

**GUIDE
TO
COMMUNITY
RELATIONS
for
UNITED
STATES
PROBATION
OFFICERS**

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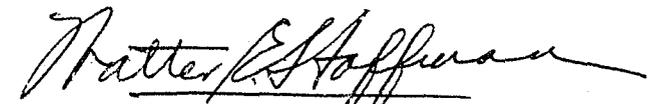
FOREWORD

In my years of experience as a Federal Judge, I have come to realize the value of proper information being accurately reported to members of the press. Distorted information is the result when we do not provide the proper facts at the right time.

Dealing with the public through the news media, through public speaking, or by individual contact is an important responsibility of each governmental employee. In many fields, there are professionals who devote full time to telling their story to the public. The courts can not employ public relations specialists to tell our story. Therefore, it must be done by each and every one of us. I encourage, as does the Federal Probation Officers Association, each probation officer to be alert and diligent in maintaining a cordial relationship with the news media and the general public.

However, a caveat to all probation officers appears to be in order. Avoid discussing individual cases with the news media. In the first place you have little or no control as to the manner in which your information is disseminated. Of even greater importance is the fact that your Chief Judge or the sentencing judge may strenuously object. Never discuss an individual case unless you are authorized to do so. And never discuss an individual case prior to its termination. The Guide to Community Relations is intended to deal with general principles as contrasted with specifics.

I think the Federal Probation Officers Association has done an excellent job in presenting this matter in the Guide to Community Relations. I commend them for their efforts to assist each probation officer in developing the proper skills to improve our relationship with the public.



WALTER E. HOFFMAN
DIRECTOR
THE FEDERAL JUDICIAL CENTER

PREFACE

The Guide to Community Relations was prepared under the direction of the Professional Standards Committee of the Federal Probation Officers Association. It was designed to fill an acute need, long recognized by probation officers, who come from a variety of disciplines but rarely from the field of public relations.

One of the stated objectives of the Federal Probation Officers Association is: "To promote a program of public relations in order to build and maintain an enlightened public interest in the proper administration of probation and parole." It was to further this objective that the Guide came into being. It is also hoped that it will stimulate probation officers to devote more attention to this often neglected area.

As its name implies, the Guide is not intended as a textbook in public relations but is designed to assist the officers in public address, press relations, and use of radio and television as communications media.

Walter Evans
President
Federal Probation Officers Association

1974

ACKNOWLEDGMENTS

A complete listing of the names of persons who have helped in the preparation of this Guide to Community Relations would be too long to set forth. A number of United States probation officers have contributed so significantly, however, that failure to mention them would be a serious omission. Special thanks go to Ted O. Wisner of Grand Rapids, Michigan, and Eugene Kelly of Camden, New Jersey, for their contributions to the finished product. Special thanks, also, are extended to Rufus Nix of the Birmingham, Alabama office who contributed the section on "Radio and Television" and to Robert Evans of the Tampa, Florida office, a former newspaperman himself, who made suggestions about the section "Press Relations."

In the section entitled, "Talks on Probation and Parole," we borrowed heavily from a manual published by the California Department of Corrections and we therefore want to acknowledge this indebtedness. We express our thanks also to the National Council on Crime and Delinquency and to the Columbia University Press for permission to use the quotations appearing in the section entitled, "The Business of Selling Probation."

We also thank Allen E. Hoffard, Public Information Officer of the Federal Bureau of Prisons, who was kind enough to reshape and reorganize this Guide.

Victor H. Evjen, former Assistant Chief of Probation, not only made some of his own notes and writings available to us for use in the Guide, but also was generous in his suggestions and editorial assistance.

The illustrated frontispiece was prepared by James Young, an instructor in the Education Department, U. S. Penitentiary, Lewisburg, Pennsylvania. The other illustrations found throughout this Guide, were drawn by Alfred Sailer during confinement at a federal correctional institution.

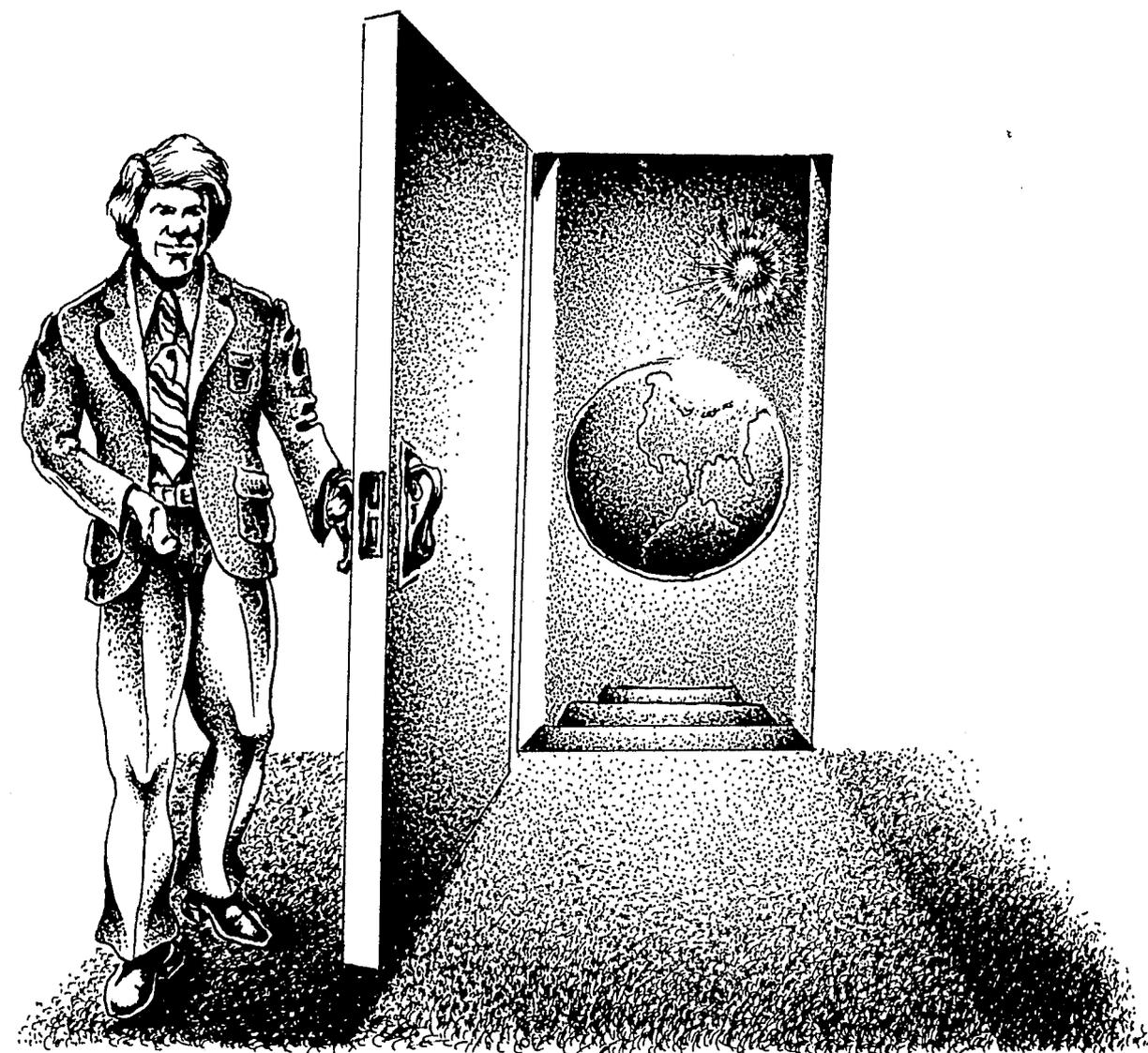
Finally, we are indebted to the members of the Professional Standards Committee of the Association, and to George W. Howard and Leslie C. Reed, successive chairmen and especially to Eugene A. Curtis, present chairman, for updating this Guide. Without their efforts and labor this work would not have been completed.

Board of Directors
Federal Probation Officers Association

1974

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HELP open a DOOR



to a better WORLD

CHAPTER I
INTRODUCTION

Public relations for courts and correctional programs???
Sure! And that's what this booklet is all about.

We think judges, probation and parole officers, corrections officials and offenders are all part of the community, too, and ought to have an input into what happens there. Once you've read and used this booklet, you'll know what we mean by having an input. A word about using it: it's meant to serve as a reference too, not as the last word.

WHAT IS IT?

If you want the fancy definition of public relations, dictionaries will tell you it is "developing reciprocal understanding and good will" or "the conscious effort of an organization to explain itself to those with whom it has, or would have, dealings." A simpler way is to say that public relations is DOING GOOD AND GETTING CREDIT. That includes a lot; but the basic idea is that people talk to each other and influence each other better and faster if they know how to tailor their messages to the audiences they want to reach.

COURTS AND CORRECTION PROGRAMS?

Reference to the court and its correctional resources

is what the "straights" do about their crime problems and until recently that was thought by many to be the end of the process. Whether anyone likes it or not, the courts and correctional programs are part of society. Because they are, citizens ought to know what is happening in them, the directions the courts, probation, parole and corrections officials are taking, the attitudes of the offenders, and whatever else is going on to protect the community and make it a better place in which to live. Helping people to know is where public relations comes in. Knowledge is power; people with the power of knowledge are in positions to change things; and change may just be a good thing, within and without prison walls. Besides, if people know what is happening in your programs, you will not be an isolated community to them; instead, you will be one of a whole group of institutions and organizations working to make the community run.

While Federal Probation has attained a high level of professional competence there remains much misinformation and misunderstanding surrounding probation generally. It is still too often regarded as the work of "do-gooders," "sob-sisters," "mollycoddlers," "bleeding hearts." Even among our fairminded citizens and enlightened community leaders are some who cry for a "get-tough" policy. Some react with considerable emotionalism. Others are even antagonistic.

Probation, to many citizens, is mere leniency, a special favor, a form of clemency, the act of a judge who does not have the courage to send a man to prison. Some even believe it is the probation officer's responsibility to see to it that as many defendants as possible are placed on probation, regardless of the background and character of the offender and the nature and circumstances of the offense. They have no realization that probation's primary purpose is to "protect society" - that no defendant should be returned to the community on probation if he is likely to be a menace to society.

Many otherwise well-informed citizens do not realize that imprisonment is not always the answer, that prison gates swing both ways, that 98 per cent of all prisoners eventually return to society, that many of them will be in prison again, and that the lives of many of them have been severely damaged by their associations and experiences in the abnormal environment of a prison.

These same citizens do believe, however, in the worth of an individual and a person's capacity to change his behavior. They are interested more in helping a transgressor of the law to become a self-reliant, self-respecting, law-abiding person than in punishment solely for punishment's sake. But they do not always know how

this is to be done. They have not had first-hand experience with courts, professional presentence services, probation, and parole. They have never been inside a prison. They have never heard a judge, a probation officer, or a prison warden tell about their efforts to "get back on track" those who have violated the law. Most of them have never talked with a convicted offender or one who has made good after serving his sentence. And let us face the fact that very little is being done to help them understand why people commit crimes and what presentday criminal justice and modern penology are doing to try to reclaim the errant member of the community.

Who is to help Mr. Citizen achieve an understanding of what professional presentence service is, its place in criminal justice, its purpose, how it works, and what it can do and cannot do for the offender? Who is to help interpret for him the true meaning and function of probation? What he knows about crime, the offender, and probation and parole he has obtained from the movies, radio and TV, newspapers and periodicals, paperbacks, and from friends and acquaintances who may be no better informed than he. Their reportings about crime, the offender, and criminal justice at times may be based on pure assumptions, bias, and even indifference.

Who is to give Mr. Citizen reliable information? Who is to redirect his misdirected thinking? Perhaps no one

is better equipped to help interpret the court's vital function in sentencing than the probation officer who works day in and day out with the law violator and to whom society has entrusted the delicate task of trying to help the offender become a law-abiding person. He can do much to help Mr. Citizen understand the importance of competent social services that aid the court in selecting the most effective treatment program, and to support and strengthen quality probation services in the community. To do so he must engage in a program of public relations - a way of winning good will and understanding and telling the community that he is trying to do a specific job for their best interests and their welfare.

Public relations is generally considered to include the following:

1. Dissemination of information.
2. Modification of attitudes, that is, overcoming negative attitudes and developing friendly attitudes.
3. Creation of an interest in or a concern about a particular problem.
4. Building public understanding and confidence.

The content of the public relations job at any one time depends on the particular goal or objective. The first step often involves a determination and analysis of community attitudes. On the other hand, if the particular aim at the

moment is something like trying to get jobs for probationers or parolees, then the original task simply may be that of deciding which groups in the community you are attempting to reach.

Next comes the formulation of the message which you are attempting to get across. The way in which the message is handled is extremely important. Experience indicates that the affirmative approach - accentuating the positive, though with a light touch - is likely to produce the best results. Care should be exercised not to offend the sensibilities of the group addressed. The form or manner of the presentation will depend on various factors but we are emphasizing here the point of making the most effective use of any medium. This requires skill.

In the pages that follow, we offer some suggestions to probation officers in speech making, dealing with the press, using radio, television, etc. We hope to increase the probation officer's awareness of public relations possibilities in our field and to stimulate interest in mastering some of the concepts.



CHAPTER II

PROMOTING THE HUMAN VALUES OF PROBATION

One of the five professional functions listed in the Constitution of the Federal Probation Officers Association is:

To promote a program of public relations in order to build and maintain an enlightened public interest in the proper administration of probation and parole.

Why is the probation officer in the business of promoting probation? Most obviously he is the person best suited to do so. He knows what it is all about. It is he to whom the court turns for knowledge of the human qualities of the men or women it places under probation supervision. The probation officer assists his men in seeking employment. He explains to an employer, for example, why it might be just as satisfactory to hire a probationer for the job of steam fitter as it would be to hire someone else. He knows that crime is a combination of many factors and not necessarily innate viciousness of the person who has been convicted. He knows the family life and marital history of the person on probation and is better able to explain why this particular person was in conflict with society.

Probation Officers are not alone in believing that many persons convicted of crime should be granted an

opportunity to become responsible, productive, law-abiding citizens in the free community. Many citizens in a community already believe in the dignity and worth of the individual and his capacity to improve his behavior. They are interested in probation and want to help the probation officer do his work efficiently and effectively. All they need is information about the way probation works. One of the purposes of this monograph is to help probation officers disseminate information and interpret probation to the community. Although many people share with the probation officer a common belief in the worth of an individual, the majority have never thought about probation or the treatment of the offender. They have a few partially formulated ideas, some negative opinions, and also some rather naive notions about the offender, criminal behavior, and the role of probation, institutions and parole in criminal justice. For these people the probation officer can develop a meaningful public relations program.

What does public relations mean? Public relations - or public information as it often is called - is a method of communicating objectively, accurately, and understandingly information about a program, activity, or organization. It is addressed to various kinds of publics whom we are trying to help look upon our program in a favorable light. A

program of public relations not only develops cooperative attitudes, but also creates interests of programs. Although many citizens of the community may get on the probation "bandwagon" and carry its cause to the halls of the legislature, it is, nevertheless, important that those engaged in probation work continue unrelenting efforts to establish understanding and good will. Public relations helps to win the good will and acceptance of the community. Public relations tells the community that the probation officer is a skilled person who is trying - often against great odds - to do a specific job in the best interests of the offender, his family, and the community.

Public relations should be distinguished from a program of mere publicity. It is the function of public relations to make people feel good about an activity or program, to help them understand it and to know how it functions, and also to solicit their active support.

To help the public understand and accept the philosophy of probation, the probation officer needs to know something about the techniques and methods of public relations. He needs to know precisely what kind of public he is trying to reach. He must have clearly in mind whether he wishes to reach a service organization, a civic club, a group of employers who are in a position to employ his

probationers, students who someday may enter probation work, clergymen who may serve as advisors, or other helping persons and groups.

When the probation officer has determined whom he wants to reach, the next step is to formulate his message. How can he get across the attitudes, feelings, ideas, concepts, and procedures relating to the rehabilitation of the probationer and parolee? To all of his audiences he must speak with conviction and must have implicit faith in the reformability of the offender. He must not offend the sensibilities of the group addressed. His message should always be in good taste. He then pursues the task of how to make his message effective.

Public relations was the concern of one of the workshops of a National Conference on Parole. Although specifically directed to parole, the points elaborated upon and the recommendations made are equally applicable to probation. As this workshop pointed out, public relations starts at home and begins within the organization itself.

All personnel - parole board members, professional staff, clerical staff - must be completely oriented to the basic concepts of parole and the basic functions and responsibilities of the board and the department. Each person must be considered as a potential interpreter of parole to the community. For example, a parole organization may create a favorable or unfavorable impression by the manners of an employee on the telephone. Moreover, everyone

in a parole organization moves in a society where he or she has an opportunity to sell parole. The more informed he is, the more effective he can be.

Among the recommendations of this workshop were the following:

Advocates of parole should be constantly on the alert for opportunities to inform the public of the entire parole program, and to interpret the objectives and advantages of parole. Acceptance of parole procedure will come when the taxpayer is convinced that he is adequately and economically protected.

Citizens must be convinced that proper parole release and supervision of parolees can only be established if parole agencies are adequately staffed with properly qualified personnel.

Civic groups and organizations should be approached in a program of public relations as they provide a channel for the proper presentation of parole to the general public.

The manner in which the probation officer carries out his public relations functions is as significant as the way in which he performs his work. The day-to-day impressions he makes as he talks with lawyers, businessmen, teachers, law enforcement personnel, representatives of social agencies, etc., will determine largely how probation and parole are regarded in his community. The importance of personal contacts cannot be overstated. The probation officer must know not only his job but also must believe in what he is doing. His integrity must ever be apparent. In the last analysis, he is probation in the community.

David Dressler, former Executive Director of the New York State Division of Parole, in his book Probation and Parole stresses the need for doing a good job and rendering courteous service. He says:

First and last, we can sell our programs only if we do an effective job of serving the public. We are public servants. We must never forget this. We work for the public. We must turn out good work.

As servants of the public we will gain respect and support if we are, in our dealings, courteous, efficient, and as economical as possible. The citizenry reacts favorably to a friendly reception. It does not want to be discourteously tossed around, whether it is applying for advice or a fishing license. The public, by and large, can distinguish between an efficiently and an inefficiently run organization. It is willing to spend money on public programs but it likes to feel that the money is being used to best purposes.

Along these same lines it has been said that our own probationers and parolees may be either our worst critics or our best witnesses to the worth of probation and parole. They can help us to interpret probation and parole to the public.

Qualified volunteers, too, can become effective advocates of probation philosophy after they gain first-hand experience dealing with the problems of persons under supervision. Their unique combination of credibility plus hard experience is a powerful resource not to be ignored.

The daily contacts of probation officers with the

legal profession present an extraordinary potential to demonstrate human concern and objectivity. Lawyers appreciate and welcome the opportunity to convey to the court their knowledge of a case - and what better way to assure thoroughness in the presentence investigation than to consult with both the defendant's counsel and the prosecutor?

Participation in community affairs of human concern is another avenue of public relations. Few are better qualified to reflect the impact of behavior problems, their causes and to make recommendations than probation officers. In every community there are organizations and agencies seeking advice. Leadership, too, grows out of involvement.

A word about correspondence. We create an impression by the kinds of letters we write. Indeed, our letters may have much to do with respect, or lack of it, in which we are held by the general public and the cooperating agencies with which we work.

William Shands Meacham, newspaperman and former Director of Parole for the State of Virginia, has said:

There are no more valuable allies of probation and parole than women's clubs and organizations. If you don't mind doing a little public speaking you will find these audiences most understanding and willing to help. They can and will do a great deal to help plan for women probationers and parolees. Children are their primary interest. A story of

one of our women parolees whose loyalty to her two children was the keynote of her life - including even her life in prison - speaks volumes for parole in Virginia.

Commenting on the enormous appeal that crime news has to the public and the great amount of space which the press devotes to it, Mr. Meacham emphasizes this positive point:

The story of the so-called criminal, however, is only fractionally told when the account of his crime is given and the news of his conviction printed. The story in which all of us here are vitally concerned only begins at that point. But what happens thereafter is a story that the newspapers cannot get unless we give it to them, for we are in possession of all the facts. My point is that we have at our disposal a tremendously rich mine of news values, and that if we will give the newspaper a much larger opportunity to share in it, we shall find ourselves in possession of a golden opportunity to interpret probation and parole.

In the same vein he stresses the following:

The impression that the casual reader of the newspaper gets from the endless succession of crime stories which he has seen in his favorite journal is that there are certain people bearing the caste-mark of the criminal who are in league against decent law-abiding people. These are the public enemies and if offenders happen to be on probation or parole - particularly on parole - that fact is likely to be played up in the news. We have the antidote for that method of presentation in our portfolios. The professional criminal comprises only a small fraction of the total number of offenders who come into the courts who are given probation or parole and respond to this form of treatment. We can prove this out of our large story of personal histories. The truth is that nothing succeeds like success, and newspaper editors and their readers also like happy endings.

As Mr. Meacham points out, a wealth of material is available to us that can be presented effectively to the public. He also suggests that the average American is interested in his fellow man and is ready to extend a helping hand, especially if he is on the comeback trail. The probation officer should keep this in mind in his efforts to increase a public awareness and understanding of crime and its consequences.

Crime is not really the same as is depicted in the hackneyed phrases of some of our newspapers. Seldom does the reporter have the opportunity to go behind the doors of a slum tenement house and talk intimately to people about their deeper personal problems. Seldom can a reporter know the mental strain of the white-collar offenders such as the income tax evader who is a civic leader and loses his status in his community. By and large the newspaper man is content to obtain either from the district attorney or from a policeman information concerning a crime, its cause, its effect, and its circumstances.

While the probation officer, because of the confidential nature of his work, cannot report on some of the details in his cases, he can, by the use of pseudonyms and by altering otherwise identifying information, give an accurate statement of the nature of the offender and the crime and still not disclose his identity. Case illustrations

can be informative and meaningful.

How often has the probation officer read the same old meaningless phrases, the same old trite expressions in newspapers and magazines which convey almost nothing to the reader and are not as interesting as the real facts in the life of those who have become involved in difficulty with the law.

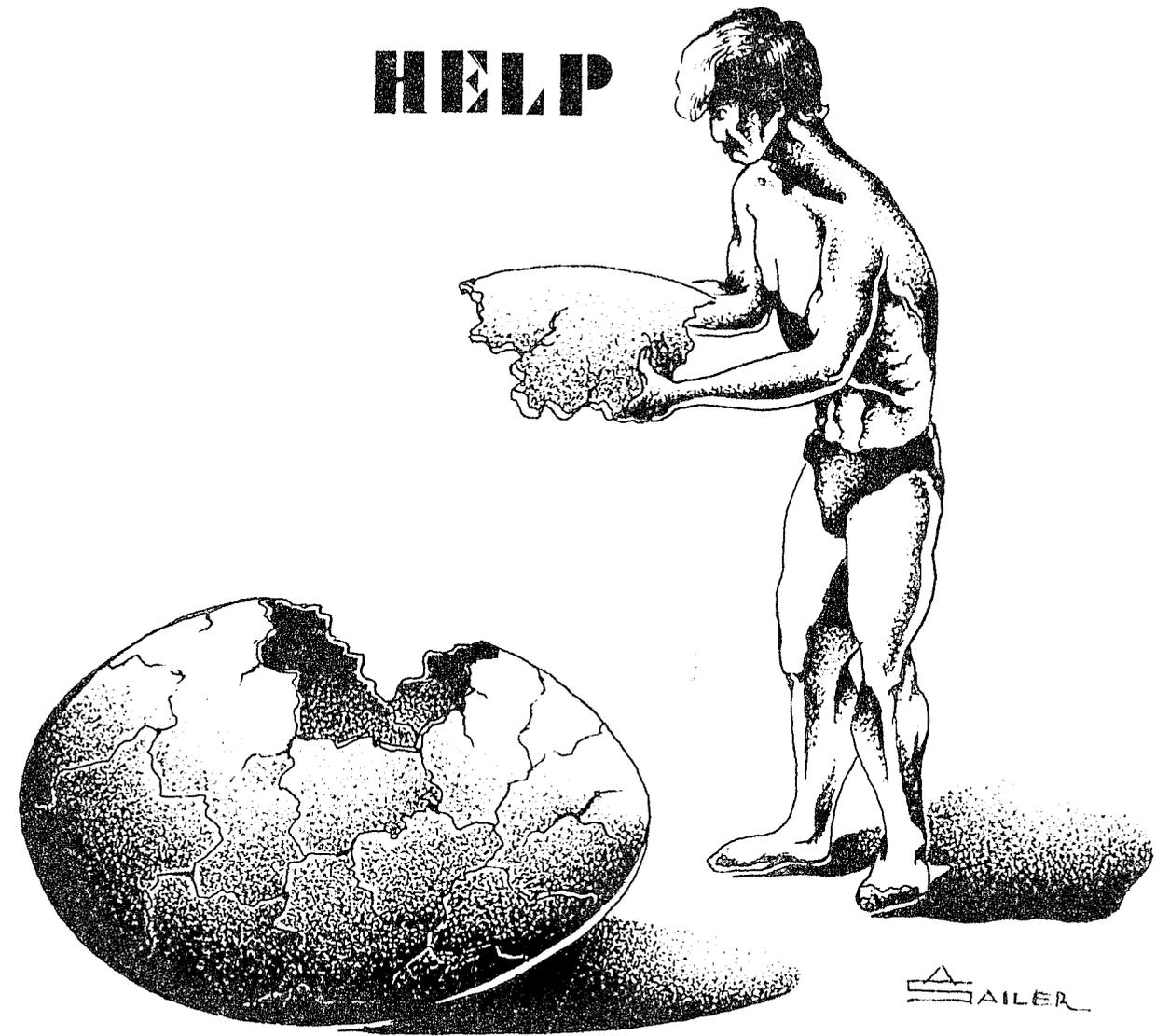
Another important facet of the Federal Probation Officer's function should not be overlooked in telling the probation story. That is his role as social investigator, behavior analyst and advisor to the court in matters relating to sentencing. Both the immediate and long range safety of the community are dependent upon the court's ability to effect the most appropriate treatment programs in criminal cases. This requires that the court be advised with some degree of competence as to the behavioral problems present and needs of the individual offender as well as the most effective treatment resources that are available to meet these needs. In the medical field no doctor or hospital could hope to perform successfully if patients were not selectively chosen for the right treatment program. The same analogy applies to courts and corrections. The finest correctional programs could not function efficiently if offenders were not properly placed. The community will

appreciate an awareness of the presentence services to the court.

In promoting the value of anything it is the quality that really counts. Fortunately, the qualifications and performance standards for Federal Probation have been established at a level unexcelled by any other service of its kind. And, it is to be remembered that as an officer of the Federal Court the probation officer is both its agent and ambassador. In all circumstances the probation officer must reflect the integrity and the dignity of the court.

with your

HELP



it can be

DONE

CHAPTER III
TECHNIQUES OF PUBLIC RELATIONS

TALKS ON PROBATION AND PAROLE

A. Preparing the Speech

1. Analyze your audience and its background, knowledge, and experience.
2. Find out your specific time limit.
3. Determine your focus of emphasis.
4. Pick your basic points.
5. Prepare an outline.
6. Fill in outline, matching detail and discussion to the audience needs.
7. Develop final outline, including effective phrases and expressions you want especially to emphasize.
8. Rehearse your speech - revise as needed.

B. The Speech Itself

1. Spend a minute or two stating that you are glad to be here and to have the opportunity to address the group.
2. Indicate a little more about yourself and the organization which you represent than was perhaps mentioned in the introduction given you.
3. Speak so the most distant listener can hear clearly - no louder.
4. Talk "with" - not "at" - your audience.
5. Relax.
6. Don't waste time on preliminary anecdotes unless they tie in.

7. Don't talk over your audience's head.
8. Look at your listeners - they should keep their eyes on you.
9. Invite audience participation.

SUGGESTED GUIDE FOR A PUBLIC ADDRESS
DESCRIBING THE WORK OF A U. S. PROBATION OFFICER *

INTRODUCTION

- I. Purpose: To Explain the Work of a Federal Probation Officer.
 - A. Position of Speaker
 1. Not an expert in any field (joke).
 2. Probation Officer only, try to stick to field - Broad Field - not cover causation.
 3. Not a Speaker (joke).
 4. Not entertain or just disseminate facts, but try to inform and hopefully educate.
 5. Try and stimulate thinking and provoke questions.

BODY

- II. History of U. S. Probation
 - A. Relatively new - established by law March 4, 1925 - first officer appointed 1927 - effective force since 1930.
 - B. American in origin - Based on dignity of individual
 1. English common-law provided for suspended sentence and release on good behavior, but not actually probation.
 2. John Augustus - Boston, Mass., 1941 - First utilized Probation as we know it - based on a personal relationship and assistance with needs.
 3. First State Probation Act - Mass., 1878
 4. In Federal Courts Judges germinated the idea 1908-1909 as they were dissatisfied with the harsh penalties they were compelled to use.

5. Prior to 1940 part of the Justice Department - now under United States Courts.

III. Composition of Courts

- A. Court itself - Give local composition, number of judges, probation officers, clerks.
- B. U. S. Attorney's Office - Local staff numbers - Function equivalent to County Prosecutor only federal laws involved.
- C. U. S. Marshal's Office - Marshal, Chief Deputy and local numbers - Function is primarily to serve all legal papers for the court, custody and transportation of Federal Prisoners, bailiff in court.
- D. Investigative Agencies - Several, each with distinct jurisdiction. FBI, Post Office Inspectors, Narcotics, Secret Service, Internal Revenue Service, etc., etc.
- E. Probation Office
 1. Geographic and population facts about your area
 - a. Area - number of counties - ____ million people - ____ square miles.
 - b. Total under supervision in your area ____.
 2. Nationwide
 - a. 94 District Courts - Locate office in district.
 - b. 213 Probation Field Offices in 50 States, Guam, District of Columbia, Canal Zone, Puerto Rico, and Virgin Islands.
 - c. Officers - FY-75: 1468; FY-76: 1788; if Speedy Trial Act request is approved in FY-76: 1863.
- F. How the Machinery of Federal Justice Works
 1. Federal Law is violated - Examples of law and violation.

2. Discovery reported to proper agency - Investigation
3. Prosecution
 - a. Arrested after warrant authorized by U. S. Attorney
 - b. Hearing before U. S. Magistrate
 - c. Arraignment - appearance in Court to answer to charges
 - d. Guilt established - Plea of Due Process of Law
 - e. Court orders Presentence Report prepared

IV. Two Basic Functions of U. S. Probation Officer

- A. Investigative Arm of U. S. Courts and U. S. Board of Parole
 1. Presentence Reports for the Courts
 2. Preparole work for the U. S. Board of Parole (Explain Preparole)
- B. Supervision of Probation cases for District Courts and parole cases for U. S. Board of Parole

(Deal with Investigation and Supervision separately remembering that they are related and reinforce each other.)

V. Investigative Work

- A. Presentence Report - definition - Accurate evaluation of the defendant's social history, personality, attitude, and prospects for becoming a lawabiding citizen.
 1. Purpose - primarily for the Court's use in its determination of sentence - Probation or Not! (10 Criteria)
 2. Required by the Federal Rules of Criminal Procedure unless the Court otherwise directs Rule 32C.

3. Other Uses - just about everything that follows hinges on the Presentence Report.
 - a. Diagnostic Tool - useful and necessary in supervision of cases.
 - b. Assist Bureau of Prisons in designation of institution in committed cases.
 - c. Used in classification and treatment of those confined.
 - d. Used in helping to decide when to parole and in parole planning.
 - e. Useful in research
 - f. Useful in preparole investigation (Explain preparole work)
4. Miscellaneous Facts about Presentence Reports
 - a. Average number prepared per month.
 - b. 86.6% conducted on all federal cases last year
 - c. 29,492 Presentences in Federal Courts last year
 - d. 45.9% of those found guilty were placed on probation
5. Preparation of Presentence Report is a big responsibility
 - a. Courts rely heavily on the USPO's findings and recommendations.
 - b. Hard work - facts hard to get - vested interest - require effort and patience.
 - c. Writing difficult - English language tricky - must communicate findings.
 - d. People are not cement.

B. Probation Selection

1. Definition of Probation - method of treating a convicted offender. Person is placed on a suspended sentence, under supervision and upon specified conditions. Primary objective - Protection of Society through rehabilitation of the offender.
2. Criteria - who placed on and why
 - a. Protection for the public and justice for the offender, not suitable if the facts indicate he would be in any way a menace to society - 10 criteria.
 - b. The presentence is conducted with the assumption that the case might be one for probation- otherwise if the facts indicate.
 - c. Send those to prison who repeatedly commit serious offenses or who choose crime as a way of life.
 - d. Probation should never be used as a form of leniency or reward.
 - e. Advantages of Probation
 11. Human - American way of life, value of the individual - read Churchill Statement from Hall of Justice
 22. Economic factors - savings. Incarceration: \$12,000 a year; probation: \$400 a year.

C. Facts on Costs

1. Cost of imprisonment many times that of probation; see above.
 - a. Prisons must do everything and prison costs continue to rise above that of supervision.
 - b. Total cost of confinement staggering, taxes, dependents, earnings.

c. USPO's supervised a total of 59,534 different persons with average caseload of 52 per officer.

- D. Cost of Crime in General - staggering, difficult to estimate
1. Total cost of crime to society is approximately 28.2 billion annually
 2. \$128 per year for every man, woman, and child
 3. \$1.46 for crime for every \$1.00 in education
 4. \$13.00 for crime for every \$1.00 spent by our churches
 5. 50 Federal Penal Institutions alone
 6. 23,000 Federal prisoners, 230,000 State and Federal
 7. Highest crime rate in world 120-100,000 - England 65-100,000
 8. One custodial officer to every 11, one corrections to every 400
 9. 98% of those confined eventually released - 40% released after their first hearing with the Board of Parole

VI. Probation and Parole Supervision

- A. Primary objective of Probation: protection of society through rehabilitation of the offender.
- B. How bring about - basic job of Probation Officer; "A change agent." Somehow enable the offender to see himself as a worthwhile, responsible person who can handle life's problems in a socially acceptable way since criminal behavior is: "A response to a frustrating social stimulus and a means of adjusting to that stimulus."
- C. "You must change" is as effective as the imperative, "You must be morally condemned and punished."

D. Mechanics

1. Initial interview after court places on probation or after return from confinement on parole.
 2. Reporting procedure - mail or reporting to office.
 3. Actual Supervision - OV HV CV - collateral contacts valuable, attempt to see minimum once a month.
 4. Geography a problem - large caseload for large areas
 5. Planned supervision - based on need or potential.
- E. How to bring about change - depend on three things:
1. Understanding the offender
 2. Good selection - not always possible - parole - 10 questions
 3. Good supervisory relationship - intervening force

CONCLUSION

- I. For all the work in the field of corrections the results in a way are discouraging - recidivism rates are high - 50% of all felons discharged later have trouble with the law - 35% are back in prison within three years. Among youth who represent major crime problem the rate is even higher. Fail to reach the social and psychological forces that cause criminal behavior.
- A. Parole violation rate Federal - 30%
- B. Probation violation rate Federal - 18%
- C. Beware of statistics - yet probation violation rate encouraging.

- II. Society is fortunate to have persons who will attempt to put out the fire when the fire fighting equipment is crude, the causes of the fire unknown, and the consequences of the fire fighting unpredictable.
- A. Cannot accept the attitude of the perfectionist and wait until all the facts are in. Must make our account with the actual rather than indulge in pensive preference for something that might be.
 - B. Avoid the tendency to do nothing rather than make an error. Even when sending people to prison, do so but with humility, recognizing that we do so because we do not know what else to do.
 - C. Need for research - each member of the camp of behavioral sciences thinks he has the answer - Not yet a science like chemistry - Maybe never, but getting closer.
 - D. Probation and Parole are essential elements in the administration of criminal justice.

Thinking stimulated; interest aroused; informed questions.

*This suggested talk guide was provided by Richard J. Anderson, Chief Probation Officer, Western District of Michigan, and may be adapted to your specific audience.

INFORMATION REQUESTS FROM THE MEDIA

Your replies to media inquiries are an important element in building working relationships with members of the press.

Briefly stated, you are advised to "be helpful, be accurate, be fast." Actually, there is not much that you can add to the advice given on this subject, but there are a few simple rules that have been found to be helpful when dealing with media requests.

When asked a question, don't answer it immediately, even if you know the answer. Ask if you can phone the requestor back. This gives you time to carefully think out your answer and reduces the chance of providing confidential or misleading information to media under the strain of rapid questioning.

A helpful approach is appreciated by all newsmen. Most of them work on assignments which must be completed quickly and accurately. Reporters often are assigned subjects they know little about. Willingness to be helpful in these cases saves everyone time and effort.

In dealing with reporters, avoid the "no comment" answer. Whenever an inquiry cannot be answered for reasons of the rules on disclosure or other requirements for keeping

information confidential, those reasons should be explained.

Incidents sometimes occur that put a Federal agency in a bad light. Inquiries on these matters should be answered in a straight-forward manner, giving all the facts that law and policy permit.

Accuracy in the information you give to reporters is absolutely essential. Do not be hesitant to say, "I don't know." Unless the information is immediately available or you are certain of your answer, check it out before responding. Incorrect information is worse than none.

Whenever possible, information furnished to reporters should be complete. Phrasing the law in laymen's language necessarily involves a loss of precision, yet it should not be inaccurate or misleading. Explain and use technical terms when necessary.

Reporters work under the constant pressure of deadlines. Yesterday's news is dead. Replies to press inquiries should, therefore, be made as quickly as possible. If it is necessary to call a reporter back, be sure to find out his deadline. If the information cannot be obtained within the time limits, call and explain the difficulty. When you promise to call back, keep your promise even if you don't have the answers the reporter wants.

Cooperation with the press is essential. Denying information to a reporter who has a legitimate right to it will cause resentment. The frustrated reporter will usually increase his efforts to get the information through other channels. A reporter who has spent considerable time on a story is going to try to get something into print. If you cannot give him the item he wants, suggest another item or another aspect to the story. Always try to give him something he can use.

PRESS RELATIONS

WHAT SHOULD YOUR ATTITUDE TOWARD THE PRESS BE?

The single most important thing for you to have in dealing with the press - especially during an emergency situation - is a helpful attitude. Never try to cover up the fact that injuries or damages have occurred. It is regrettable, but not a public disgrace, to have an emergency situation. But to have one reported in print after you have denied it or minimized it is highly embarrassing. It costs you prestige, community standing, and good will - all highly valued and hard-to-get assets.

Remember that newsmen have free access to many information sources other than you - hospitals, coroners, fire and police departments, and your own employees. Newsmen will get the news. Your job is to see that they get it correctly. They will seek you out most often as the best source to try first, and if you satisfy them, they aren't likely to seek out other sources.

You can profit by remembering that the reporter cannot leave your place empty-handed. Just as your job hinges on the performance of certain duties, theirs compels them to get the story, one way or another. It is better,

therefore, that they get the facts from the facility's management.

So the important factor for you is your attitude. Forthright honesty, open reasonableness, willingness to cooperate and - above all - a readiness to explain delays are elements that will provide for the best treatment by public media and will go far to enhance the program's reputation as responsible.

A. Dealing With the Press

Newspapers are among the first in importance in areas of public information. A cooperative press should be sought. This involves cooperation on the part of the probation officer. Get acquainted with the reporters on the Courthouse beat. Give the reporter information within limits set by the court and approved by the Chief Probation Officer.

Information should be accurate and sufficiently complete to tell the story.

When contacting a newspaper, make sure you have something to offer. It is not considered good form to "just drop in" Remember, these men work on a deadline basis and every minute they waste means two minutes of work later on. Also, avoid the "what can I do for you" approach. Chances are you will get "nothing" for an answer.

Newspapers, like other forms of mass media, depend on service to the customer to survive. It follows, therefore, that your approach when contacting a newspaper should be in the form of advising him of the service he can provide his readers by using your material.

1. Answer specific questions.
2. Stick to the facts.
3. If you do not know the answers, say so.
4. Provide the necessary background where you can.
5. If you cannot give reporters what they want, suggest a feature story.
6. Do not try to outsmart.
7. Do not play favorites.
8. Do not try to alibi.
9. Do not be defensive.
10. Do not fight with them.

B. The News Story

What is news? Would the average reader find the story interesting?

1. Give the principal facts in the "lead" paragraph; cover the five "W's" - who, what, where, when, why - and also how.
2. State the facts in simple language.
3. Arrange in order of significance.
4. Make the story interesting.

5. Use short sentences and short paragraphs.
6. Do not editorialize.
7. Be accurate.

C. Feature Story

1. Think it out. What message are you trying to convey?
2. Take care to protect the identity of your probationer or parolee.
3. Write so that the average high school student would understand the message and would find the story interesting.
4. Consider timeliness of the story.
5. Avoid overselling.

D. Getting into Print (Writing a News Release)

Five points are important to a good news release; WHO, WHAT, WHEN, WHERE and WHY. If possible a sixth, HOW, should be included.

It is important to get all these points in the first sentence or two, whether you're writing for newspapers or broadcasting. These first sentences are called the "lead." A good lead captures the attention of a reader or listener and makes him want to know more about your club's activity or project.

Now go into the details of your story. Each succeeding paragraph should be of declining importance.

Professionals call this writing technique the "inverted pyramid." It permits an editor to pick up the important facts of your story in the first few lines. Then, if he does not have space or time to use the whole release he can cut it from the bottom, where least important details are given. This is true of both print and broadcast media.

Use short words. Write short sentences, short paragraphs. Two sentences make a good paragraph in a news release.

Be brief. Almost every news release can be written on one or two double-spaced typewritten pages. Two pages double-spaced will fill about 12 inches one newspaper column wide. This is a lot more space than most editors can give one item.

Always give exact date in a news release: "June 10" rather than "next Thursday" or "tomorrow." Specify "October," not "next month." Double check date and day of week on a calendar.

List the address as well as the name of meeting place. Remember, you are writing for people who do not know.

Never use a word in a news release that you would not use in everyday conversation. Never use a ten cent word if you can think of a good five cent one.

Forget all about adjectives when you write a news release. Remember, beauty is in the eye of the beholder.

Don't say a tea table was lovely, or a speaker dynamic. If either is worthy of special mention, describe the table setting, or relate the gist of what the speaker had to say that was memorable.

Figures in your story? Always spell out numbers from one to ten, then use numerals from 11 on up. Never begin a sentence with numerals.

NEVER, NEVER LAND

When you have finished the draft of your story, go over it and toss out all the adjectives and the unnecessary words like "the," "a," and "an."

Check every point of your story for accuracy. Never guess on dates, time, places or names.

Never include a telephone number. News copy goes through many hands and the chance of error is great. Also, when you list a phone number for ticket sales and the like, editors realize you are using their columns for free advertising. They sell space and time for such a purpose!

Never mention door prizes, raffles or lotteries in a news release. Newspapers are sent through the U. S. mails, and the law forbids their use for such news.

Never print the name of a play an artist may be reading, unless you have his word that a release has been granted by the publisher.

NAMES IN YOUR NEWS

Spell Them Right!

RADIO AND TELEVISION

For the most part, publicity and informational work conducted by the probation officer has been limited to talks before groups, and newspaper articles. Opportunities are growing in the use of radio and television.

Radio - Radio has one feature that makes it unique in relation to other mass media outlets - it is the only form of mass communication that allows the listener to do more than one thing at a time.

To read a newspaper or watch TV, you have to look and concentrate. With radio, you merely have to listen. This allows you to drive your car, mow your lawn, etc. and still receive a message.

Radio stations are broken down into two main categories, AM and FM. Without going into the technical differences, AM is the most common and important form of radio, although receivers with both AM - FM bands are becoming more common. Each has stations offering public affairs and education oriented programs.

Since the advent of television, radio has changed its way of doing things. Competition of television demands that radio do what television cannot do, go where television cannot go, and reach where television cannot reach. Your

well prepared 15-minute talk would not hold a radio audience as it might have ten years ago.

Survey the radio programs in your area: keep in mind that different types of programs at different times of the day reach different audiences made up of different kinds of people. One program may be designed for women in which a local female personality interviews people in various interesting fields of work; another may be the sidewalk interview; still another, the type entitled "Voice of the People" where listeners may telephone in questions.

Don't forget the newscasts. Visitors to your office from "out of town," who are in the field of probation work, present an excellent opportunity to bring your work to the attention of the public. Radio stations like to "tape" statements in advance from such persons to be played on newscasts at a later time. Remember, the radio news bureau is looking for interesting news and you are doing them a favor by calling events to their attention.

With the use of a tape recorder, it is possible for you to tape speeches and panel discussions; these may be left with the radio station in your area to be played at a later date. Build your talks around local or national

events such as the Exchange Club's "Crime Prevention Week." Exchange Club members will be glad to cooperate with you. Your program can be made more interesting by having a panel discussion including a layman, a lawyer, a psychiatrist, etc. Don't overlook the possibility of cooperating with state and juvenile probation officers on your programs.

Television - Television requires more preparation than does radio. Survey the types of programs on which you might want to appear; they may vary from "morning shows" for a 5-minute interview, to interview programs during the day designed for the housewife, or a 5-minute interview spot after "the late, late show" at night. Educational television, if available in your area, will be glad to work out a program with you. Know the program director of your local television station and educational television station and discuss with them what you would like to do.

A. Planning the Television Program

1. Examine the subject matter you wish to cover.
2. Decide whom you want to reach - a general audience, women, men, occupational or professional groups, etc.
3. Decide what type of program, the length of program, and the number of programs, which would be desirable to accomplish what you want to do. Consider the complexity of your subject and the attention span and interest of your intended audience.

4. List the resources you have for the presentation of this type of program - talent, audio and visual materials, available time, budget needed, technical facilities necessary. Little theatre groups may supply the actors.
5. Discuss all of these ideas with the program director of your local TV station.

B. Selecting Television Talent

1. Does the person know the subject area well? "Experts" do not always make the best television talent, although material presented must be educationally and factually sound.
2. Is the person interested in doing these television programs? This is extremely important to the success of the program.
3. Does the person have a reasonably pleasant speaking voice? Is he animated and relaxed? Can he think quickly and express himself directly?
4. Is the person an interesting conversationalist or discussion participant? Does he have naturalness, warmth, friendliness, and a pleasant personality?
5. Plan your program well in advance. Know what to accomplish with the program, for whom it is intended, and the best way to present your idea.
6. Keep the contents simple and direct. Do not try to inject too many ideas into a single program. Allow adequate time for a relaxed and leisurely presentation.
7. Plan the type of program which you can present in a comfortable manner. Your home audience is just a few feet electronically from you, usually a single person or two or three persons grouped around each television receiver. You should express your ideas in a simple, informal, and conversational manner.
8. You can use too many "gimmicks" as visual effects. The subject matter can dictate which ideas should

be illustrated and which need not be. Always consider what visual materials are available or can be prepared for television and the facilities for using them.

9. With the producer-director's advice, select visual materials which can effectively illustrate your main points. Remember that television is primarily a visual medium; it must appeal to the eyes of your audience rather than just to their ears. Even a talk, reading, or discussion should be presented in an interesting manner visually.
10. Visual materials should illustrate the main ideas in a presentation and should contribute to the interest of the program. Photographs and simple graphs may add a great deal of understanding to your presentation.

C. Presenting the Program

Participants on TV programs must be effective communicators rather than polished actors. Their presentation is concerned with the communication of information, ideas, cultural values and concepts. By all means there should be a rehearsal before the program is to go on the air. It may be possible that your television station can put the program on video tape and therefore the program can be taped at a more convenient time and without the pressure of actually being on the air. The television camera projects your natural personality; the more relaxed and natural you are, the better you reach your viewers. Remember that you are a guest in the viewer's home.

D. Things to Remember

1. Be friendly, informal, and direct. Avoid the gestures and voice projection of a platform lecture.
2. Be conversational and unhurried. Allow ample time to cover each point you want to make and for an adequate summary of your ideas. The television audience cannot slow you down, ask you to repeat a statement, or ask you to clarify some vague point. Always be simple and direct.
3. Be prepared to "ad lib" your program, unless it is a dramatic-type script. You should prepare an outline and use these notes naturally and casually or have cue cards off camera as an outline.
4. Be pleasant and friendly whether you look at the camera or converse with your participants. Smile occasionally.
5. Avoid brusque and awkward gestures, fidgeting, weaving or nervousness, and broken stares. Be interested in the person to whom you are talking or listening and look at him. Establish eye contact with the camera lens occasionally, even in a discussion program, and do not stare at the activity behind the camera which the viewers cannot see. When you look at the bottom lens near the red light on the camera, you are looking directly at your audience.
6. Sit or stand in a natural and comfortable position as planned in rehearsals. The director will suggest any necessary changes. Do not stand, sit, or perform other movements that are not slow enough for the camera to follow.
7. Speak clearly and distinctly at a conversational level; use a simple vocabulary; speak slowly and directly, but vary your pacing occasionally to avoid a monotonous voice pattern.
8. Do not feel that you must talk constantly. Pauses are important.

9. Present your material in the way you rehearsed it, keeping close to the form and timing of your outline.
10. Correct any errors you make, naturally and quickly, without calling undue attention to them.

These are just a few lines on the adventure into the realm of radio and TV. Survey the programs on your local radio, television and educational television stations, and contact the program director. These exciting media are waiting and willing to help you tell the story of probation and parole.

SUGGESTED SAMPLES FOR RADIO AND TV NEWS RELEASES

From:	For Release:
Handley Music Club	Thursday, March 15, 1975
W. A. Mozart	
Publicity Chairman	
1357 Lydian Street	
Handley, California	

Theresa Ann Blankenship has won the five-hundred dollar first prize scholarship award in the Handley Music Club Essay Contest. Her entry was judged best in the 19th annual competition on the subject: "America Needs Music."

Miss Blankenship lives at 21 Spruce Street in Hanley. She is a 17 year old junior at Handley High School.

Results of the judging were announced at an awards dinner last night at the Wellington Hotel.

Runners up were Edwin R. Newman, 15, of 245 Harvard Street, Handley, and Patricia Neff, 16, of 11 Nichols Avenue, Freemont. Each received a two-hundred dollar scholarship.

The awards were presented by Mrs. Alan Saints, president of the Handley Music Club. Assisting her were Mrs. Albert Trenton, Milton Quinn, and Donald Monroe.

E. The station may be able to use the entire item. If not, the main news is the first two paragraphs. If any names are difficult to pronounce, give the phonetic spelling. For example: Blankenship (Blay'-kinn-ship).

From:	For Release:
The Rotary Club	Thursday, March 15, 1975
John C. Corbert	
Publicity Chairman	
1632 Warren Street	
Monmouth, Missouri	
Stoneacre 6-4280	

The new president of the Rotary Club of Monmouth is Arthur C. Best.

He will take office on Friday, April 7.

Mr. Best, who resides at 435 Cluber Drive, has

been active in Rotary affairs for the past six years. He was elected at a luncheon meeting today to succeed George W. Miles whose term has expired.

Henry P. Castle was elected vice president, a post Mr. Best held for two years.

Other officers are Gordon H. Chandel, secretary, and Robert J. Lapham, Treasurer.