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Workforce Challenges and Evidence-Based Practices in Probation and Parole

Workforce Challenges

Thanks to my Collaborators:

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Correctional Service of Canada

Tim Chapman
University of Ulster
Northern Ireland Probation Service (ret)

Workforce Challenges

The Evolution of EBP:

- Nothing Works (1974)
- What Works (1990s)
- Evidence-Based Practices Phase I (2000)
- Evidence-Based Practices Phase II (2010)

Evidence Based Practice: A Guide to Effective Practice

TIM CHAPMAN Assistant Chief Probation Officer
Northern Ireland

MICHAEL HOUGH Professor and Director Criminal
Policy Research Unit South Bank University

Edited by M JANE FURNISS Assistant Chief
Inspector of Probation

July 1998

Workforce Challenges

Responsivity – the least-well understood aspect of the Model

R/N/r

Workforce Challenges

The Workforce Challenges include:

Challenge #1 – Role Redefinition

Challenge #2 – Preservice Education

Challenge #3 – Behavioral Characteristics of Millennial Employees

Workforce Challenges

Challenge #1 – Role Redefinition

- New role, responsibilities, duties, functions
- New knowledge, skills, competencies and abilities
- Professional commitment and buy-in

Workforce Challenges

This Role Redefinition:

“A wholesale change to the what, why
and how of community supervision.”

Guy Bourgon

Workforce Challenges

Challenge #2 – Preservice Education

- Nature of RNR-based EBP model
- Sound foundation in behavioral sciences
- Human resources infrastructure
- Academic community

Workforce Challenges

Psychology of Criminal Conduct – Bonta & Andrews

Social Learning – Bandura

Classification for effective rehabilitation: Rediscovering psychology. Andrews et al

Does correctional treatment work? A clinically relevant and psychologically-informed meta-analysis. Andrews et al

Workforce Challenges

“Crime cannot be understood without understanding the personal, interpersonal and community supports for crime.”

James Bonta

Workforce Challenges

Two Questions:

What academic knowledge should a candidate for a PO position possess prior to joining the agency?

How best to gain that knowledge?

Workforce Challenges

My Answer:

Prospective candidates for PO positions should have a broad and deep knowledge of the behavioral sciences. This is best obtained through a university-based course of study with a major in one of the behavioral sciences, a minor in behavioral sciences or at a minimum completing a substantial number of credits hours in behavioral science.

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Challenge #3 – Behavioral Characteristics of Millennial Employees

- Weak interpersonal skills
- Preference for digital interactions, not face-to-face
- Dislike for ambiguity and messiness
- Desire for control and predictability

Workforce Challenges

Core Correctional Practices:

***The relationship factor is
arguably the most important.***

Dowden and Andrews

Workforce Challenges

Challenge #1: Role Redefinition

- Clear, comprehensive policy guidance
- Training
- Feedback
- Consequences
- Time and patience

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Challenge #2: Preservice Education

- Recruit and hire psychology and sociology majors!
- Revise human resources infrastructure to be in alignment with EBP and RNR
- Partner with academic institutions

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Challenge #3: Millennials

- Set clear expectations from the start
- Good candidate screening/selection
- Training/coaching
- Performance feedback
- Booster training

Workforce Challenges

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