believe, April 10 marked my one-year anniversary here at PSA! Time flies while you are having fun. And, I have been having fun. It took me a while to learn where all the conference rooms are located and I continue to learn PSA staff by name. This is no easy feat when the authorized staffing level for Operations during my one-year tenure rose from 229 to 241--this is an addition of 12 new positions! This means we are hiring again and there have been lots of opportunities for staff to apply for reassignments.

Both Darren Gowen and Michael Williams recently celebrated their one-year anniversaries as deputy Operations directors. In view of this landmark, I recently announced that our deputies have rotated assignments. This means that while Mike is still working with the Court Services Branch, he now has added responsibility for the Drug Testing and Compliance Unit. Also, while Darren continues to work with the Treatment Branch, he now has added responsibility for the Supervision Branch. These rotations allow the deputies an opportunity to learn all aspects of PSA operations. Fresh eyes mean fresh ideas so I hope you will welcome your new deputy into your branch or unit.

We have not missed a beat in Operations over the winter months. We continue to work on various initiatives that have impact on parts of Operations. For example, a number of staff have been briefed and invited to comment on the draft functional business requirements document for Diagnostic. I understand staff from all branches and units have been eager to provide views and offer support to Michelle Consuegra in her efforts to create efficiencies in the work to prepare pretrial services reports. We have also created a work group to be led by Demond Tigs (Ops) and Brian Rybicki (RAD) to develop interview, investigation, and report writing protocols for the Court Services Branch. This work is new and exciting and I suspect you will hear more about it in the coming months.

Our work, with the assistance of Michelle Amos (RAD), on supervision protocols also continues. You will hear a lot more about this initiative in coming weeks, including efforts to adopt an Agency-wide supervision philosophy.

Our work in Operations on office and officer safety continues. As you may know, our recent annual training conference included several safety-related training programs. We recently had an Officer Safety Work Group meeting and our consultant, Robert Thornton, Director of Community Corrections Institute, was on hand as we finalized our work on the office safety procedures.

WHATLEY—
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Darren Gowen
Operations Deputy
Director

The Drug Testing and Compliance Unit: Excellence in Action!

Mike Williams and I recently completed our first year as deputy Operations directors and have rotated some of our assignments. Since the Drug Testing and Compliance Unit (DTCU) rotated to Mike, I would like to highlight a major DTCU accomplishment and share my thoughts about working with employees in the Unit, and in particular the Manager, Carolyn Bowen.

The DTCU staff recently completed a *process review* of their work and developed recommendations for improvements. As project manager, RAD's Brian Rybicki interviewed staff, observed their work and mapped the processes. Carolyn and I worked closely with Brian over many months. DTCU staff offered many ideas to improve the workflow and applied many of them as the review progressed.

For example, to better manage the waiting line at the adult testing counter in C-220, some of the defendants in line are re-routed to check-in at the juvenile testing counter in C-210. To more evenly distribute the weekly workload, newly placed defendants are directed to report for testing on slower days. Also, a larger number of defendants are now directed to test at the Satellite location. As a result, the fluctuation in daily collections has smoothed and weekly collections at the Satellite Office are about 50 percent higher than last year.

This was spearheaded by Supervisors Pam Brown and Lavita Bryant who, with their respective teams, successfully coordinate the DTCU's work each day. I have learned a great deal from Pam and Lavita about leading a team. Several months ago when the power went out at the courthouse, DTCU staff relocated to the much smaller Satellite Office and, with help from IT and Facilities, continued to process hundreds of defendants without disruption.

As the number of lockups surged during the crime emergency last summer, like other units in PSA, DTCU struggled to keep up. This became more difficult when eight DTCU staff left for positions inside PSA or elsewhere. Carolyn, Pam and Lavita worked alongside their team members at the check-in counters.

Carolyn's years of experience leading people became invaluable during this time. I have learned some lessons from her about keeping a team on track and in the spirit of looking out for one another. Exchanges between Carolyn and her team occur in an air of mutual trust and respect. Staff naturally conduct themselves professionally and work as a genuine team, even when the team is suddenly smaller!

I want to express my personal appreciation to the women and men of the DTCU who provide quality service on a continuous basis to the court, PSA and others. Please know that your hard work individually and as a group speaks volumes about your professionalism, and I have been extremely proud to be associated with you!

WHATLEY—

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Finally, let me just talk a little about quality. We are working hard to identify and select staff that will help us develop an Operations-wide quality control program. This is important work. While we can't review every pretrial services bail report or compliance report, we can put measures in place to provide for a systematic review of the work we do and the data we collect. We can identify trends, point out recurring problems, and develop training programs and job aides to reduce recurring errors. To do so, as a starting point, the Office of Operations will sponsor a two-day retreat this summer that will help us to understand the basic concepts of quality control and assurance, and internal controls. This will help us define our own program. We will then rely on the supervision and pretrial services investigation and reporting protocols to help us formulate specific quality control measures and tools that will be used to identify operational quality control issues.

In closing, I want to take this opportunity to thank you for the exceptional work you do each day. We have a lot going on in Operations, but I rely on each of you to help us get the job done each day and you always rise to the occasion. Thank you and let's enjoy the summer.



Michael Williams
Operations Deputy
Director

So Long Old Friend... Hello New Adventure

University of Michigan Management Professor Robert E. Quinn wrote, "One key to successful leadership is continuous personal change. Personal change is a reflection of our inner growth and empowerment." I have mixed feelings about rotating as the Deputy Operations Director from the Supervision Branch to the Drug Testing and Compliance Unit (DTCU). On the one hand, I am anxious about moving from an area of the Agency that I have been very involved with for the past eight years. However, I am also very excited about working with the outstanding leadership and staff of the DTCU.

Since August 1999, I have worked on the supervision side of PSA operations—first as line supervisor, then as branch manager, and finally as deputy operations director for supervision. In that time, I was constantly aware that I was working with some of the finest individuals here at PSA. I learned so much from the supervisors and staff that I can't begin to chronicle all of it here. It has been my pleasure to watch and in some instances assist those employees in their personal and professional growth. Of particular note, I must mention Eric Holder, who assumed responsibility for the branch in March of 2006. His transition from the Treatment Branch to the Supervision Branch has been a solid example of leadership here at PSA. His fresh perspective and unique experience has given new life to the Branch, and I have really appreciated being a part of that transition. I also look forward to watching as Eric, Darren and the staff move the Branch forward to reach its highest potential.

I have always been impressed with the commitment and dedication displayed daily by the supervisors and staff in the Drug Testing and Compliance Unit. These are the people who take on defendants at their best and sometimes at their worst. However, they seem to always display a professionalism that is hard to match. The volume of work produced in DTCU can be overwhelming; however, day after day the staff manages to get it all done. I can't wait to learn the intricacies of the work they do, and hope I can be of assistance in finding and implementing efficiencies that will make it an even better place to work.



by Saúl Atencio
Pretrial Services Officer
General Supervision

What is LEP?

In 2004, a PSA work group was formed to address the concerns of defendants who had limited English proficiency. It was initially known as the Spanish Work Group. Since a majority of PSA defendants who have limited English proficiency are Latinos, it was only fitting that the focus of the group shifted on how PSA can serve this Community better. Fast forwarding to the present, this group has become known officially as the Limited English Proficiency (LEP) Group. This is a standing work group that has no completion date due to the uniqueness of its objective. It is composed mainly of PSOs and staff that seek better ways to improve services for non-English speakers by advising administration and working to bridge the gap of cultural differences through information and training. Furthermore, the LEP is committed to not only working with the Latino Community but all communities that do not speak English as a first language, including the hearing impaired.

Within the last year, the LEP Group has been instrumental in placing bilingual signs on the 9th, 10th, and 11th floors of 633 Indiana Avenue. Special thanks to our Director of Operations, Kim Whatley, for her tremendous help in getting this project completed. The LEP has also been active in attending two recent college fairs at the University of Maryland (College Park) and the University of the District of Columbia, in an effort to recruit bilingual applicants. A training program (with the assistance of the PSA Training Department) was also developed to help new bilingual officers on how to better work with Latino clients. Finally, LEP members voted Sherma Almeida (Office of Research, Analysis, and Development—RAD) as the first elected Chairperson of this Group (2007-2008).

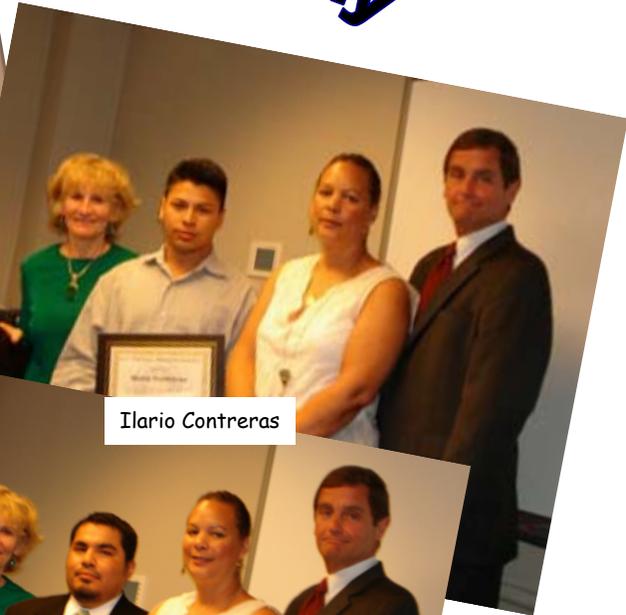
This year, the LEP Group is actively working on the following projects: a presentation titled "Working with the Latino Client" was offered during our PSA Training Days; the college recruitment campaign to attract more bilingual employees will continue; the completion of all translated PSA forms from English to Spanish; posting more Agency-wide bilingual signs; and the proposal of an annual workshop for all bilingual Operations staff geared at the changing trends in the community, will be offered. With these tools, the LEP Group hopes to provide equal services for all defendants.

Anyone interested in more information about the LEP Group should contact Sherma Almeida (Sherma.Almeida@psa.gov or 220-5578), or me (Saul.Atencio@psa.gov or 585-7993).

LEP Awards Ceremony



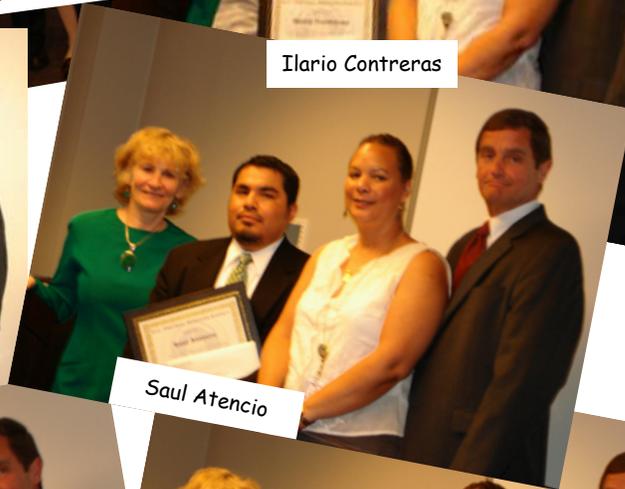
Directors Shaffer, Keenan and Whatley with Honorees



Ilario Contreras



Sherma Almeida



Saul Atencio



Roger Hernandez



Ana Caro



Janeth Munoz



Victor Alcalde

Honorees not present for ceremony: Patricia Dos Santos, Veronica Onsurez-Pannell, Angela Wigglesworth



2007 Annual Training Needs Assessment
by Stephanie Campbell
HR Specialist

The federal government requires heads of agencies to review, at least annually, organizational, occupational, and individual needs for training by *Executive Order No. 11348 §303*. In order to remain in compliance with and adequately prepare for your training needs, each year the Training and Career Development Center conducts training assessments at all levels of the organization. We asked our top level managers to identify the training they believed mid-level managers and 1st line supervisors need to attend in order to better meet, maintain or enhance current performance. We also asked the managers and supervisors themselves to identify what training they believe they need in order to better meet, maintain or enhance their current job performance. Next, we asked 1st line supervisors to identify the training they believe their direct reports (non-supervisory employees) need in order to better meet, maintain or enhance current performance, and of course we asked you to identify what training you believe you need to better meet, maintain or enhance your current performance, and this is what you said!

So what did non-supervisory employees and their supervisors say non-supervisory employees need the most?

Communicating Persuasively	Project Management
Developing Effective Report Writing Skills	Resolving Conflict
Effective Time Management	Writing Skills (grammar, editing, proofreading)
Eliminating Stress	Problem Solving
How to Handle Difficult People	CPR/First Aid
Leadership for Non-Supervisors	Customer Service
Microsoft Excel	Diversity Awareness
Presentation Skills	Domestic Violence Education
	Suicide Awareness

Many of the classes listed above are currently being offered! The Summer Learning Series catalog of classes is posted on the intranet.

By the way, congratulations to the Court Services Branch and the Office of Human Capital Management with a 72% response rate to the survey.

Don't forget, there is still time to earn those mandatory professional development hours. You have until July 31, 2007 to get the requisite hours. Your requirement can be fulfilled a number of ways: attending formal training classes like the ones listed above, attending a conference, shadowing, on-the-job training, completing a detail, conducting an informational interview, participating in a book club, or completing an on-the-job project. For more information about how to complete your mandatory professional development hours' requirements, contact your training liaison, Norma Scott, or me.

Happy Developing!



Supervision Protocols Project

Michelle Amos, Policy and Program
Development Manager, RAD

The D.C. Pretrial Services Agency (PSA) is committed to using automated tools to enhance defendant supervision. However, integration of these tools assumes specific, consistent, and well-articulated supervision and case management procedures currently not established within the Office of Operations. To address this, the Office of Operations, Office of Research, Analysis and Development (RAD), Training and Career Development Center, and Office of Information Technology are developing a single information source for all Pretrial Services Officers (PSOs) on acceptable procedures to manage effectively defendants under pretrial supervision. This source of information will provide comprehensive working instructions to PSOs and, in turn, illustrate the most appropriate and effective use of selected automated supervision tools.

The Office of Operations and RAD approved a management group, consisting of the two deputies of operations, the branch managers of supervision and treatment, and the director of RAD, as supervisory oversight to review core work group meeting notes, and provide information as discussion points in branch manager meetings. The management group then identified components of supervision, and divided the proposed work group into these components, according to each member's expertise. I facilitated the weekly meetings of the work group to focus on development of procedures for the identified components.

It took eleven weeks to complete, but well worth the effort. The work group provided the management team with a document providing recommendations for comprehensive working instructions for PSOs. It is now in the hands of the management group to review the recommendations along with supervisors to accept or decline any of the recommendations and to determine feasibility.

We will be working all summer to finalize a draft of supervision protocols.



Mr. President, Don't Challenge PSA!

Vaughn Wilson, Pretrial Services Officer, District Court Unit

A challenge was issued by President Bush, and PSA responded! April 15-21, 2007 was designated National Volunteer Week. During that week, federal agencies were mandated to sponsor volunteer activity and encourage employees to participate. I was one of the many PSA employees who spent a day working with D.C. Habitat for Humanity.

Habitat for Humanity houses are affordable for low-income families because there is no profit included in the sales price. Mortgage length varies from seven to thirty years. Our Agency helped build a house in the District of Columbia. From putting on roofing to building porches, our skills were utilized. Everyone worked as a team—banging nails, cutting wood, and carrying drywall.

I enjoyed the interaction with various volunteers. My team consisted of a human resources manager, probation officer, pretrial services officer, and a retired counselor. Teresa, our supervisor at the job site, is an employee of Habitat. Teresa has been with Habitat for a few years, and was both knowledgeable and helpful. According to Teresa, a family applies for, or is recommended for, Habitat housing. A selection committee chooses homeowners based on their level of need, their willingness to become partners in the program, and their ability to repay the loan. Habitat follows a non-discriminatory policy on family selection. Neither race nor religion is a factor in choosing the families who receive Habitat houses.

Each Habitat family has to complete 300 hours of sweat equity prior to moving into their homes. The family works alongside the volunteers. That may seem like a lot of hours; however, Teresa informed us that the family may request help from relatives and friends. Most families do weekend work so, unfortunately, I was unable to meet the family for the house I was working on. I know that some of you are wondering, "What in the world was Vaughn doing?" Well, if you were there, you would know. Since we are considered a law enforcement agency, do your research and find out. When you find the answer, please let me know. It'll be quite interesting to see what you come up with. Working with the D.C. Habitat for Humanity was a rewarding experience.



PSA Director Shaffer and CSOSA Director Quander

Expression of Appreciation from
PSA Director Susan Shaffer

Special thanks to the 31 Pretrial Services Agency staff who donated 183 hours of time the week of April 17 to very good causes: Habitat for Humanity, Food & Friends, and Anacostia River Clean-Up. I certainly enjoyed the day I spent, not only getting the chance to see some of you in another context (like up on a roof with a hammer in your belt...), but to work together as a team. These opportunities bring renewed energy (after the exhaustion passes...) and re-commitment to ensuring that we make time in our lives to remember how fortunate we are, whatever our burdens. Thank you for sharing in these wonderful opportunities. I hope there will be others ahead. Thanks to Claire [Johnson] and Rashida [Mims] for getting us started!

Susie

Editor's Note: Thank you to the volunteers who recently helped clean-up and restore the Marvin Gaye Park; unfortunately, no photos are available. Also, we do not have photos of the Anacostia River Clean-Up.







Romeyn Rowilson
Sr. Human Resources Spec.

TSP Planning for FERS Employees

The majority of D.C. Pretrial Services Agency (PSA) employees are covered by the Federal Employees Retirement System (FERS). This is a defined contribution retirement plan. Employees must take an active role in determining how much money will be available for their retirement.

We will receive Social Security benefits, but the combination of the FERS annuity and Social Security benefits will not come close to funding a viable retirement. FERS employees must contribute to our IRS 401(k) accounts, the Thrift Savings Program accounts available to us, with matching funds availability. Use this link to compute the funds you will need to save this year and beyond in order to properly fund your retirement: <http://www.choosetosave.org/ballpark/index.cfm?fa=interactive>.

Did you compute the “ballpark” figures? *[Note: This Editor did just that; it’s a great tool.]* Do yourself a favor and complete this exercise. Now you know that you have some work to do. The very first goal of an employee covered by the FERS retirement system should be to contribute the maximum amount allowable this year and every year until retirement. The IRS maximum allowable contribution is \$15,500 for 2007.

The next goal for any employee is to pay down credit card debt ... to a zero balance! Recent surveys show several important outcomes that apply to PSA employees. They found significant relationships between financial satisfaction, personal finance-work conflict, organizational commitment, and pay satisfaction. It was also found that a higher level of financial well-being was associated with higher performance ratings, less absenteeism, and less work time loss. Employees who participate in workplace financial education more fully understand personal finances and recognize how financial literacy impacts their future financial matters.

So take a snapshot of your financial status, starting with the goal of retirement planning. You will be happier knowing you paid yourself first (your retirement contributions). I hope you find this information informative. If you have any questions, please call me on 220-5678, or send me an e-mail at Romeyn.Rowilson@psa.gov.

Intern Semester 2007

Geraldine F. Decembre

“Welcome to the D.C. Pretrial Services Agency’s internship program. ... At 9:00am, report to 601 Indiana Avenue NW, Washington D.C. for orientation.” All of my senses were aflame while reading those words. Since then, a lot has transpired. Initially assigned to the General Supervision Unit, I have been working with supervisors Patty Sucato (Team 1), Staci Burrough (Team 2), and Keelon Hawkins (Team 3).

My internship experience with the Agency thus far has been nothing short of invigorating! During the Agency-wide tour, I picked up on the relaxed but professional cultural aspect of PSA. The positive atmosphere helped me to feel like I was part of the team from the onset.

The PSOs at the Training and Career Development Center are fabulous at what they do. Looking back, their orientation and training sessions have greatly assisted me in my grasp of the work that PSOs perform, and the integrity and responsibility one must possess to be successful in the Agency.

Supervisors have done an excellent job communicating with each other to ensure that the tasks I have been assigned are varied and successive. As a result, I have been exposed to almost every aspect of case management, including generating reports to court, assessing and addressing compliance/non-compliance, bench warrant investigations, observing actual court proceedings, conducting face-to-face interviews, and performing case closeout assessments, just to name a few.

I have observed and appreciate the Agency’s dedication to continuous training and development for its employees. The availability of opportunities for personal and professional growth shows that PSA has a strong dedication to upholding its core values. For example, I had the pleasure of attending the Black History Month celebration where one of the keynote speakers was Leon Harris, ABC 7 News anchor. Mr. Harris told of having a life-changing spiritual encounter with his African ancestors. He had this experience while touring a former holding area for slaves on an island off the shores of Senegal. The most resonating aspect of Mr. Harris’ story was that he illuminated the fact that every African-American in the room represented the “best of the best” because only the strongest and most resilient slaves reached American shores. I believe I speak for everyone who was in attendance when I say that Mr. Harris’ story served as an inspiration for everyone to continue to strive for excellence in their work, and foster empowerment within the African-American community.

I am currently in the midst of an Agency-wide unit rotation as part of my supervisors’ goal to give me a broad perspective of the Agency. The wealth and quality of experience I have received from PSA thus far is invaluable. I am confident that I will be able to apply my newly-acquired knowledge in any career I choose to pursue. Who knows, maybe one day I will be reading, “Welcome as a new D.C. Pretrial Services Agency staff member!”



Administrative Professionals Business Skills Series

by Annette Bryant, Receptionist
Office of the Director

I attended the Court Services and Offender Supervision Agency's (CSOSA) Administrative Professionals Training Business Skills Series. There were several topics that I found to be quite interesting, such as *Themes*, *Decide to Get Organized*, *Telephone Techniques*, *Handling Interruptions*, and *What Customers Want*. These topics not only covered our professional careers, but could easily be applied to our personal lives as well. I found the instructors to be very knowledgeable, prepared and creative in their approach to the subject matter. Given the positions we hold and our workloads, if we apply what was taught, I believe it could make our jobs more productive. Some highlights were:

“Themes”

Get organized.
Set long term and short term goals.
Schedule your time.
Handle interruptions.
Control paperwork.

“Telephone techniques”

Try to answer the telephone by the third ring.
Identify yourself by name when you answer or place a call.
Make sure you don't talk with gum or food in your mouth.
Speak in a natural tone directly into the mouthpiece.
Make an effort to sound pleasant – put a smile in your voice.
Thank the other person for waiting if you need to put them on hold.
Avoid shouting when you call others to the telephone.
Thank the person for calling at the end of the conversation.

“Handle interruptions”

Go to the other person's office.
Explain that you are busy.
Do easy jobs while on the phone.
Establish times when you'll take phone calls.

There was a “Stress and Your Health Session”. If you are spending a lot of time worrying about doing things right, maybe you're not doing the right things. Too often we find ourselves overcommitted and overwhelmed, rushing through each must-do task of the day, and end up with burn-out. Try to keep your workload in the manageable range.

“Physical Symptoms of Stress”

Heart pumps faster and with greater force.
Blood pressure rises quickly.
Breathing rate increases.
Widening of pupils.

“Decide to get organized”

Start by finding out what you are currently doing with your time.

“Organize your day”

Don't schedule every minute of the day.
Pick your best time to do the toughest jobs.
Take time to think and relax.
Keep one “to do” list.

“Customer service summary”

Poor customer service experiences have a wider impact than positive experiences.
Customers usually do not communicate their dissatisfaction; they just leave.
Customers become dissatisfied when more than one person becomes involved.

“Physical Signs of Stress”

Muscle Tension
Headaches
Backaches
Neck ache



NLECTC Conference

Anthony W. Davis
Assistant Pretrial Services Officer
Drug Testing and Compliance Unit

I attended NLECTC's (National Law Enforcement & Corrections Technology Center) 7th Annual Innovative Technologies for Community Corrections Conference in Atlanta. There were many informative vendors and exhibits that helped me broaden my knowledge in Electronic Monitoring, Remote Alcohol Testing, and Sweat Patch Drug Testing.

I went to a post-conference social with a vendor named Omnilink Systems, Inc. To summarize the session, Omnilink provides real time tracking information of defendant's movement. Their structure is designed to combine Global Positioning System (GPS) technology, wireless, Radio Frequency Identification (RFID), and situation-specific sensors to monitor the status of people and valuable assets, and inform users immediately if pertinent critical factors such as location, time, temperature, route, volume and pressure go outside the predetermined area. Rather than using the usual GPS devices, Omnilink is using PDA (Personal Device Assistant) phones such as the Treo or Pocket PC; these phones are equipped with GPS functions.

Some of the other vendors I spoke with include: Elmo Tech, whose instrument is the "MEMS 3000" which is a monitoring unit that integrates alcohol testing, video identity verification and radio frequency presence monitoring into a home unit; Bio Voice ID, which monitors defendants with random, scheduled, or on demand, inbound and/or outbound verification calls over digital or analog telephones; and Eye Check, which provides non-invasive screening for drug impairment. Benefits of this technology include non-invasive, no contact with body fluids, non-gender specific, cost, time-saving, and pass/fail immediate results.

The classes (*Evaluating Transdermal Alcohol Testing, Sweat Patch vs. UA Testing, and Evaluating Your Electronic Monitoring Program*) were informative as well. The presenters gave their views; however, the onus was placed on each agency to make the decision that would provide it with the most effective technological advances to complete their required tasks.

I met a lot of people who were promoting new products and technologies, while at the same time providing a valuable service to law enforcement to aide in public safety and welfare. I networked and gained some new contacts, as well as broadened my knowledge of some technological aspects that assist law enforcement agencies in completing their everyday tasks.

BRYANT —
Continued from
previous page...

"Stress Exercises"

A lot of times when we get home we drop our bag or briefcase and start our second job — the children, looking over homework, starting dinner, or whatever the case may be. Take a few minutes for yourself and try this exercise. Practice closing your eyes, breathe in deeply through the nose, hold and briefly exhale through your mouth. Do this about 2 to 3 times and you should feel more relaxed.

It was good to see CSOSA Director Paul Quander, Jr., who took the time to sit in on the classes and listen as we talked about our day-to-day work. He not only listened, but also offered words of encouragement. Thank you, Mr. Quander; it meant a lot to me personally.

Congratulations Peer Award Recipients

April-May 2007

3rd Nominations!

Chenequa Dixon

Teamwork (Diagnostic)

John Lucas

*Teamwork, Customer Service,
Work Ethic (Specialized Supervision)*

Takeysha Robinson

Respect (Sanction-Based Treatment)

April-May 2007

John Copes

Teamwork (Diagnostic)

Franklin Dunn

Teamwork (Drug Court)

Samuel Johnson

Teamwork (Diagnostic)

Rashida Mims

*Teamwork, Customer Service, Initiative
Treatment Branch*

Darius Reed

Work Ethic

Drug Testing and Compliance

Christopher Talley

Initiative, Teamwork (Diagnostic)

Sydney Wiggins

Initiative, Teamwork (New Directions)

March 2007

3rd Nominations!

Annette Bryant

*Customer Service, Teamwork
Office of the Director*

Ronetta Harris

*Teamwork
Drug Testing and Compliance*

Katina Palmer

*Customer Service, Teamwork
Drug Court*

Angela Simmons

*Customer Service, Initiative,
Teamwork, Work Ethic (F&A)*

March 2007

Jennifer Criswell

Teamwork (Diagnostic)

Jennifer Hall

*Teamwork, Customer Service
Information Technology*

Barbara Hill

Initiative, Teamwork (Drug Court)

Bonita Massey

*Teamwork, Customer Service
Training and Career Development*

Kevin Matthew

Teamwork (Drug Testing and Compliance)

Agnes Ossolinski-Gooder

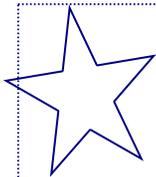
Initiative, Teamwork (Diagnostic)

Mikal Roc

*Respect (Forensic Toxicology
Drug Testing Laboratory)*

Richard Taylor

*Respect (Forensic Toxicology
Drug Testing Laboratory)*



Congratulations

to all those who received 3 peer award nominations!
This entitled them to choose a Tier 1 award.

Don't know what a Tier 1 award is?

Stop by Human Resources
and check out the peer awards display case.

Congratulations Peer Award Recipients

February 2007

3rd Nominations!

Pamela Brown

Teamwork (Drug Testing and Compliance)

Sylvia Jones-Neclos

*Initiative, Teamwork
Drug Testing and Compliance*

Lavon White

*Teamwork, Work Ethic
Drug Testing and Compliance*

February 2007

Gwen (Renee) Bush

Teamwork (Diagnostic)

Jennifer Criswell

*Customer Service, Work Ethic
Diagnostic*

Chenequa Dixon

*Teamwork, Customer Service
Diagnostic*

Ignacio Guerrero

*Teamwork, Work Ethic
Drug Testing and Compliance*

Wilbur Harper

Teamwork (Diagnostic)

Sheena Hungerford

Teamwork (Diagnostic)

Charles Johnson

*Initiative, Teamwork
Drug Testing and Compliance*

Brant Powell

Teamwork, Integrity (Diagnostic)

Irene Wyche

*Teamwork, Customer Service
Diagnostic*

January 2007

3rd Nomination!

Sharon Parker-Ware

*Work Ethic
Court Services Branch*

January 2007

Wilbur Harper

Teamwork (Diagnostic)

Brant Powell

*Respect, Teamwork, Work Ethic
Diagnostic*

Shareda Smith

*Initiative, Teamwork
Drug Court*

Christopher Talley

*Customer Service, Teamwork
Diagnostic*

December 2006

3rd Nominations!

Kendra Brown

*Initiative, Teamwork, Respect
(Drug Testing and Compliance)*

Anthony Davis

Respect (Drug Testing and Compliance)

December 2006

Caitlin Bane

Respect (Drug Testing and Compliance)

Brian Beatty

*Teamwork, Work Ethic
(Drug Testing and Compliance)*

Adrina Smith

Respect (Drug Testing and Compliance)

Demond Tigs

Initiative, Teamwork (Operations)

~ **Congratulations Honorees** ~

Limited English Proficiency (LEP)
Work Group
and Bi-Lingual Employees

LEP Work Group

Sherma Almeida, Chair
Saul Atencio
Ana Caro
Roger Hernandez
Janeth Munoz
Veronica Onsurez-Pannell
Angela Wigglesworth

Bi-Lingual Services

Victor Alcalde
Sherma Almeida
Saul Atencio
Ana Caro
Ilario Contreras
Patricia Dos Santos
Roger Hernandez
Janeth Munoz
Veronica Onsurez-Pannell

Thank you, PSA!!

CFC goal surpassed!
Your generosity put us over the top,
at \$30,941.34.

~ **Congratulations** ~
Monthly Parking Drawing Winners

June 2007

Natasha Davis (Court Reps)
Angela Simmons (F&A)

May 2007

Michelle Amos (Research, Analysis & Dev.)
Christopher Talley (Diagnostic)

April 2007

Staci Burrough (General Supv.)
Tarinna Whitmire-Terrell (New Directions)

CONGRATULATIONS
WINNERS OF THE 8TH ANNUAL TASTE OF CSOSA

JUDGES' SELECTIONS

Side Dish

Taste - Chanea Cary, Spinach Artichoke Dip with Crab Meat
Presentation - Nakeita Tate, Summer Breeze Fruit Dip

Entreés

Taste - Tie: Ina McNair, Chicken Supreme
Wil Parker, Bar-B-Q Shrimp
Presentation - Hyun Park, Asian Dumplings

Desserts

Taste- Tie: Laura Cowan, Laura's Cake
Tracie Wilson, Strawberry Shortcake with
Caramel Apples & Snickers
Presentation - Joan Hall, Lemon Delights & Pecanettes

PEOPLE'S CHOICE AWARDS

Side Dish -Chanea Cary, Spinach Artichoke Dip with Crab Meat
Entrée—Penny Spivey, North Carolina Bar-B-Q
Dessert -Tracie Wilson, Strawberry Shortcake with
Caramel Apples & Snickers

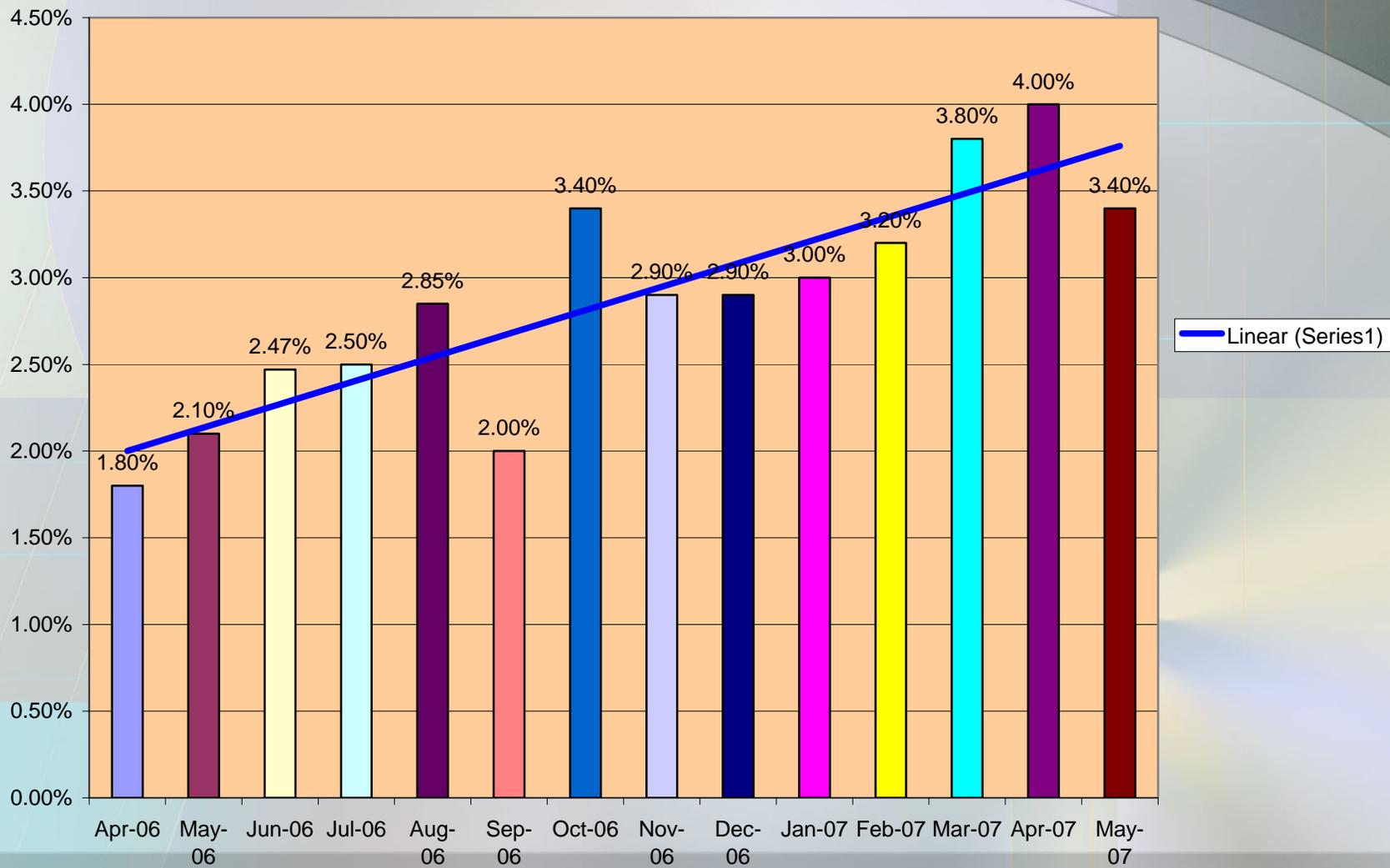
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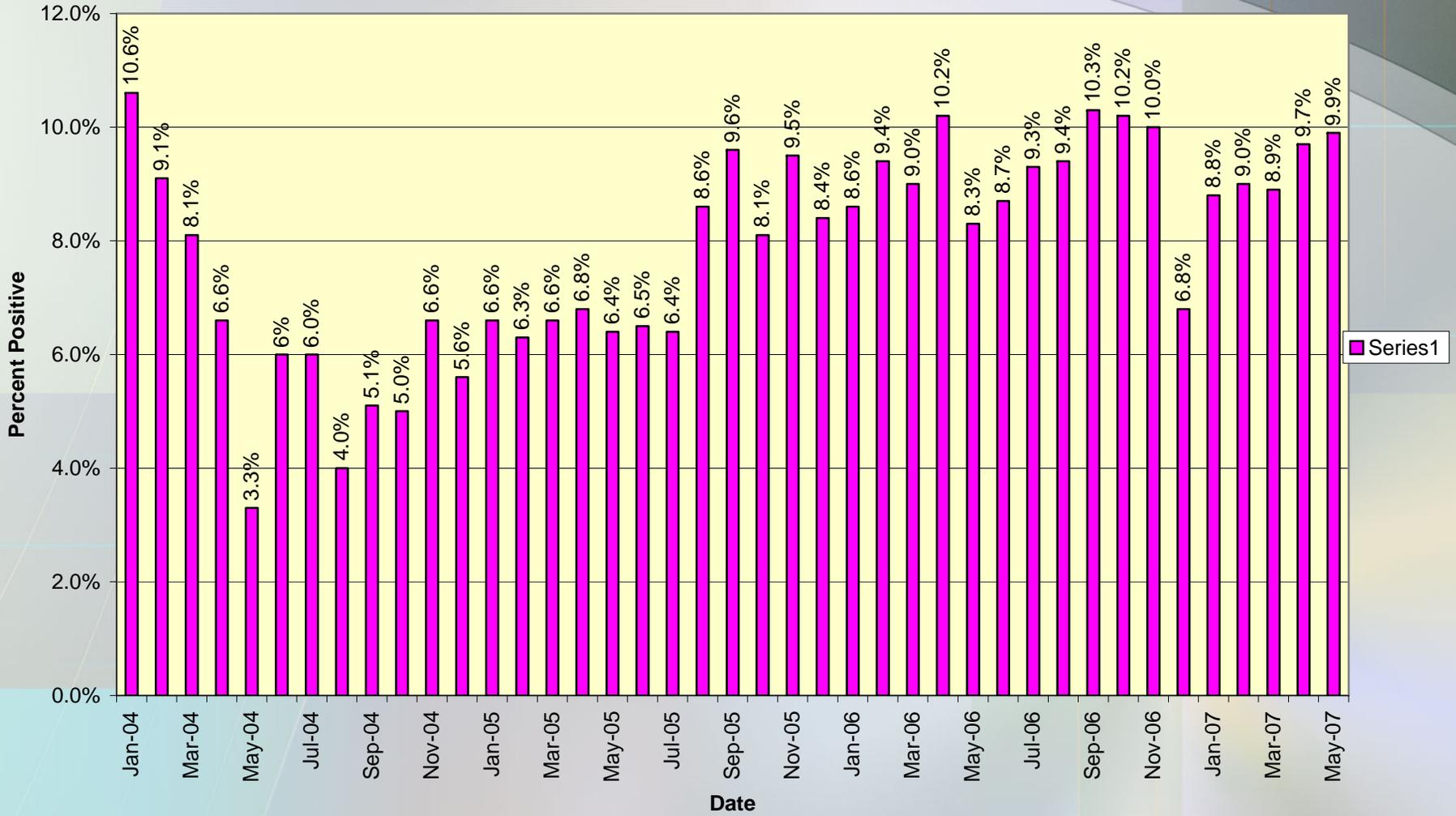
www.psa.gov

Susan W. Shaffer, Director
Clifford T. Keenan, Deputy Director
Linda Christian, Editor

Percentage of Tested Arrestees Showing Positive Results for Amphetamines Prepared by DCPSA Office of Forensic Research



**Adult Arrestee Population
Percent Positive PCP
Prepared by DCPSA Office of Forensic Research**



Superior Court of the District of Columbia
Washington, D.C. 20001

Chambers of
Robert R. Rigsby
Judge

(202) 879-4344

December 22, 2006

Susan W. Shaffer
Director
Pretrial Services Agency
633 Indiana Avenue, N.W., Suite 1120
Washington, D.C. 20004

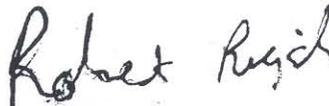
Dear Ms. Shaffer,

I write to express my sincere appreciation and gratitude for the hard work and dedication of my pretrial services officer, Mr. Derrick Robinson. Derrick has been assigned to my courtroom since my appointment and confirmation to the bench. His articulate and well-reasoned analysis of the personal and professional situations of so many of the defendants that appear before me ensures that they receive the assistance they need by allowing me to make informed decisions regarding their future.

Derrick consistently displays great proficiency in his work. His knowledge of the programs and services offered by the Pretrial Services Agency enables him to recommend the most appropriate treatment plans and respond with innovative solutions to the demands placed on him by the court. Derrick is professional and courteous to all parties when carrying out his duties. Indeed, Derrick's performance is recognized and appreciated by both my courtroom and chambers staff, who routinely comment on his wealth of knowledge and willingness to put forth the extra time and effort needed to achieve results of the highest caliber. Derrick clearly plays an important role in helping the courts respond to the needs of the public, including the men and women who face the criminal justice system as defendants.

In January, I will be changing calendar assignments. It is with great pleasure that I have requested Derrick accompany me to my new assignment. I look forward to the continued opportunity to work with such a valuable asset to the courts.

Sincerely,



Robert R. Rigsby
Associate Judge
Superior Court of the District of Columbia

Ernestine P. McNair
Direct Phone: 202.414.9318
Email: emcnair@reedsmith.com

February 23, 2007

VIA HAND DELIVERY

Ms. Susan Shaffer
633 Indiana Avenue, NW
Suite 1100
Washington, DC 20001

Dear Ms. Shaffer:

I just wanted to drop you a personal note to let you know of the great service Pamela Brown, Supervisor, Drug Testing and Compliance Unit, provided to me and my client, Leon Albritton. My client, Mr. Britton was unable to make arraignment for his case due to the illness of his father in Chicago, IL, and was excused, but was still required to submit to testing. When he returned to DC, we returned to the DC Superior Court without much information on his next steps--there was no written order for drug testing. Ms. Brown was extremely helpful, she researched my client's case in the computer system, called the appropriate court room, spoke to the proper individuals and advised us as to what courtroom we were to report to in order to obtain the necessary papers for Mr. Albritton to begin his testing. Needless to say, the CSOSA offices were crowded and very busy, but Ms. Brown was excellent and helpful beyond the norm.

As a former prosecutor and former board member of the DC Pre-Trial Services Agency, I speak from experience when I say that she was excellent and should be commended.

Sincerely, I am



A. Scott Bolden

cc: Ms. Pamela E. Brown
Supervisor, Drug Testing & Compliance Unit



FOH

Federal Occupational Health
a component of the US Public Health Service



COUNSELING SERVICE OFFERED BY YOUR EMPLOYEE ASSISTANCE PROGRAM

The Employee Assistance Program (EAP) is a professional resource available to help you resolve life challenges, be they large or small. Have you ever had a concern at home that you kept thinking about it at work? How about a work issue that you just couldn't seem to leave at the office? If so, you're not alone — everyone has personal problems from time to time. The good news is that you don't have to face your problems alone. There are a variety of resources that can help you address personal concerns. One of these resources is short-term counseling.

What Exactly Is Short-term Counseling?

Short-term counseling is also known as problem-focused counseling. This problem-focused therapy is designed to help you resolve everyday concerns that may be getting in the way of your job or your personal well-being. Short-term counseling is generally most effective in addressing daily living and general wellness-oriented concerns. These commonly include relationship problems, stress-related concerns, financial worries, parenting concerns, occupational issues, "phase of life" issues (such as retirement, marriage, new parent, relocation) and grief.

When Should You Seek Out Short-term Counseling?

When you have a physical problem, you talk to your doctor. But who do you talk to when you have an emotional problem, and talking to a friend or a relative isn't enough? That's when short-term counseling may help.

A Typical Session

The main goal of short-term counseling is to help you resolve your personal concerns as quickly and easily as possible. Each session with a counselor usually lasts 45 to 50 minutes. To make the most of your time together, your counselor may do one or more of the following:

- Help you clarify the problem and explore what occurred that prompted you to seek counseling. This ensures that the total concern is being addressed.
- Help you identify options. Together you and the counselor will explore alternatives for addressing your concerns. Counselors provide an objective point of view and can offer suggestions that you may not have considered.
- Work with you to develop a plan that outlines your concerns, your objectives and a strategy for accomplishing your goals in a short-term counseling format.
- Give you homework assignments that help you work out your concerns. Examples might include breathing exercises to manage stress, setting aside 15 minutes at the end of each day for quality time with your partner to address relationship issues, or establishing a behavior contract with your child.

- Suggest specific changes you can work on to resolve the issue. A possibility might include keeping a to-do list as a strategy for improving your time management skills.

Planning Ahead for Your Sessions

There are several easy steps you can take to prepare for a short-term counseling session. Start by thinking about why you decided to ask for help at this particular time. Consider when the problem began, and try to recall any times when you've experienced similar problems in the past. If you have had similar problems, consider how you've tried to cope.

Next, think about what you would like to have happen as a result of your counseling sessions (such as feeling happier or improving an important relationship). That way when you see your counselor, you can be as clear as possible about your needs. Most important, keep your appointment. Consider it an investment in yourself.

WE CARE, JUST CALL

1-800-222-0364

1-888-262-7848 (TTY)

www.FOH4you.com

For a wealth of online information on life issues, visit the EAP website at www.FOH4you.com.

————— **healthy bodies**

sound minds

a safe place to work —————