

Krimstics – the Swedish implementation of the STICS model

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Agenda

- Why did the Swedish Prison and Probation Service implement the STICS model?
- Implementation design
- Necessary organisational commitments for the implementation
- Challenges and lessons learned
- Remaning focus areas



"The Probation Service shall function as a professional organisation that performs its duties in accordance to rule of law and in a uniform and credible manner."

Lennart Palmgren
Head of Department of Probation

Why STICS?

"When I had supervision in the past, I used to talk about all sorts of things with my probation officers. This time, I feel that my PO really tries to help me understand myself better and why I do the things I do. Before, it was kind of like going to the dentist and mostly talking about the weather." Client "A"

Traditional community supervision had little to no effect on reoffending (Bonta et al., 2008). Canada found that STICS reduced recidivism (Bonta et al., 2010).

What is Strategic Training Initiative in Community Supervision (STICS)?



- A model for training and supervising probation officers to better adhere to the RNR principles
- The probation officer's role becomes more of a *change agent* rather than a *case manager*
- In Sweden, the model is called Krimstics

Sweden tries the STICS model

- In 2010, Sweden was given permission to try the STICS model in a randomized controlled trial
- (Cautious but) Positive preliminary results from the trial evaluation with regards to quality in sessions
- Positive feedback from clients, probation officers and managers

Sweden decides to implement STICS

- Positive experiences from the trial period
- The organisation was committed to better adhere to RNR
- Implementation decision (2014-2018)
- STICS was to be implemented alongside a risk assessment instrument and the improved sentence planning project
- 650 POs to train and supervise in 34 offices
- New evaluation started 2016, with focus on measuring the quality in the sessions

The Swedish implementation

"This way of working in probation will require us all to "unlearn" and learn again..."

Annika Jonsson, Governor, North Norrland district

Implementation design

- Based on "What works" in the implementation research literature
- Clear and ongoing support from the top level management
- "Trickle-down" implementation of STICS
- Building a structure for ongoing support to the organisation
- Applying "RNR" to the implementation as well (flexible approach to the needs of the different offices)

The STICS model demands organisational commitment

- Competence for initial training and yearly Refresher trainings
- Structure and competence for ongoing local monthly coaching/support meetings
- A model for recruiting and supporting local STICS-coaches (POs who work as coaches as part of their job)
- Technical routines for handling audio recordings that are provided by POs, in order to receive individual feedback from coaches
- Readiness to change practices and procedures to better align with RNR adherence

Today

- More than 600 POs trained since the start, 430 are still working with STICS
- 40 local STICS-coaches (in 34 offices) are working as coaches or being trained for the role
- The implementation has led to local organisational changes, as well as changes in national policies and procedures
- In 2018, the organisation will have dedicated staff for maintaining sustainability of STICS

Challenges and lessons learned

- High staff turnover
- Strains due to parallel (but connected) large implementations
- Changing one's behavior is difficult (client, PO, manager)
- Strategic internal communication is essential – the WHY (STICS) is an important message to communicate
- Skilled trainers as well as local coaches made it happen!

Remaining focus areas

- The integration of STICS as "business as usual" in the Probation Service
- To strengthen the local leadership to be able to lead more professionalized POs
- (Re-) Define and strengthen the cooperation with other service providers and laymen
- New/improved quality assurance/performance parameters

Final remarks from two POs

I have been working in this organisation for 30 years, in prisons, remands and now probation. I thought I was going to retire soon but that will have to wait. This is what I've been waiting for all these years. I love working with STICS, and as a coach!"

Inga-Lill Wigeståhl, Probation officer, Borås

STICS seems really good and I hear my colleagues really like it and I am sure it's effective, but I don't have time to work with that at the moment."

Probation officer NN

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