



The Advocate

October 2008

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.

VISION

To thrive as a leader within the justice system by developing an empowered workforce that embodies integrity, excellence, accountability and innovation in the delivery of the highest quality services.

From the Director

This summer PSA Management and AFGE Local 1456 finalized agreement on thirty-four articles that now constitute our Collective Bargaining Agreement (CBA). Once ground rules were established, the hard bargaining took about eight months from start to finish. We concluded with a signing ceremony on July 11, 2008, and we all had cause to celebrate! It was a very intense but civil and respectful process, where thoughtful ideas were presented by both management and labor on each issue, and the parties worked collaboratively to develop language and positions that met the needs of the constituencies without interfering with mission accomplishment. Some give and take occurred on all sides, which is expected and necessary in any bargaining process. Although both labor and management might find something they would have preferred to have resolved differently, by all reports, most everyone feels that the results are very fair. When I reviewed the articles for legal sufficiency, I found nothing lacking.

The credit for this accomplishment goes to the two bargaining teams, who were very knowledgeable, thoughtful, courteous, practical, and collaborative (Sunghee's baked goods probably helped!), and who had a sense of humor to get through the longer, more laborious sessions. These men and women were at all times committed to PSA values, mission and vision, while maintaining the integrity of their bargaining positions. Kudos to Tarya Lewis (President, AFGE Local 1456), Stefan Coleman, Sunghee Park, Ana Caro-Dominguez, Maria Douglas, and to Donald Brady (Director, Office of Human Capital Management), Cliff Keenan, Romeyn Rowson, Rashida Mims and Antoinette Williams for a job well done!

We have accomplished many other things as well this year. Here are a few highlights that I did not mention in the last *Advocate*: We finalized with Abt Associates

our research design, data gathering and data validation for research into "what works in pretrial supervision". We met targets in nine of our 13 performance measures (69.2%). Unmet targets included some of the more ambitious the Agency has adopted, such as rearrests for violent crime (with a target of 1% and an actual rate of 2%) and drug user rearrests for violent crime (2% target, 3% actual). We spent our funds efficiently and effectively (interim report in early October showed a closing balance of 0.6% of our annual appropriation) and we received an unqualified opinion in our last financial audit (which means no material weaknesses were found). We published our *Guide to Office Safety* and provided in-service training to staff in basic office safety and security, and we provided cellblock safety and basic self-defense to law enforcement staff. We exceeded the government-wide model for outside recruiting 100% of the time.

We have worked with our partners to ensure the success of the new Urgent Care Clinic and the Mental Health Diversion Court at the DC Superior Court, and we have just this week reached agreement with the Addiction, Prevention and Recovery Administration (APRA) on a number of issues that will facilitate placement of lower risk defendants into APRA treatment services. As of September 30 we had placed 153 defendants into cellular electronic monitoring and 20 into GPS. We are hard at work on Supervision protocols. We are



PSA Director Susan W. Shaffer and
AFGE Local 1456 President Tarya Lewis



Cliff Keenan
Deputy Director

From the Deputy

Hello, PSA! For those who were able to attend this year's NAPSA conference, I hope that you learned a lot, met some new friends in the pretrial field and, most importantly, have returned to PSA with a renewed sense of inspiration and awe in terms of the work we do (okay, having spent some "quality time" at the Hospitality Suite each night ranks pretty high as well!). Some food for thought:

"The programs and experiments you will hear about have generated new techniques for releasing accused persons prior to trial, without hampering law enforcement, without increasing crime, and without prompting defendants to flee. These techniques have fiscal value. They can help to increase the efficiency of police forces and they can save communities from the substantial costs of unnecessary detention."

"But even more significant, in a land which has put the quality of justice ahead of the cost of justice, these techniques have social value. They can enable courts to tailor bail decisions to the individual. They can enable lawyers to do a better job of representing their clients. And, most important of all, they can save countless citizens from needlessly or unjustly spending days or weeks or even months in jail."

While these words could have been said at the opening of this year's NAPSA conference, they were actually said on May 27, 1964, by Attorney General Robert Kennedy as he opened the first "National Conference on Bail and Criminal Justice." In the 44 years since those words were spoken, there have been many changes and advances in the field of pretrial justice, especially in the federal system and in progressive jurisdictions like ours here in the District of Columbia (folks in other jurisdictions are still astounded to hear that money bail is essentially non-existent here in DC). But the same is not true around the country – Tim Murray, Executive Director of the Pretrial Justice Institute, has said that on a given day 62% of pretrial defendants have not been able to post their bail, and thus remain in jail – that's a lot of presumptively innocent citizens spending a lot of time locked up, but it is a function of the criminal justice system in most American jurisdictions.

Even if you were not able to get "renewed" at this year's NAPSA conference, please do take the time to reflect on the work we do here at PSA, and how important it is to the court, the community, and the individual defendants with whom we work. And please remember our vision is to thrive as a leader in the justice system, not just in DC. What an achievement it would be to help others learn from our experiences here in DC. Thanks, PSA, and keep up the great work that you continue to do!

DIRECTOR
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providing our partners with drug data that shows a rise in PCP usage for those charged with violent crimes. We are providing "stay away" information to JUSTIS, the city's coordinated criminal justice database, so that police officers have real-time information available for their use. We developed an automated report that uses bench warrant information that PSA receives on a daily basis from the court, as well as PSA's most recent address and contact information for the defendant, and it is generated every night and disseminated to various law enforcement agencies across the city. We are involved in the GunStat initiative with our criminal justice partners, which is aimed at tracking gun cases through the system in order to identify trends and system strengths and weaknesses in handling these cases.

All these external accomplishments occurred in the midst of internal reorganization, while we were adding three teams to the Supervision Program, an additional team to the Court Services Program, and conducting a major redesign of our Treatment Programs for this next year. We finished the requirements and design phase for our new Drug Test Management System and the functional requirements for redesign of the PRISM diagnostic module. The design phase for PRISM diagnostic is well underway. We launched PSAWeb, the replacement for InfoWeb. We also restructured the Office of Operations to remove a management layer and streamline communications, and we added slots to our popular mentoring program to bring it to 25 mentoring pairs. We have just launched our pilot program for telecommuting for law enforcement staff, and we have supported more than two-thirds of our staff using some sort of alternate work schedule in 2008.

In short (and this isn't everything!), with your hard work and commitment to excellence, PSA has accomplished a great deal to be proud of in FY 2008. I look forward with your help and support to another productive year ahead! Thank you all!



Johnny Cahn
F&A Director

Office of Finance and Administration

As we rapidly approach the end of the current fiscal year (2008), F&A is again into its “close-out” mode. We issued a close-out memorandum telling everyone in the Agency the specific dates that certain routine processes would come to an end—such as credit card purchases and contract procurements, so we can close out (i.e., finalize) the balances in our accounts and determine how much we have spent, what we have spent it on and whether we have spent our funds in accordance with plans, guidelines and instructions. We will prepare our annual financial statements which inform our stakeholders and overseers how we have managed our funding; those financial statements will become a matter of public record and subject to an annual external financial audit. At this writing, auditors from the accounting firm of KPMG are auditing our financial statements for the past fiscal year (FY 2007), and they have also completed their audit of the two prior years (FY 2005-2006) with a determination that our financial reports were accurate and that they fully disclosed our financial activities for the periods audited. My gratitude goes out to the F&A staff who process thousands of financial transactions each year in an almost error-free and timely manner. The professional quality of their work is remarkable and easily comparable to our larger sister agencies in the Federal Government with far more resources available to them.

On a related note, there has been little forward progress on the passage of the FY 2009 budget which will fund this fiscal year. We are under an extended Continuing Resolution (CR) through March. Our expectation is that spending levels during the CR will be limited to a “flat line” extension of our FY 2008 spending levels. With careful money management, we do not anticipate a major impact on our operations other than some reduction of discretionary purchases throughout the CR period to offset some increased expenses. With regard to the FY 2010 budget—the budget cycle which normally would be starting now—we have been instructed by the Office of Management and Budget (OMB) to postpone our draft request/submission in anticipation of the upcoming change of administrations. It is their feeling that the new administration should provide new guidance supporting their agenda to Federal agencies so that the 2010 submission will reflect the new administration’s policy initiatives. As a practical matter, our Agency tends to be rather free from political influence and driven more by community safety concerns rather than political ones.

On a sad yet celebratory note, our long-time Comptroller, Gerry Chapman, will be retiring at the end of October. Gerry’s career has spanned the years that PSA was still a District Agency to the transition years and its current Federal status. To say that he will be missed is an understatement. His institutional knowledge and professional expertise have defined the position that he occupies. His successor, Donna Powell, will have her work cut out for her. I have admired Donna’s professionalism and skill both here at PSA as well as at the IRS where we first met. I relied on her numbers then and I continue to do so now. Please give her your full support as she takes over the considerable responsibility of shepherding our \$50+ million appropriation.

In the near future we will be implementing new procedures for the acquisition and use of Agency credit cards. Under our new contract with JPMorgan/Chase we will replace all existing travel cards and purchase cards in October and we will be providing Internet access to all cardholders to their individual accounts at JPMorgan/Chase. One of the features available with the new technology will be the travel card holder’s optional ability to transfer funds directly from their personal bank account to their JPMorgan/Chase account, thereby eliminating the need to prepare a check and a mailing envelope to make payment. More training and information will be forthcoming shortly.



Office of Information Technology

Ron Hickey, Director

It's been a game of musical chairs so far this year here in the Office of Information Technology (OIT). We have experienced very little turnover in personnel over the past 4-5 years, but 2008 has seen nearly one-third of the OIT staff depart or change positions. We lost a developer and program assistant – both of whom left the Agency – and PRISM Administrator Karen Brown moved over to Operations as a Pretrial Services Officer. Kevin Scott replaced Karen as the PRISM Administrator, and he is ably assisted by Pocahontas Carter, who left our ISS team to become Assistant PRISM Administrator. To complete our internal transitions, Meridith Ciman is now our Applications Support Specialist for financial systems. Meridith's and Kevin's departures from the Help Desk Support team left us with several vacancies, and we were extremely fortunate to fill those positions with three new employees –Karen Gilchrist, Everett Houser, and Dan Thrift. These folks bring many years of experience in IT, and they have hit the ground running here at PSA.

The personnel changes are not the only things that have made this summer very interesting for the Office of Information Technology. David Mullings and Diana Lowery have been busy on the PRISM 3.0 Diagnostic Module project, which, with requirements completed, is now in the Design phase. The Design is scheduled to be complete in late October; that phase will be followed by Development (the actual coding of the application), then Testing and Training. We're projecting deployment sometime next summer.

The other large system development project, DTMS.net, is currently in the Development phase. DTMS.net (Drug Testing Management System) will replace WinTOX as the Lab's information system. Hy Tran has been the IT manager on this project, and everything is running on schedule so far. Preliminary testing of some of the modules is slated to begin this month, and the software should be completed by December. We're anticipating a launch in January or February. DTMS.net will be a great improvement over WinTOX, and it will provide the Lab with more timely information, enabling them to better manage and monitor the drug testing process.

Dennis Caravantes and Jamil Muhammad have been working with Training and Career Development on the new Learning Management System, which is slated for a fall launch. Marcello Macherelli and Mohamed Jalloh have been coordinating with MPD as we implement the new E-Agent software, which should finally eliminate our NCIC printing issues when all the initial bugs are worked out. Mohamed Bah will be issuing RSA tokens (used for secure remote access) to the staff involved in the Operations telecommuting pilot. OIT has also been involved in the planning stages of two other pilots – random drug testing and ocular drug testing.

Behind the scenes, the OIT LAN and Help Desk staff have been working diligently at the day-to-day tasks which are so necessary to keep all our systems running – applying the latest Microsoft operating system patches to all of our servers, tracing and eliminating network bottlenecks which affect performance, and addressing the customer service calls which come in each day to the Help Desk. A large shipment of new PCs was recently delivered, as part of our ongoing Equipment Replenishment Plan. We replace our PCs every four years, so if the PC on your desk is four years old, it will probably be replaced with a new one over the next several months.



Office of Operations

Kim Whatley, Director

I send you my greetings as we wind down from a very warm summer and begin to enjoy the festive and colorful season of fall. While many Americans are harvesting their crops from their spring plantings, we are harvesting the accomplishments we have made this year and seeing the benefits from the many projects and initiatives that staff in the Office of Operations have been fertilizing, nurturing, and watering during the year.

Each fall, the senior managers in the Office of Operations identify priorities and put forth plans that identify projects with milestones and targets we want to accomplish during the course of the next fiscal year. For example, in FY 2008, we identified the need to redesign PRISM, starting with the diagnostic module in Court Services, so that PRISM can better support the needs of our business processes. We also identified the need to increase our use of supervision technology (e.g., cellular electronic monitoring and GPS) so that we could improve our ability to monitor defendants under our supervision. We also undertook several initiatives to review certain aspects of the work we perform, such as the work in the Release Services Unit and the SSU, and to evaluate the design of our in-house treatment programs. We also worked closely with the Superior Court to launch the Mental Health Court, the Urgent Care Clinic, the Department of Employment Services Center, and improved our coordination with APRA (Addiction Prevention and Recovery Administration). In short, I am proud to report that the Office of Operations accomplished nearly 90 percent of our identified goals this year!

Our 2008 Operations Supervisors' Retreat was held September 16-18, 2008, and we spent some time discussing our goals for FY 2009. For example, we will continue our work on PRISM 3.0 as we finish the design stage and move to evaluating and testing a prototype. We will also move to implement the supervision protocols and the redesign of our treatment group services. Additionally, we have plans to pilot test random drug testing and telecommuting for line pretrial services officers, and complete the annual QA plans for Operations. We will continue our efforts to explore options for expanding diversion opportunities, such as the new Transgender Prostitution Program, which seems to hold promise. We are also examining ways to improve the quality of supervision compliance information in our pretrial services reports. We want to be sure we have adequate treatment services available for our special needs defendants (such as the hearing impaired, or those who speak Spanish). This is why we have identified as a priority the need to obtain contract services for defendants who have special needs. There are also efforts underway to improve our services for defendants who are dually diagnosed (and have both substance abuse and mental health issues). Finally, we are working to publish our statistics on critical incident reports and we will be revising the PSA Office Safety Guide based on procedural changes that we have made to our office security.

I hope everyone in Operations will continue to move forward with the important work that we do. Everyone has a role to play and contributions to make. Whether it is proofreading your work before you submit it for review, taking extra time to fully investigate and document a defendant's prior criminal record or adjustment on supervision, or offering defendants an opportunity to turn their lives around by taking advantage of employment opportunities or completing community service requirements. Please know that I will continue to forge ahead by working to ensure you have the support and tools you need to get the job done or by improving our overall operations. I am committed to these goals and I know you are too.



Court Services Update

Michael Williams, Director of Court Services

I am extremely excited to be leading Court Services, which includes the Drug Testing and Compliance Unit. We now have a full complement of supervisors in place and we have some of the best staff in the Agency. Over the summer, the leadership team in Court Services has been focusing on developing ourselves into a high functioning team. We have read together several articles on leadership and we are currently reading and discussing *Five Dysfunctions of a Team* by Patrick Lencioni. We hope that these tools will help us perform at our highest levels as a team.

With the leadership team fully in place, I am confident that we will continue to provide high quality services to the Court. We also plan to actively seek out ways to improve the quality of these services. One area for immediate improvement is updating PSRs for detention hearings when insufficient information is available at first appearance. There are a number of other areas that the leadership team has also decided to focus on this year.

One of the issues is implementing the quality assurance program. The special assistants and quality assurance officers in the Diagnostic Unit have taken the lead in their area, and the DTCU manager and assistant PSOs have taken the lead in the Drug Testing and Compliance Unit. The goal of our QA effort is to further refine priority areas of our work that need review, and develop procedures that will allow us to regularly monitor this work and provide information to the supervisors and staff on areas that need special attention.

Another major focus area this year is completing the design and implementation of PRISM 3.0. This is a major undertaking that included defining the requirements and getting feedback from the users and senior management on the functionality of the system. The project team and senior management are now reviewing prototype screens. Once this is done, we will begin user testing of the system.

Other initiatives that we will be undertaking this year include completing the process review for release services, implementing procedures for updating PSRs with arrest information for defendants held at arraignment on violent or weapons charges to be considered at their detention hearings, finishing the Diagnostic Protocols that will detail procedures for completing PSRs and exploring the use of ocular and saliva technologies for drug testing. While we recognize that these are ambitious plans, we are confident that the team we have in place can get the job done. All of these initiatives will require a significant amount of time and energy, and I am looking forward to the challenges that the year will bring us.



From the Desk of the Director of Supervision Programs
Eric Holder

As the new Director of Supervision Programs, once again we are in the midst of change. But our change has led to tremendous growth in staff and programs, and we continue to focus on the Agency'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. This is what PSA's supervision programs are all about. A lot has taken place in the last year and I would like to commend everyone working in and with supervision programs for their tireless efforts in meeting the demands that the work has required. I would like to touch on a few of the accomplishments we have achieved in FY08:

- Two new GSU teams established (Teams 4 & 5) and U.S. District Court joined Supervision
- Movement of some Court Representatives to the Superior Court space
- Staff played a major role in finding placements for defendants when Extended House temporarily closed
- Completed renovations on 2nd and 10th floors in 601 Indiana Ave. (new office and arrest rooms created)
- Implementation of Supervision Technologies — EM cellular and GPS
- Draft of Supervision Monograph completed
- Reduced extensive caseloads from 125:1 down to approximately 83:1 (Thanks, Court Reps and APSOs!)
- Re-distribution of extensively supervised cases to Court Representatives

The above are just a few of the accomplishments in Supervision that could not come to pass without the assistance and hard work from many of our partners in PSA such as Finance & Administration, Research, Analysis and Development, Human Capital Management, Facilities and a host of others who assisted us throughout the Agency. Thanks, and keep up the good teamwork!

Supervision Vision for FY09

To thrive as a Supervision Program where quality is first;
we will build on our strengths, train on our weaknesses
and endeavor to become the model Supervision Program.

Our plan for FY09 is to build and sustain the momentum we started in FY08. We will complete the long-awaited Supervision Monograph that is designed to bring guidance to all supervision officers on the important work that we do. We are developing a quality assurance plan for Supervision Programs to help raise the quality of the work we provide to our internal and external customers. We will look to expand the use of our supervision technologies of GPS to halfway houses. PSA's Supervision Programs are ever growing and we look forward to meeting the Agency's mission in FY09.

CHOICE- it allows you to start growing.
CHANGE- it allows you to keep growing.
CLIMATE- it allows you to enjoy growing.



Exciting Times on Both Ends of Pennsylvania Avenue

Terrence D. Walton
Director of Treatment

National enthusiasm is brimming at the prospect of historic change coming to Washington with either an African American or a woman set to become the next President or Vice President of the United States. The excitement is palpable. While perhaps we cannot rival what's happening around 1600 Pennsylvania Avenue, we have our own brand of electricity pulsing through the halls of 633 Indiana Avenue as well! As PSA's first Director of Treatment, I am particularly enthusiastic about the Treatment area. The creation of this position further demonstrates and institutionalizes the Agency's commitment to seamlessly linking supervision and treatment. The effective assessment, treatment, supervision and case management of substance abusing, mentally ill, and dually disordered defendants are linked inextricably to the vital mission of this great Agency. It is further evidence that the PSA Director and the Director of the Office of Operations get it. They understand that the only way to effectively supervise defendants with these issues is to address them head on with competence, character, creativity, and compassion.

Today I am celebrating what has happened, what is happening, and what will happen throughout Treatment. Check this out. Between October 1, 2007 and September 30, 2008:

PSOs in SCDIP supervised and treated 285 new defendants resulting in 71 successful graduations—with approximately 170 defendants continuing in the program and moving toward graduation. SCDIP census is at its highest point in three years. The Sanctioned Based Treatment Track (SBTT) is successfully supervising and case managing fifty defendants—including several who have for the first time had their compliance with methadone treatment monitored closely.

PSOs in New Directions supervised and treated 673 new defendants resulting in 72 successful graduates—with approximately 350 continuing in the program and moving toward graduation. Another 110 defendants successfully exited the program because their criminal case was disposed before they could complete.

PSOs on the Social Services and Assessment Center completed 2434 mental health assessments and a whopping 3993 substance abuse assessments.

PSOs on the Specialized Supervision Unit are supervising and case managing more defendants than ever before—more than 430. This year, we led out in the launching of the District's first Mental Health Court. To date, 198 defendants have been placed in MH Court with 48 of them having already successfully completed. Eighty four (84) defendants remain in MH Court and are moving toward completion.

All of this represents positive efforts and results that have happened and are continuing today. However, I am especially excited about what is promised for the future. I envision Treatment at PSA that is gold standard—better than most, and second to none. I envision a Social Services and Assessment Center that has a new ASI software program that is automatically tied to the American Society of Addiction Medicine (ASAM) assessment dimensions—making it easier and faster for assessors to write up their assessment results. I envision a Specialized Supervision Unit that has lower caseloads and more services for the dually diagnosed. I envision increased housing and living resources for defendants throughout treatment—including those on the SBTT. And, I envision our marshaling the combined talents of the PSOs in SCDIP and New Directions, augmented with vigorous contractor support, and creating an advanced, comprehensive, multi-dimensional, intensive outpatient treatment program unlike any the criminal justice system has ever seen.

I'm not much of a dreamer. I am pragmatic and not given to pipe dreams and empty promises. Everything that I have envisioned is on the way! Stay tuned to my next *Advocate* article for more details.



Sharon Banks
Program Analyst

RAD and Treatment Focus Groups with Defendants

In mid-August 2008, PSA's Office of Research, Analysis and Development (RAD) and the Office of Operations' Treatment Programs successfully completed the first round of focus groups, to assess and report defendants' impression of PSA's in-house substance abuse treatment program and services. The focus groups will be an ongoing effort with defendants receiving in-house treatment services to elicit their feedback about PSA services.

A total of eleven defendants in phase four of the New Directions and SCDIP programs voluntarily participated in the focus groups. The majority of participants were enrolled in the New Directions Program (84%), male (63%), and African American (100%). Two focus groups were held and each group lasted for approximately one and a half hours.

Defendants were provided with consent forms and instructions prior to the start of the focus groups and ensured that confidentiality and anonymity would be maintained. In addition, they were asked to complete a brief questionnaire prior to the focus group regarding prior treatment, employment issues, and satisfaction with services. A structured and facilitated group discussion was then conducted focusing on treatment experiences, and perspectives on various components of treatment, including the group process, case managers, judges, sanctions, and rewards. Questions were also asked about defendants' level of commitment towards sobriety and assistance needed following the program.

Results from the brief survey indicate several important points worth highlighting. Defendants were asked to rate their overall treatment experience and the staff at PSA. Sixty-four percent of defendants rated their treatment experience as either good or excellent and 73% of the defendants rated treatment staff as either good or excellent. Another interesting finding was that approximately half of the defendants (45.5%) had participated in treatment elsewhere prior to PSA and all of these individuals completed that treatment. Defendants were also asked to rate various components of the PSA treatment program. Several program components were rated either good (talk therapy groups (70%)) or excellent (for example, case managers (70%) and judges (64%)).

Several major themes emerged from the focus groups with defendants, including the important role of case managers, the significance of family and family support, and the value of the treatment groups. Case managers were described as "helpful", "patient", "resourceful", and "great listeners." One defendant stated that "my case manager treats me like a person, not a number." Family support and acceptance were seen as key for staying clean and completing the program. Talk therapy groups were also described as "helpful", "positive," and "inspirational."

Other issues raised during the focus groups included the integrity and reliability of drug testing. Defendants recommended that PSA consider using handheld drug testing devices to get results immediately and random drug testing in all phases of the programs. Defendants viewed sanctions as not only necessary and fair, but as a valuable tool to teach them responsibility and discipline. Defendants also indicated that they appreciated the incentives in the programs, but their greatest rewards were living a better life, being accepted by their families, and seeing life more clearly. One defendant who indicated that he felt good about getting his life together stated, "I saw the morgue on one side, DC Jail on the other, and I was in the middle of the two."

Overall, the focus groups were successful and informative. Defendants were engaging, reflective, and helpful in their feedback on their treatment experiences. We would like to thank the leadership of the Office of Operations and Treatment for working closely with us to conduct the focus groups. We look forward to our continued work and the rich feedback that we hope to receive from future focus groups.

Update from the Development Corner



Professional Development Hours

Well, PSA, it has been a little over two years since our Director signed Policy Statement 6003, Mandatory Professional Development Hours, into being! Many of you recently spent the past several weeks scurrying to training and submitting “Request for Professional Development Hours” forms so that you could meet



Norma Scott
Sr. HR Specialist

your requirement! We love you for fulfilling PSA policy statement requirements; just remember that the purpose of Policy Statement 6003 is to promote meaningful learning that contributes to our mission while enhancing your personal growth. Now we’re in a new performance cycle! We want to encourage you to take the time now to plan for earning your professional development hours mindfully and purposely in the next twelve months.

We are also pleased that soon our new learning management system, the CSOSA/PSA Learning Depot, will be in place to help you plan for and manage your training and learning events in a fully automated environment. Eventually, the Depot will include an automated Employee Development Action Plan that will enable employees to plan their professional development endeavors and document professional development achievements. We are excited about this new feature that will be an enhancement to the Learning Depot down the line.

But don’t wait until we launch the Learning Depot to proactively plan your mandatory professional development hours! Take a few minutes now to formulate, fine tune and/or revise your career goals. Plan on carrying out professional development activities (involving formal or informal learning) that will help you achieve those goals within the next twelve months. Start acquiring your mandatory professional development hours now so that you can do so on your own terms, making the most of your learning. Remember, we are here to support your learning, growth and performance improvement. If you have any questions about training availability and linking on-the-job learning and formal training to your career goals, please contact your Training Liaison Officer or myself for ideas and assistance.

The Fourth Iteration Mentoring Program

The fourth iteration Mentoring Program recently celebrated six months of learning and development. Protégés reported having had a variety of learning experiences. Some attended meetings with their mentors within the Agency and even in the larger D.C. criminal justice community. Others conducted informational interviews with PSA leaders. Some were able to visit community stakeholders. Still others shadowed PSOs in other units, broadening their knowledge of PSA organization and function. Go, 4th Iteration!



The Leadership Potential Program

The Leadership Potential Program is moving “full steam ahead.” As you may know, we have lost some of our participants to the management corps at PSA. Both Takeysha Robinson and Corey Baker moved from their PSO positions to become supervisors. We still have five great participants: Willette Benyard, Shay Holman, Katina Palmer, Nikki Rawls, and Michelle Robillard. Each of these participants is currently working on special developmental projects. The scope and nature of all the projects promise to benefit the Agency in many ways. They initially had to come up with detailed project requirement statements. These were all vetted through leadership. Now they are implementing their project plans. Watch for these leaders at work! Kudos to them for all their hard work!

The Nocturnal World of PSA

Michelle Robillard, Quality Assurance Officer
Diagnostic Evening Shift

It's more than just a schedule – it's a lifestyle. Twenty-one Officers here at PSA work the night shift (evening and midnight). Imagine, driving to work when most of the world is driving home. We are the drivers that fly past in the no traffic lanes! It's a quieter existence for the most part except when it's time to sleep. A night shift employee must attempt to sleep during daylight hours and function at night. Sleeping during the day poses its own set of difficulties as the sunlight gleams into the window. Room darkening blinds and light blocking window treatments are necessities for the day sleeper. There is a constant daytime noise that exists: neighbors mowing the lawn, children playing, car engines revving, horns honking, telephones ringing, doorbells chiming, dogs barking, radios blasting and other sounds of life. At night, these sounds cease - there is a cultural norm of silence during the night hours that dictate not waking your neighbor. Nutrition also effects sleep. Cafeterias and salad bars close at 5pm daily, leaving fast food the only viable option. Caffeine, medication, and alcohol will disrupt quality sleep yet the night shift worker usually cannot live without coffee.

While most of the world is at work, night shift employees attend to their daily tasks. Stores and banks are rarely crowded and the gyms are scarcely filled with fellow law enforcement, medical personnel, firefighters, students, retired folk and the unemployed. Maintaining a social life requires one to be creative; meeting for breakfast and lunch is always a possibility. The evening shift works 3:30pm to 12:00am so they miss the happy hours, dinners with family and friends, watching the nightly news, and all the primetime television shows. TiVo and DVRs to the rescue! The evening shift stays up late and wakes up late; no alarm clock required. The midnight shift must find time to sleep during the day either immediately following work when the sun is rising, napping here and there or just before the midnight shift starts again that night. Midnight shift (11:30pm to 8:00am) works twice in one day. The date is the same when they leave work and when their shift begins that night.

Now, with this lifestyle in mind, consider how disorienting a mandatory daytime meeting, workgroup or training could be for a night shift employee's existence; the normal continuance of life is jolted. Night shifters are not accustomed to morning rush hour commutes. There is seldom any traffic on their route in to work so a distance that usually takes 30 minutes will take over an hour. Public transportation is a new experience since the hours of operation do not correspond with night shift start and end times. Little things like the bus requires exact change, or in order to leave the metro parking lot one is required to own a Smart Trip card; these are things that night shift employees must learn along the way. Day trainings, workgroups, and/or meetings for night shift workers hinder sleep patterns. Just imagine if day shift employees had 40 hours of mandatory trainings to fulfill annually that occurred between 11:30pm–8:00am or 3:30pm–12:00am. Wow, drastic change in lifestyle. Suddenly your life is flipped upside down. When do you sleep and what do you do about childcare?

As part of the Leadership Potential Program, I am creating a night shift awareness program. The purpose is threefold:

1. To work in conjunction with the Training and Career Development Center in identifying and developing a comprehensive educational training curriculum designed solely for the night shift employee to include, of course, training on specific job skills needed, but also training on how to manage this unique lifestyle that may include training on diet, sleep management, maintaining a social life, use of caffeine, personal safety and stress management.

2. To educate the Agency on the unique needs of the night shift employee and thereby increase overall awareness and an urge to accommodate. An increased awareness of actual hours worked will establish mindfulness that morning meetings are better for midnight shift employees and late afternoon meetings work best for evening shift workers. In addition, utilization of technology such as teleconferencing, web-based trainings, etc. will bring flexibility to the night shift employee. Kudos to the PSA Training and Career Development Center led by Laura DeVol! They recorded some of the best 2008 Agency Training Days sessions so that the night shift employees could view them. Thanks to Kim Whatley as well who spearheaded this initiative. Cliff Keenan is live on the web teaching "Anatomy of a Murder" – log on to watch anytime day or night!



3. Inclusion of the night shift employee in Agency workgroups, meetings, and trainings duly increases visibility. There is a feeling of isolation and invisibility

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National Finance Center Employee Personal Page (EPP)

Romeyn Rowlson, Sr. HR Specialist

Quite some time ago, Human Resources informed employees that they must apply for and receive a personal identification number (PIN) from our payroll office, the National Finance Center. We have noticed that a few employees still do not have a PIN. In order for you to access your information posted to this site, you must request a password from the logon page located at the following link: <https://www.nfc.usda.gov/personal/index2.asp>. Click on the "Sign Up" button on the right hand side of the page and register as an employee of the Court Services and Offender Supervision Agency.

After your request is received, Form NFC-1265, Employee Personal Page, will be sent to the mailing address we have on file for you and will include your six (6) to eight (8) character password for access. Once you've logged in to your Employee Personal Page (EPP), click the "Preferences" button and then click the "Change Password" button. On the "Change Your Password" screen, enter your current password, followed by a new password and a confirmation of the new password entered. After all three fields have been entered, click the "Change Password" button. If successful, you will receive a confirmation message indicating that your password has been changed successfully. Your new password will take effect immediately.

NFC secures your data with 128-bit Secure-Socket Layer (SSL) encryption access to the Employee Personal Page. This ensures that your information is encrypted and locked with a mathematical key when data is transferred between your browser and this site. Once you have gone through this process, you will be able to: VIEW Pay statements, leave, travel, life insurance, savings bond, TSP and other benefits information; VIEW and CHANGE residence address information, Federal and State tax withholding, direct deposit account information, financial allotments, FEHB coverage and Thrift Savings Plan (TSP) contributions.

Remember, you must process payroll change actions yourself on EPP; HR does not perform this function--just like your bank has you perform banking functions on-line. It is critical that you receive a PIN so that you can access your information on the National Finance Center Employee Personal Page. NOTE: Your TSP ID will not access Employee Self-Service. I hope you find this informative. If you have any questions, please call me on 220-5678 or send me an e-mail.

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previous page...

— being cut off from daily Agency activities and rarely being seen by day staff and management. We like company so stop by at the beginning or end of your shift. We will be inversely starting or ending our shift. Communication and shared information is essential.

Non-traditional work shifts (other than the typical 9am to 5pm) are increasing in popularity and in numbers. Historically, the needs of night shift workers have been overlooked. There is a demand physically on the night shift employee. The circadian rhythm causes the body to want to sleep at night and to want to be awake and nourished during daylight hours. Body temperature decreases at night and light sensitivity is enhanced. There are tips for daytime sleepers that can be incorporated into training for the night shift that will enhance quality of life as well as on-the-job performance.

There may be a misconception Agency-wide that night shift employees are entry level. Not so! Many of us possess advanced degrees, have invaluable years of law enforcement experience, and actually prefer this lifestyle. By increasing the awareness of all PSA employees on the unique lifestyle of night workers, I hope to influence the future of PSA at night. Law enforcement operates on a 24/7 schedule and the nocturnal world at PSA is an integral part of the Agency's mission.

Things to Ponder...

You just finished working the midnight shift (11:30pm–8:00am); do you eat breakfast or dinner? Your preference really; however very few restaurants give you the option of a nice juicy burger first thing in the morning.

Your midnight shift begins at 11:30pm on Friday night and thirty minutes later it's Saturday morning, which day are you working? For T&A purposes you're working Friday.

If you work 3:30pm–12:00am, and your significant other works 9:00am–5:00pm, when do you see each other? On your days off — keeps the spark alive!



National Night Out

Claire J. Fay
Director, Justice and Community Relations

PSA came through with flying colors to organize volunteer support for the 25th Anniversary of National Night Out (NNO) held on the Mall on August 5, 2008. We offered to organize the volunteers needed to help staff the event and all our volunteers, which included PSA and CSOSA staff, were awesome!

NNO is a national, high-profile, high-impact crime prevention event to heighten awareness and strengthen participation in local anticrime efforts. It included dozens of law enforcement agencies from the region and featured musical entertainment, exhibitions and activities for kids. In addition to the event on the Mall, there were NNO celebrations held in communities throughout the area.

The event was MC'd by Andrea Roane; and, in addition to local VIPs like Congresswoman Eleanor Holmes Norton, Police Chief Cathy Lanier, and US Attorney Jeffrey Taylor, there was a great line-up of musical talent with the grand finale performance by Johnny Lang.

I knew the NNO organizers were counting on us, but I did not know until I got there how much the volunteer support fully rested on our efforts. As always, PSA/CSOSA stepped up and got the job done. Kristen Trimble, who was in charge of organizing the entire event, said that PSA was a "godsend" for pulling all the volunteers together.

In terms of duration and time on your feet, this volunteer effort was a lot more demanding than most of our past volunteer efforts, but it seems like everyone had a lot of fun. I appreciate that everyone gladly accepted whatever assignments they were given and also stepped in if they were needed somewhere else. I particularly want to recognize Monica Bermudez and John Hall for their stamina and stellar performances as Knight Out and Bulls Eye.

Everyone did an extraordinary job!



FLU SHOT CLINICS
for PSA and CSOSA Employees
Federal Occupational Health Unit, Room 1612
US Courthouse-E. Barrett Prettyman Bldg.
333 Constitution Avenue NW
Starting October 20th
(Daily from 9 am to 3 pm)
No appointment necessary.

~ Congratulations Parking Drawing Winners ~

September 2008

Annette Bryant
Office of the Director

Staci Burrough
General Supervision Team 2

August 2008

Sunil Taneja
Information Technology

Dagmar Torres
Diagnostic Evening Shift

July 2008

Steve Seifert
Finance and Administration

Tracie Wilson
Court Reps

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