

# **Developments and Challenges in Probation Practice: Is There a Way Forward for Establishing Effective and Sustainable Probation Systems ?**

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**“Compassion, acceptance, and trust; diversity and inclusion — these are the things that have made Canada strong and free.”**

**Diversity is Canada's strength**  
**La diversité est la force du Canada**




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***“Acceptance that one’s future is bleak—and that there is little that offenders can do to change their destiny — can go a long way towards mitigating the risk of reoffending, I believe. It inoculates against feelings of relative deprivation and you forgo chasing pipe dreams.”***

**The invisible barrier can’t be washed away. The Crime Report, July, 2017**

## A Few Observations ...

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-  **We short change offenders in the scope and quality of services we should provide**
-  **Our staff feel over extended and unappreciated**
-  **Connections with our clients and our communities are tenuous**

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***"... to restore trust in banks and in the broader financial system, global financial institutions need to rediscover their values ... Employees need a sense of broader purpose, grounded in strong connections to their clients and their communities."***














**Mark Carney, Governor of the Bank of England**

## A Way Forward ...

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*We need to fundamentally restructure, refocus and reinforce what community corrections 'can do' so that it gets closer to what it 'should do' – and realize its original intent to assist 'through understanding, kindness, and sustained moral suasion.'*

# A Shift From

-  **Punishing failure to promoting success;**
-  **Mass supervision to focused supervision;**
-  **Time-based to goal-based;**
-  **Deficit-based to strengths-based;**
-  **Delayed/ arbitrary to swift/certain;**
-  **Offender-focused to victim-centered;**
-  **Individual-focused to family-inclusive;**
-  **Isolated to integrated;**
-  **Fortress to community-based;**
-  **Low-profile to high-profile;**
-  **Caseload-driven to performance-based funding;**
-  **“Gut-based” to evidence-based;**
-  **Low-tech to high-tech.**

Greater involvement of reformed ex-offenders.

Reduce imprisonment and re-invest in community corrections.

Make probation more holistic, humanized, flexible and creatively focused on promoting strengths and addressing needs.

Reconnect probation to local communities.

Mobilize support networks and a wider circle of society to help people stop offending.

Focus less on risk and more on the positives, the successes, and what offenders can achieve.

Challenge inequality and promote fairness and the equalizing of life chances towards social justice.

Simplify and speed up the process of expunging criminal records – to de-stigmatize ex-offenders.

Educate the public about the challenges of desistance.

Become more transfixed with fostering hope rather than anticipating failure.

# Consensus 'Paradigm Shift' for Community Supervision

- That we should work more deliberately in engaging communities and widening the circle of support for ex-offenders (e.g., working more closely with families);
- Focus more on goal achievement and strengths – rather than just targeting deficits;
- Imbue the system with core values of justice, fairness and respect for individual differences;
- Work to create a truly integrated, evidence informed model of practice – and not accept the piecemeal, token and segmented.



# Five areas for concentrated effort in transforming Community Corrections

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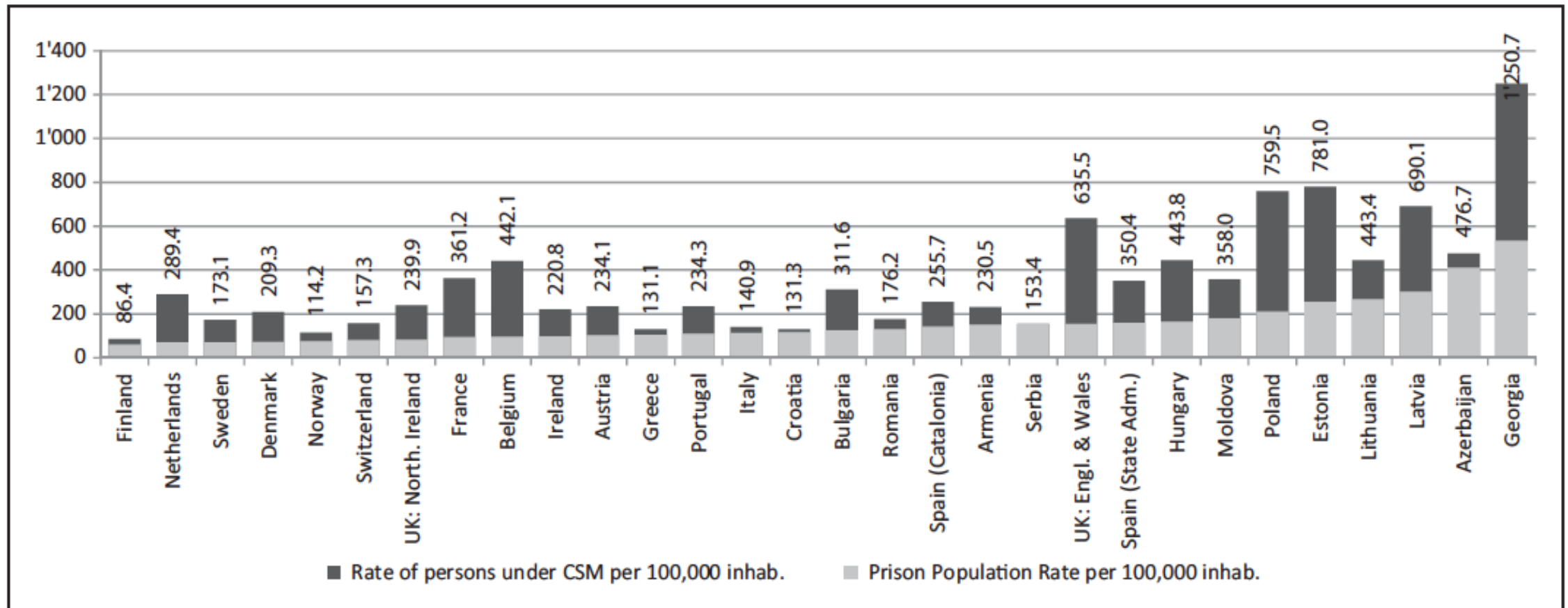
-  **Challenging the Trend of Mass Probation**
-  **Busting the Myth of Intensive Supervision**
-  **Exercising Authority Through Procedural Justice**
-  **Defining 'Occupational' Professionalism**
-  **Leader Character for Driving Change**

## *The Danger in Dispersal of Discipline ...*

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***“alternatives (can) become not alternatives at all but new programs which supplement the existing system or else expand it by attracting new populations.”***

***Stanley Cohen, 1979***



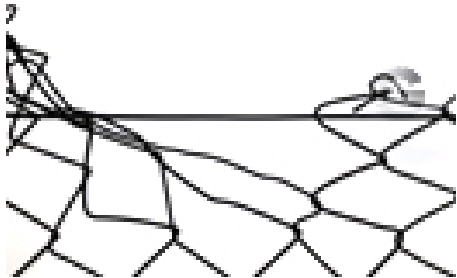
**Figure 2.** Total prison and probation population rates per 100,000 inhabitants in 2010.

Aebi, M. F., Delgrande, N., & Marguet, Y. (2015). Have community sanctions and measures widened the net of the European criminal justice systems? *Punishment and Society*, 17(5), 575–597.

**“The tremendous variation between the states is largely driven by differences in the use of Probation”**

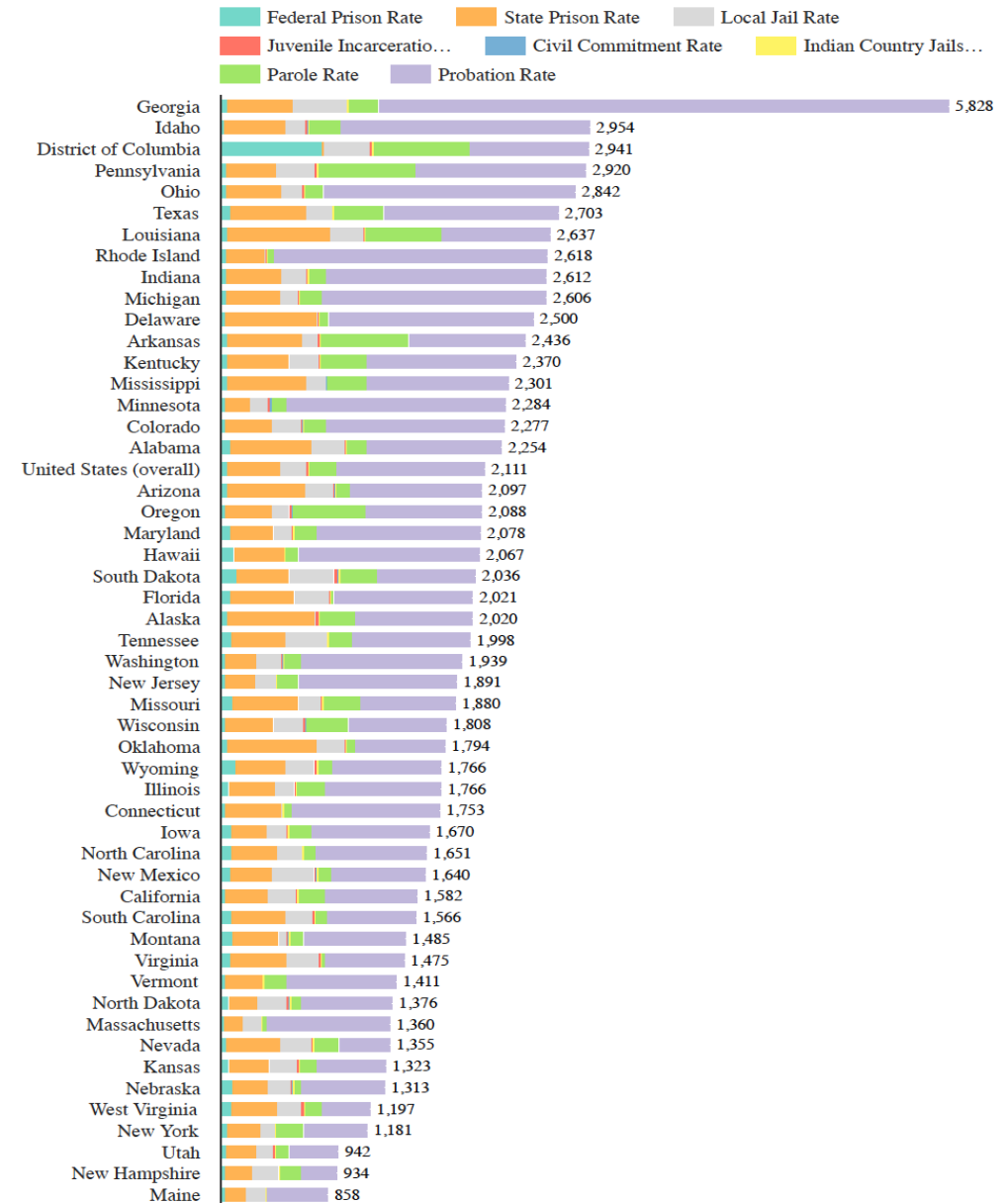
## CORRECTIONAL CONTROL:

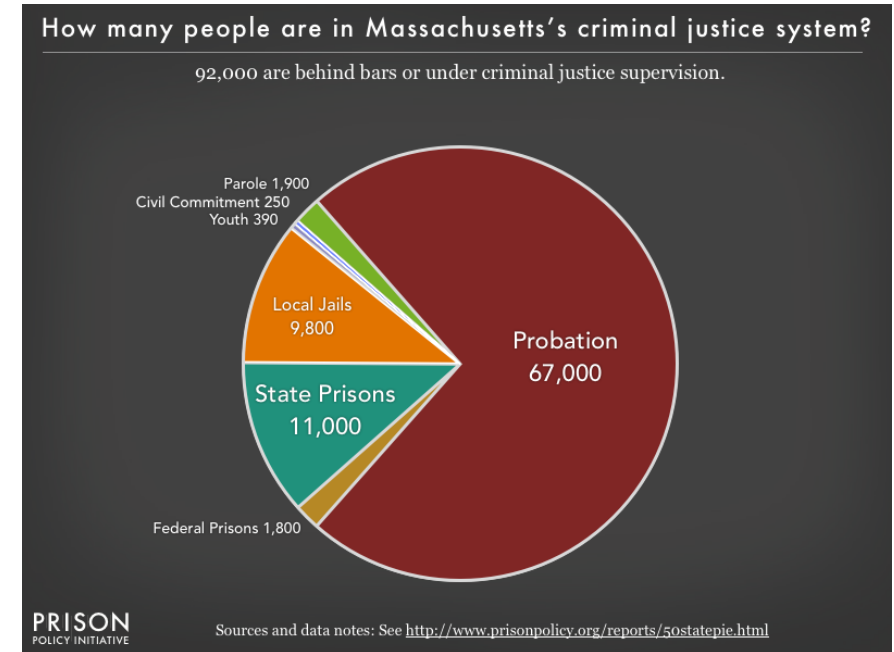
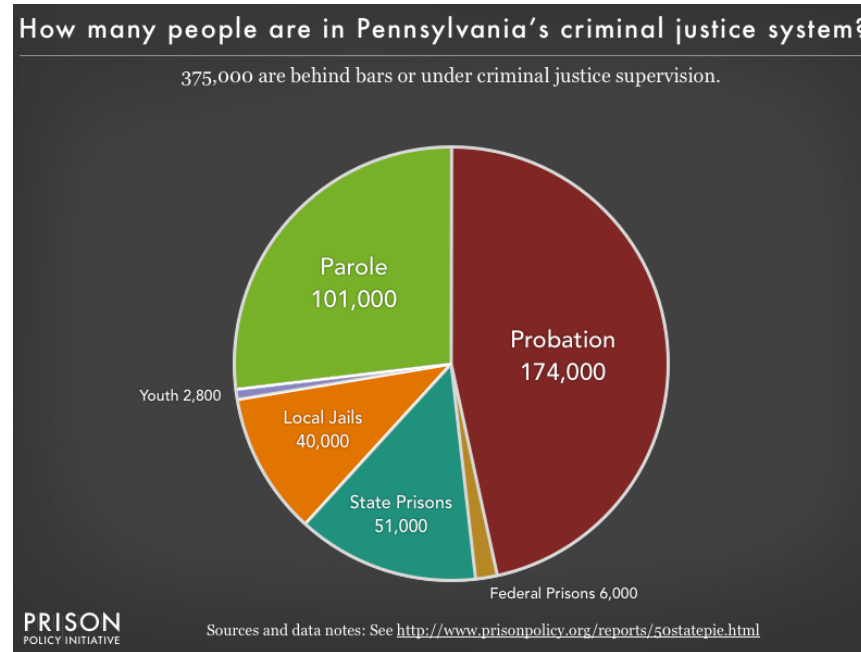
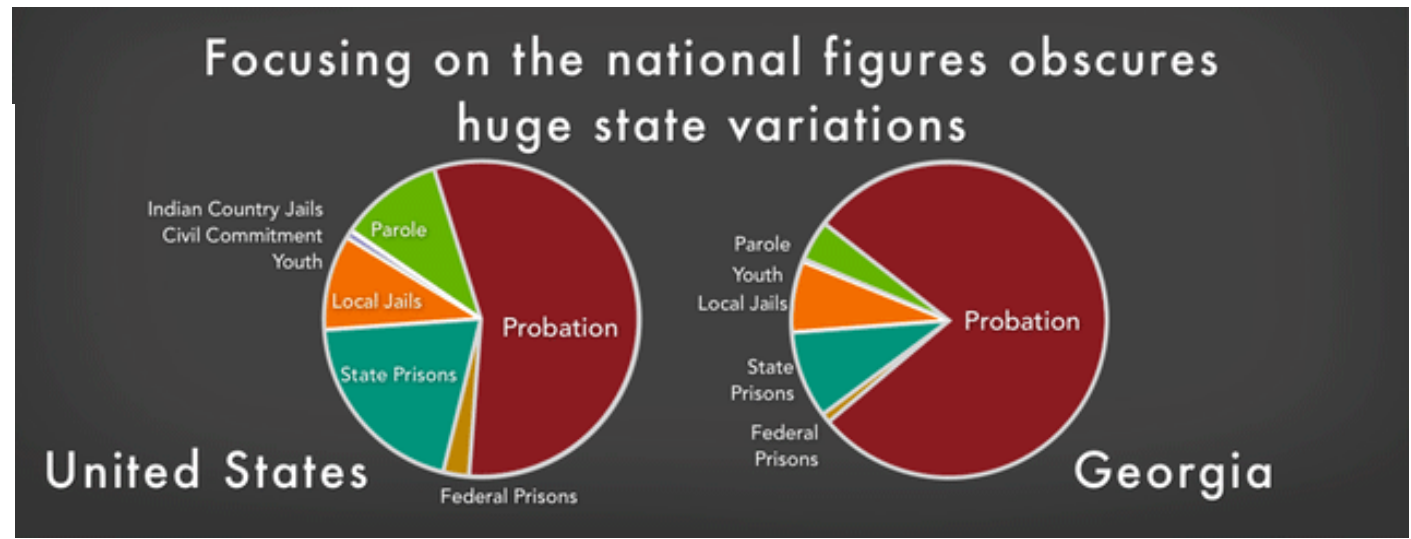
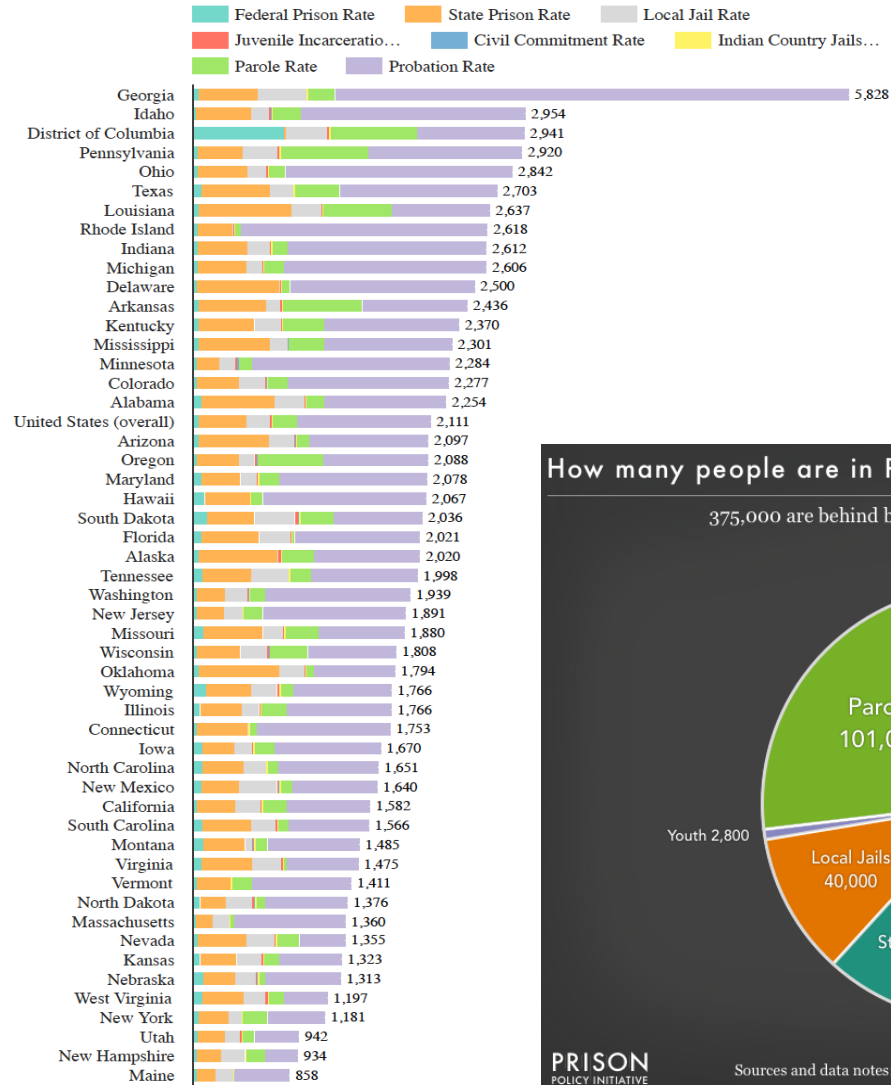
Incarceration and supervision by state



## Correctional Control: Incarceration and supervision by state

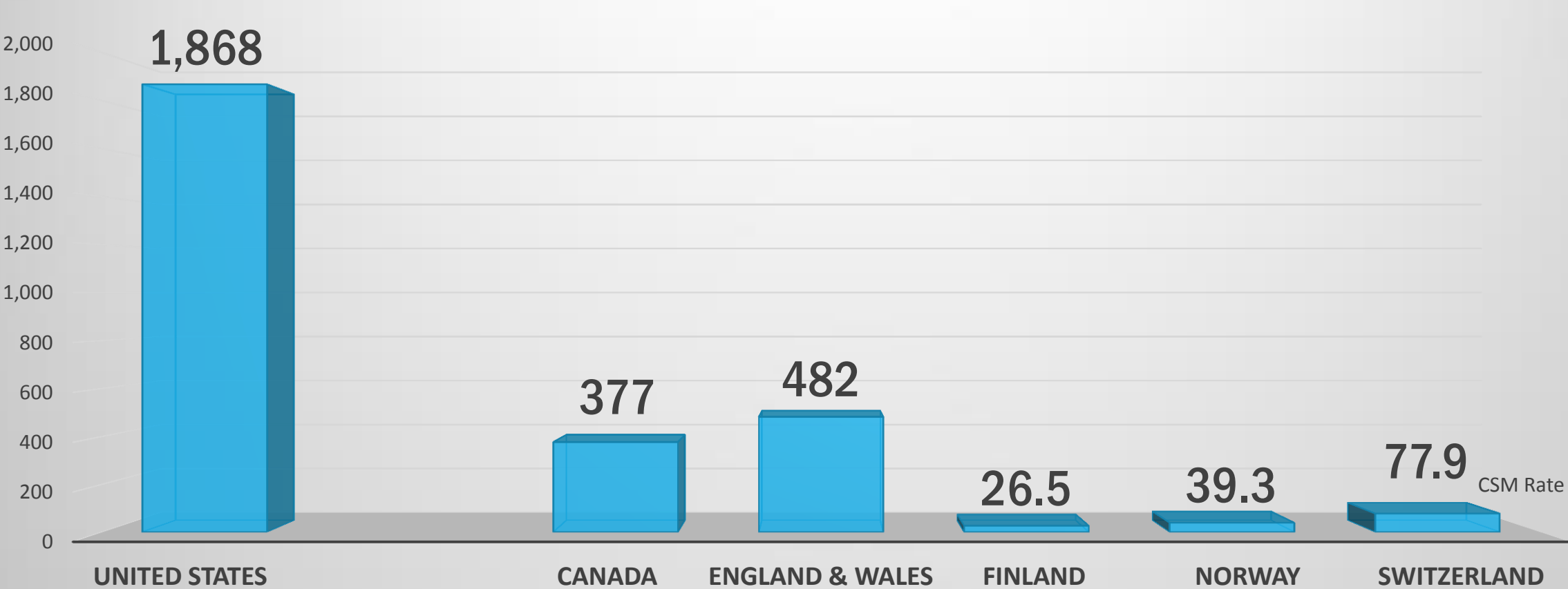
by Bernadette Rabuy and Peter Wagner










**Pennsylvania residents are more than twice as likely to be under correctional control as Massachusetts residents, despite the two northeastern states' similar crime rates.**

# Probation/Parole Rates per 100,000 population by country

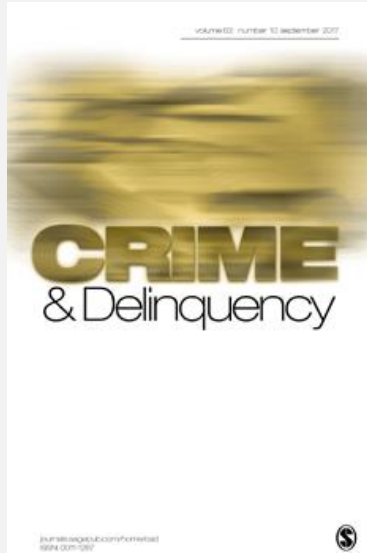


# Five areas for concentrated effort in transforming Community Corrections

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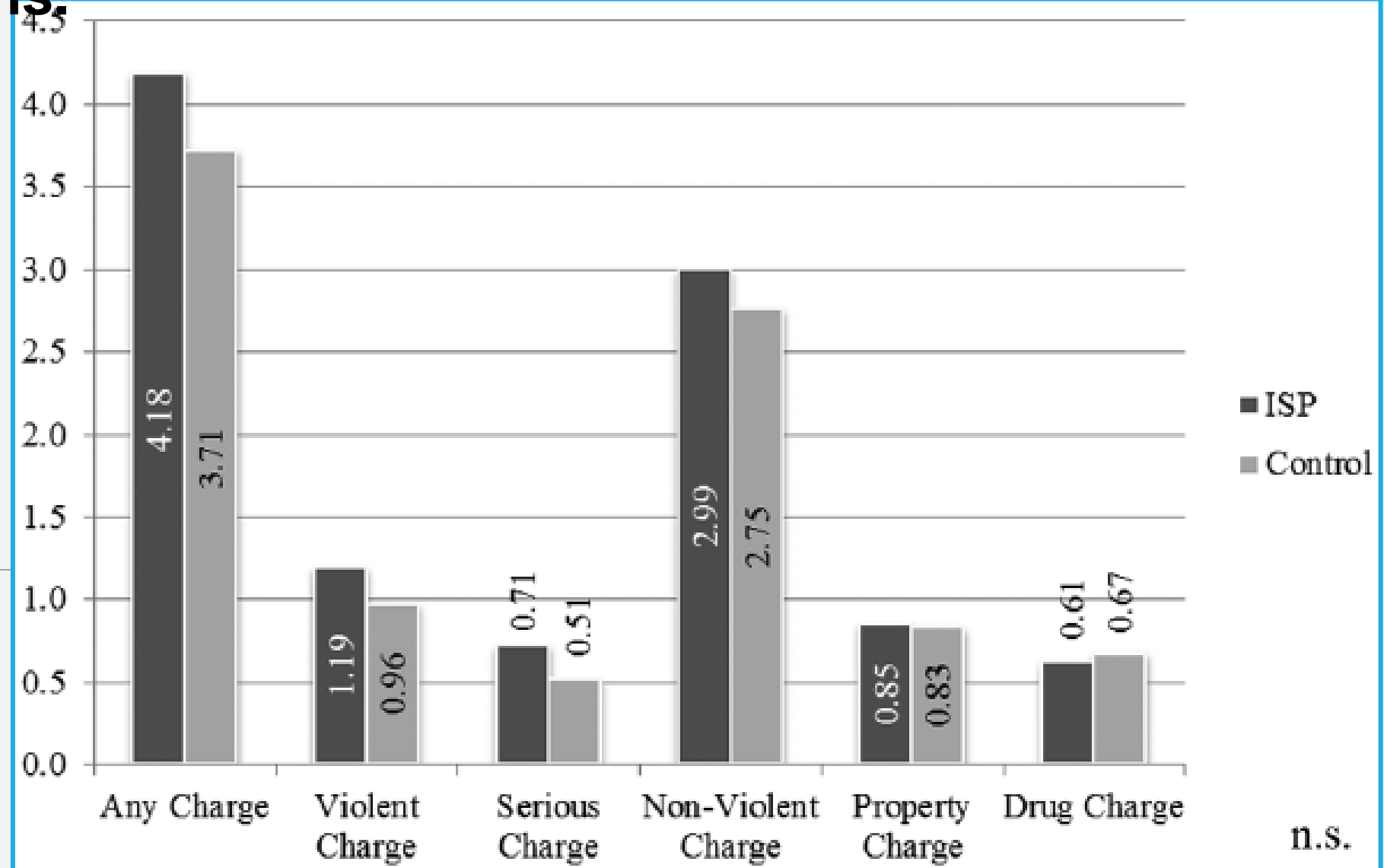
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# Mean number of charges, by offense, within 12 months.

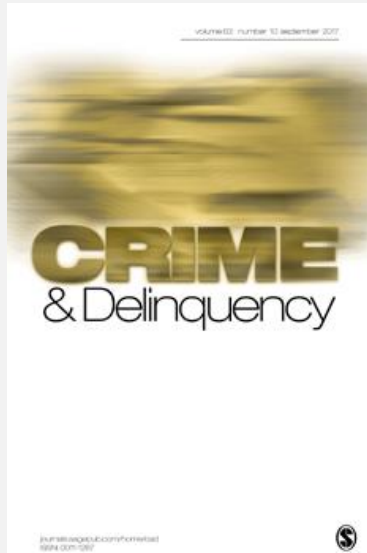


**An Experimental Evaluation of  
the Impact of Intensive  
Supervision on the Recidivism of  
High-Risk Probationers  
J. M. Hyatt & G. C. Barnes**

**Crime & Delinquency, 2017, 63(1) 3–38**







***“... the results may simply signal that, even with the increased consequences, the regularity of reporting and the intensity of control are too much for some high-risk offenders to bear”.***

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# Intensive Supervision

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**“watch them, catch them, nail them and jail them”**

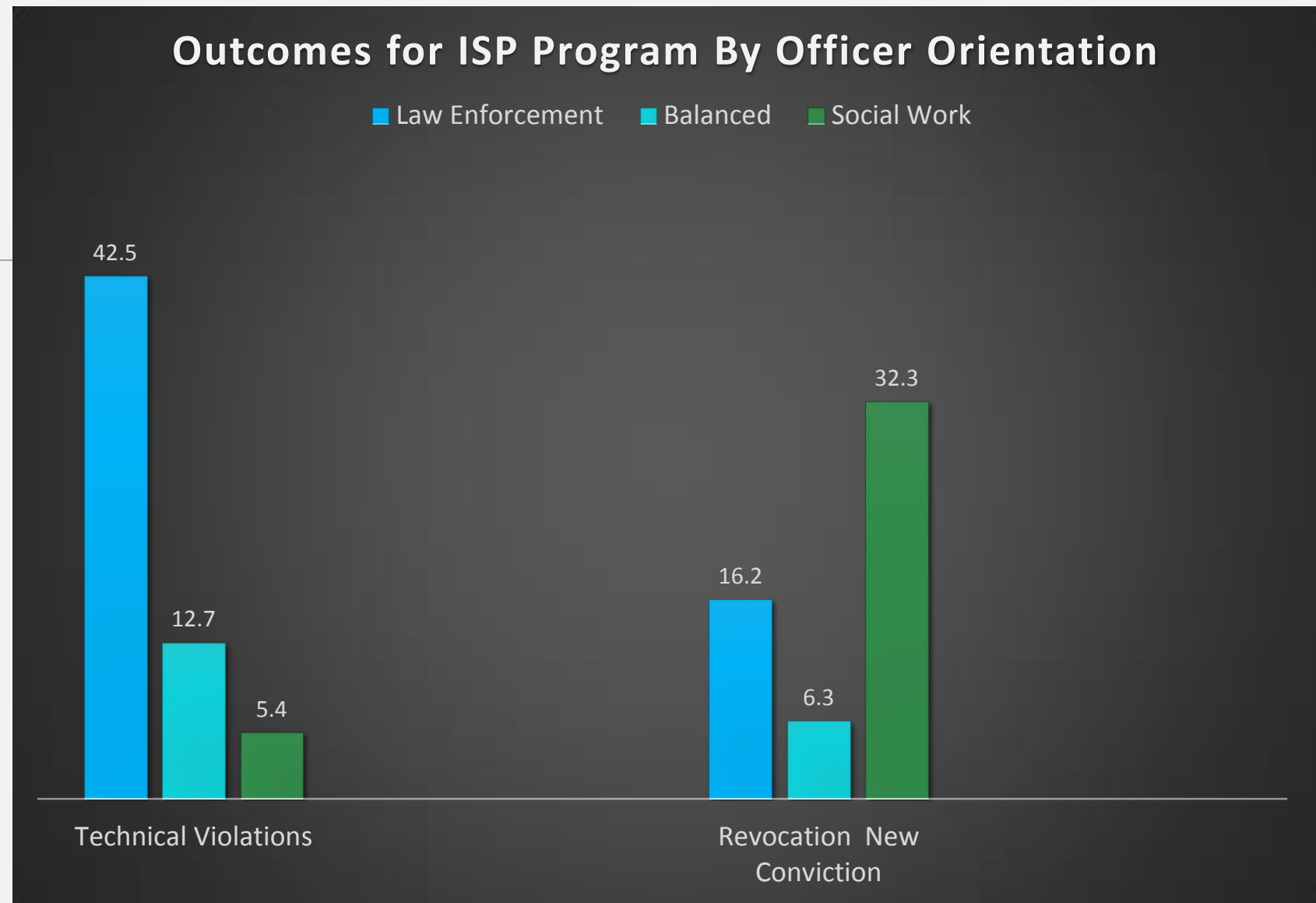
“we pursue a strategy that doesn’t work except to further drain scarce community corrections resources”










**An Intensive Supervision Program  
That Worked: Service Delivery,  
Professional Orientation and  
Organizational Supportiveness**  
**M. A. Paparozzi & P. Gendreau**

**The Prison Journal, 2005, Vol. 85, 445-466**



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# Principles of Procedural Justice ...

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Authority should be exercised in ways that gives others:

*Voice* -- an opportunity to be heard






*Neutrality* -- by principled decision-makers

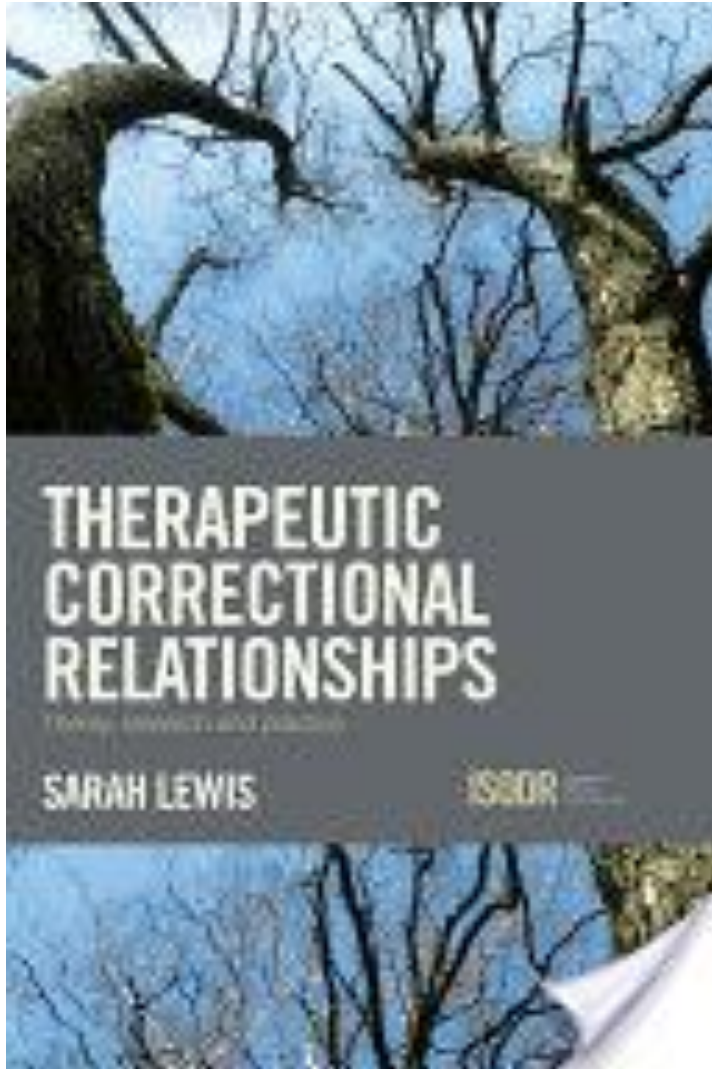
*Respect* -- who treat you courteously and fairly

*Trustworthiness* -- and are sincerely committed to arriving at a just outcome

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## 5 key dimensions –

*Acceptance*

*Respect*

*Support*

*Empathy*

*Belief*

# Defining Professionalism for Probation/Parole ...

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**Relational Skills**

+

**Community  
Development Skills**






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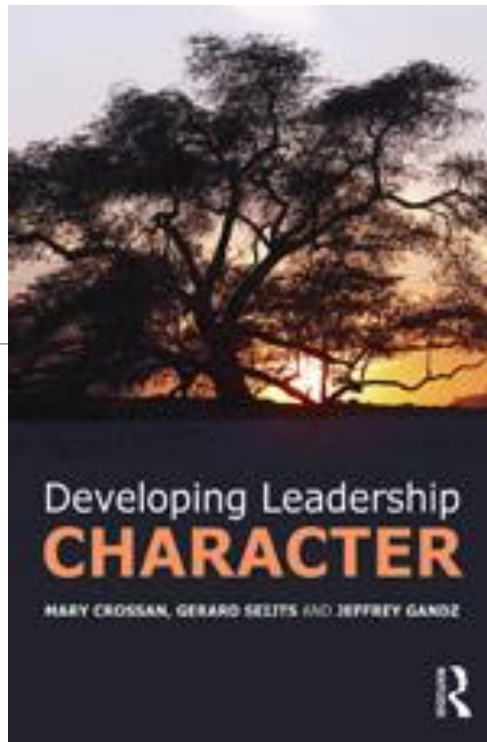
**Occupational  
Professionalism**



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## CHARACTER MATTERS

**Character is a critical element of leadership, but it does not get the attention afforded to competency. Research by Ivey Professors Mary Crossan and Gerard Seijts is changing the nature of the conversation about good leadership by elevating the value of a leader's character.**

