



COUNTY OF LOS ANGELES  
**CHIEF PROBATION  
OFFICER**

*To enrich lives through effective & caring service.*



## County of Los Angeles

The County of Los Angeles is the most populous county in the United States, with more than ten million inhabitants. The County includes 88 cities and has an area of 4,751 square miles that is demographically, geographically, and economically diverse. The County operates with an annual budget in excess of \$36 billion. Over 112,000 employees in more than 37 departments provide vital and wide-ranging services to the public.

## The Board of Supervisors

The County of Los Angeles is governed by a five-member Board of Supervisors who are elected on a non-partisan basis and serve four-year staggered terms. As the governing body, the Board serves as both the executive and legislative authority of the largest county government in the United States. The Board directs County governance through its numerous appointed department heads. In addition to the appointed department heads, the County Assessor, the District Attorney, and the Sheriff positions are elected.

Commissions help the Board handle the many and varied duties and responsibilities of local county government. Commissions, committees, task forces, and special district agency boards are created by State or Federal Law, County ordinance or by the Board's action. The Board relies on these groups to advise on a wide range of issues affecting its constituencies, and to assure that these bodies are responsive to community inputs and concerns. County Commissions work collaboratively with the Board and departments to identify areas for improvement, develop priorities and advocate for resources.

## Probation Oversight Commission

On October 1, 2019, the Board voted unanimously to establish a new Probation Oversight Commission after hearing concerns from the community and Probation staff. Concerns included issues in County juvenile facilities, improving community engagement, the Department's organizational culture, and the need to improve the strategic use of information technology. The Commission was charged with improving public transparency and accountability in the Los Angeles County Probation Department.

The Commission will be composed of nine members who will monitor reform efforts of the Probation Department, including utilizing a comprehensive systemic reform plan for guidance. Furthermore, it will serve as liaison and facilitator between the Probation Department, County residents, and community-based organizations to address

the impact of Probation Department policies and practices on the community. The County's Office of the Inspector General will work closely with the Commission and shall be accountable for investigations and issuing subpoenas as directed by the Commission.

## About The Probation Department

The Los Angeles County Probation Department is the largest probation services agency in North America with over 6,500 employees. Two-thirds of the Department's staff are sworn peace officers in over 50 locations including 24 field offices, 19 residential treatment camps, 2 juvenile halls and 6 juvenile camps. There are approximately 45,000 adults under probation supervision, 4325 youth under field supervision and 556 youth in juvenile facilities.

The Probation Department is divided into numerous bureaus, sections and work units aimed at achieving the County's and Department's mission, goals, and objectives. The key areas are:

**Juvenile Services** is made up of three areas: **Detention Services** which operates two juvenile halls; **Residential Treatment Services** that oversees camp operations and treatment services for youth who have been ordered into Camp Community Placement; and **Juvenile Field Services** that facilitates programs, referrals, and services for youth who are under probation supervision, but not detained within a juvenile correctional institution.

The Probation Department partners closely with the Los Angeles County Office of Education (LACOE) to provide educational services and academic instruction for youth in juvenile justice facilities. LACOE also tracks students once released to ensure the continuance of their education.

Preventing youth from entering the juvenile justice system has a meaningful impact on the long-term success of these young people. For years, Probation has been actively engaged in diverting youth from the system and toward receiving support at home and through community-based organizations. In 2018, Probation committed \$12 million in funding toward diversion programs.

**Adult Services** consists of four bureaus: **Adult CORE Services Bureau** that oversees fifteen field probation area offices and supervises approximately 30,000 clients in the community; **Pretrial Services Bureau** providing courts with critical information on a defendant's eligibility for pretrial release programs, and supports the responsibilities related to public safety; **Adult Investigative Services Bureau** which consists of Central Adult Investigations, Special Enforcement Operations (SEO),



Adult Services Court Officer Team (ASCOT), Proposition 63 and Central Records; and the **Post-Release Community Supervision (AB 109) Bureau** that supervises over 9,906 clients and consists of six standalone supervision offices and eight additional co-located offices throughout the county.

**Administrative Services** supports the work of Juvenile and Adult Services through Professional Accountability, Information Systems, Budget and Fiscal Services, Human Resources, Training & Development, Management Services, and Contracts and Grants Management.

## The Opportunity

The Chief Probation Officer will lead and direct the nation's largest probation department as it continues to build an innovative system, and the culture and infrastructure to sustain it. With over 6,500 staff and an \$1.02 billion budget, the Department is comprised of 24 field offices, 19 residential treatment camps, 2 juvenile halls and 6 juvenile camps. The Chief Probation Officer is a sworn, management position reporting to the Board of Supervisors.

The Chief Probation Officer is key to the success of the County's efforts to transform the Department into a truly rehabilitative and restorative justice system. The community at large, and the adult probationers and juvenile offenders supervised by the professionals in the Probation Department, benefit from the rehabilitation and reintegration that the Department provides.

The Probation Department will partner with the newly formed Probation Oversight Commission to continue the department's efforts of transformation in moving toward a caring and rehabilitating department that embraces technology and a commitment to evidence based best practices.

### *A recent probation survey indicates staff's interests in:*

- *Developing a department noted for its commitment to transformation toward a caring and rehabilitative environment;*
- *Using data as a way of measuring success and impact; and*
- *Committing to best practices and excellence.*

There are also real opportunities: current data systems are antiquated, the plan for transformation needs to be reimagined; the employees, excited by the vision, need to be professionally transitioned to roles that are in alignment with the newly imagined probation department; and the strategic objectives and vision of the Board need to be developed into workable operating plans.

The Juvenile Probation Division includes many compassionate staff, yet as the population has decreased within the system, the remaining probationers require support in the halls and camps that current staff are not fully equipped to provide. Additional training and resources need to be developed to ensure the success and safety of the staff and the probationers.

The Adult Probation Division also has opportunity for greater transformation toward a caring and rehabilitative model. Recognizing that the adult probationers require specific oversight, there is an acknowledgement that the transition of adults during probation is significantly impactful. Adult Probation requires reimagining relationships with other County agencies and community-based organizations that offer comprehensive community adult supervision and support. Institutions that partner with the Adult division can be

much more supportive but lack the infrastructure and agreements necessary to enable their participation.



Furthermore, the Board of Supervisors has identified priorities that require immediate or near term attention. Please see the supplemental document that outlines those priorities.

## The Ideal Candidate

The Chief Probation Officer will inspire and influence others to the call for community well-being and safety, reducing recidivism, and rehabilitating at-risk youth and adults. A visionary and innovative leader, the successful candidate will have demonstrated ability to meet large scale challenges and drive and sustain cultural changes to achieve desired outcomes, even in established and deep-rooted cultures.

Los Angeles County is seeking a candidate who has extensive knowledge of current trends and developments in the fields of probation, juvenile justice and corrections, and piloting holistic and evidence-based innovative programs in these fields. The ideal candidate will have a track record of success in bringing together and creating collaborative and effective partnerships with a diverse group of stakeholders to create actionable practices that reflect the County's values of protecting and serving the residents of the County, as well as engaging the community and rehabilitating adult and juvenile populations.

The ideal candidate must lead in establishing a supportive and collaborative environment and be fully committed to creative and rehabilitative models regarding youth and adult probationers. While a great deal of resources have been directed toward Juvenile Probation, Adult Probation has not benefited from similar support. The selected candidate will have success meeting the unique needs of juvenile and adult populations – within the probation system. Demonstrated experience in reducing recidivism rates, engaging the community in the rehabilitation of juveniles and adults, and facilitating successful re-entry into the community is of critical importance.

The position requires a bold strategic leader who is responsive to the community, is visible and is an accessible, forward thinking, collaborative servant-leader who excels in consensus, team building and interpersonal relations. The Chief must be data driven, yet informed

and open-minded with the ability to lead a Department recognized for best practices to higher levels of service, accountability, fairness, and equity.

## Minimum Qualifications/Experience

- California state law requires that the Chief Probation Officer shall have a certificate of completion of a 40-hour introductory training course on the laws of arrest (Penal Code 832) prescribed by the Commission on Peace Officer Standards and Training (POST), or shall get such certificate within 90 days of appointment to the position.
- Five years of highly responsible management experience, leading and providing strategic direction to a complex unionized organization in the field of probation (adult and juvenile), corrections, criminal justice, law enforcement, or social welfare.
- Experience working in a political environment with elected officials, experience working with a Board and with a wide range of key stakeholders, advocacy groups and commissions.
- A Bachelor's degree from an accredited college or university in criminal justice, human services, public or business administration, or a closely related field.
- Candidates must meet the minimum standards specified in Section 1029 and 1031 of the Government Code for peace officer status as set forth under Penal Code Section 830.5, and other requirements as may be established by law. Final candidates will be subject to a thorough background check.
- The individual hired will have a California Class "C" driver license or the ability to utilize an alternative method of transportation when needed to carry out job-related essential functions.
- U.S. citizenship is required for appointment to this position.

### *Additional desirable qualifications and experience:*

- A Master's degree or higher from an accredited college or university in criminal justice, human services, social services public or business administration, or a closely related field.
- Demonstrated management experience supporting the transformation of a probation department using measurable benchmarks that reflected the organizations commitment to excellence.
- Extensive knowledge of adult and juvenile probation best practices and demonstrated commitment to probation experiences for probationers that are transformative.
- Regarding Juvenile Probation: Extensive management experience in such services as delinquency prevention strategies, investigation, supervision, and rehabilitation of juveniles, gang supervision and control, and detention and residential treatment of juveniles: knowledge of best practices in the areas of community-based treatment, trauma-informed care, cultural competency, "cottage" residential models, and providing a full continuum of quality healthcare.
- Regarding Adult Probation: Demonstrated commitment to a probationer experience that is caring, rehabilitative, informed by the realities of crime culture and framed by a commitment to probationer success.

- Demonstrated experience using data, analysis and other metrics including automated probation case management systems to support performance metrics and management and administrative objectives.
- Demonstrated commitment to professional development of staff at every level of an organization in alignment with the emerging vision for adult and juvenile probation in LA county. Ability to create a learning environment that emphasizes staff training and professional development in substantive areas that include, but are not limited to, youth developmental stages, crime culture, diversity and inclusion, unconscious bias and mental health.
- History of working effectively with community-based organizations, members of professional staff, public officials, justice system agencies, and other partners within the probation and corrections community.
- Ability to interpret and apply California legal codes and statutes relating to juvenile and adult offenders.



## Compensation & Benefits

Compensation will be dependent on qualifications and career accomplishments. The current salary range begins at \$219,550 with a maximum of \$332,306. The County of Los Angeles offers a competitive benefit package for its employees. For full-time department heads the current MegaFlex Flexible Benefit Plan include a tax-free cafeteria benefit allowance, optional life insurance, disability insurance, flexible spending accounts, retirement plans, car allowance, and paid time off. Other benefits enjoyed by all employees include an award-winning wellness (including financial well-being) program, commuter benefits plan, and employee assistance program to name a few. Detailed information about employee benefits may be found at <https://employee.hr.lacounty.gov/benefits-2/>.

## The Selection Process

This is a *confidential process* and will be handled accordingly throughout all phases of the recruitment and selection process. Interested Individuals should apply immediately by sending a comprehensive resume, compelling cover letter of interest to: [LACPD.CPO@thehawkinscompany.com](mailto:LACPD.CPO@thehawkinscompany.com) by **October 16, 2020**. Resumes received by **October 16, 2020** will receive first consideration. The position is open until filled.



### THE HAWKINS COMPANY

8939 S. Sepulveda Blvd., #110-216

Los Angeles, CA 90045

[www.thehawkinscompany.com](http://www.thehawkinscompany.com)

Confidential inquiries are welcome. For additional information or questions, please contact Ms. Brett Byers at 323-403-8279, [brett@thehawkinscompany.com](mailto:brett@thehawkinscompany.com) or Ms. Christine Boulware at 312-391-6098, [chris@thehawkinscompany.com](mailto:chris@thehawkinscompany.com).

# COUNTY OF LOS ANGELES CHIEF PROBATION OFFICER

## Key Priorities

The new Chief must focus on the following:

1. Lift up and influence the Board's vision and direction for the Department through engaging staff to move to a care first rehabilitation approach to probation service. Systemically hold every level of the organization accountable for embracing and ensuring that reforms and evidence-based practices are implemented and anchored into the day-to-day operations.
2. Stabilize the operations of the Juvenile Probation Division with specific emphasis on ensuring compliance with California DOJ requirements. Develop and implement provisions that lead to positive and meaningful improvements for the youth and the County.
3. Assess the progress on affecting a paradigm shift in juvenile justice as defined through active Board motions including: eliminating the use of OC pepper spray in juvenile facilities, improving access to mental health services and education for youth in camps and juvenile halls, improving staff training on de-escalation tactics and bail reform efforts.
4. Develop successful and collaborative working relationships with the new Probation Oversight Commission and the Office of the Inspector General.
5. Create a positive working relationship with the union that allows for open, collaborative and productive dialogue in preparation for labor negotiations in 2021 and are in alignment with ongoing reform efforts.
6. Maintain, enhance and further define collaborative partnerships with other County departments, including Los Angeles County Office of Education, Department of Mental Health, Department of Public Social Services, Alternatives to Incarceration Work Group, the Office of Diversion and Reentry, the Department of Children and Family Services, and the Public Defender.
7. Replace antiquated IT, case management, and data systems. Build out the IT and data analytic infrastructure to support a modern and robust IT systems department that facilitates transparent and accurate reporting.

## Probation at a Glance



Operates **75 offices**  
and **facilities**



**6,500**  
**employees**



There are currently almost  
**500 youth** in out-of-home  
care including Short-Term  
Residential Therapeutic  
Programs (STRTPs)



Closed **eight camps** and  
**one juvenile hall** since  
2017 as a result of historically  
low youth populations



Currently operate  
**2 juvenile halls** and  
**6 juvenile camps** (including  
Dorothy Kirby Center)



There were approximately  
**45,000 adults** under probation  
supervision, **4,325 Youth** under  
field supervision and **556 youth**  
in juvenile facilities.