



The Evolution of Community Supervision: Research on Training and Implementing Evidence-Based Practices

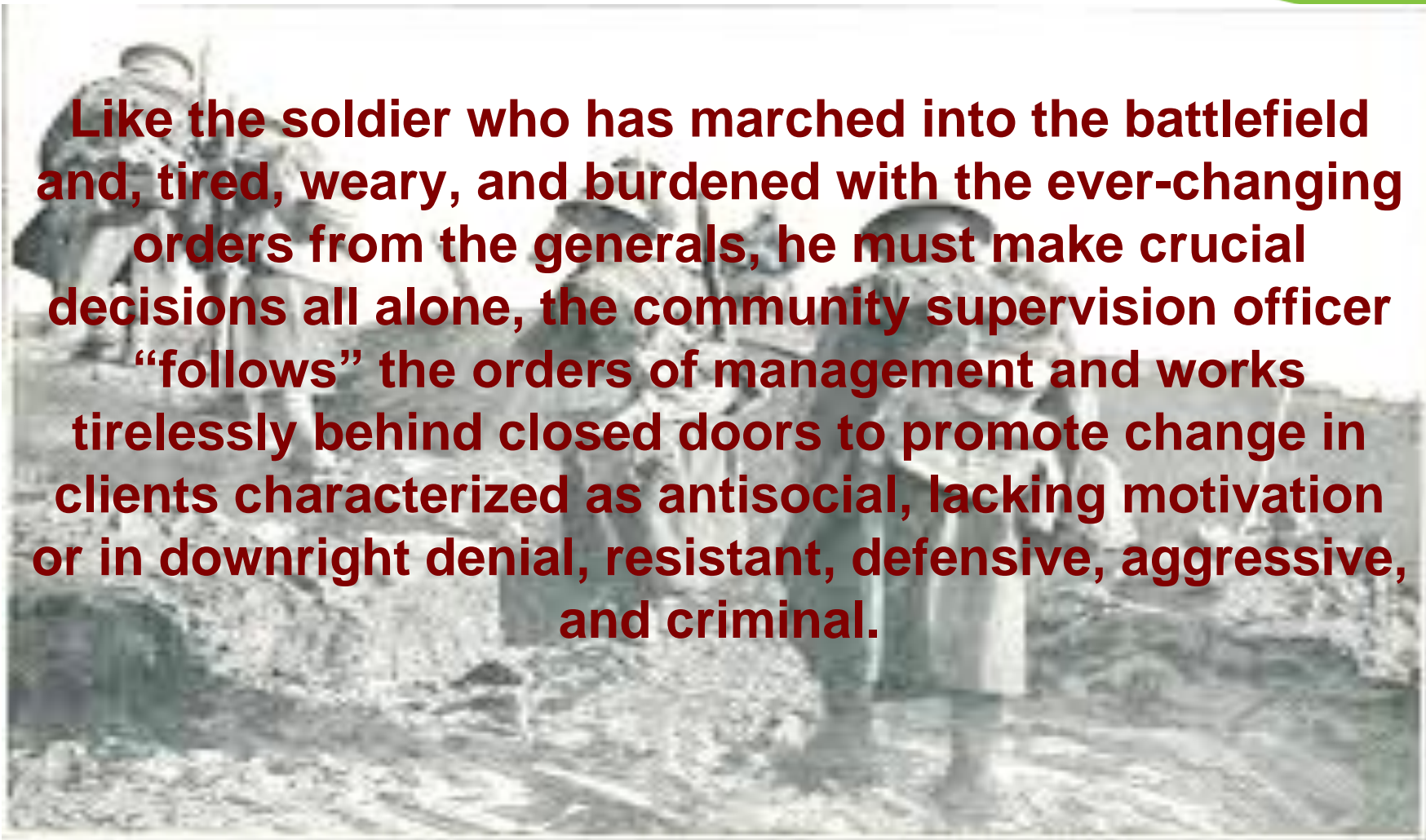
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The supervision officer as a foot soldier

Like the soldier who has marched into the battlefield and, tired, weary, and burdened with the ever-changing orders from the generals, he must make crucial decisions all alone, the community supervision officer “follows” the orders of management and works tirelessly behind closed doors to promote change in clients characterized as antisocial, lacking motivation or in downright denial, resistant, defensive, aggressive, and criminal.



Community Supervision & Safety

***What does the research tell us about
reducing reoffending?***

Community Supervision Effectiveness?

Meta-Analytic Findings

Outcome	ϕ	k	N
General Recidivism	.02	26	53,930
Violent Recidivism	.00	8	28,523

k = number of effect sizes

Bonta et al. (2008)

➤ **Minimal impact on recidivism**

However...

***Risk – Need – Responsivity Model of
Effective Corrections***

Three Principles of Effective Correctional Intervention

1. Risk Principle

Intervention intensity is proportional to risk levels; higher risk = more time, energy and resources.

2. Need Principle

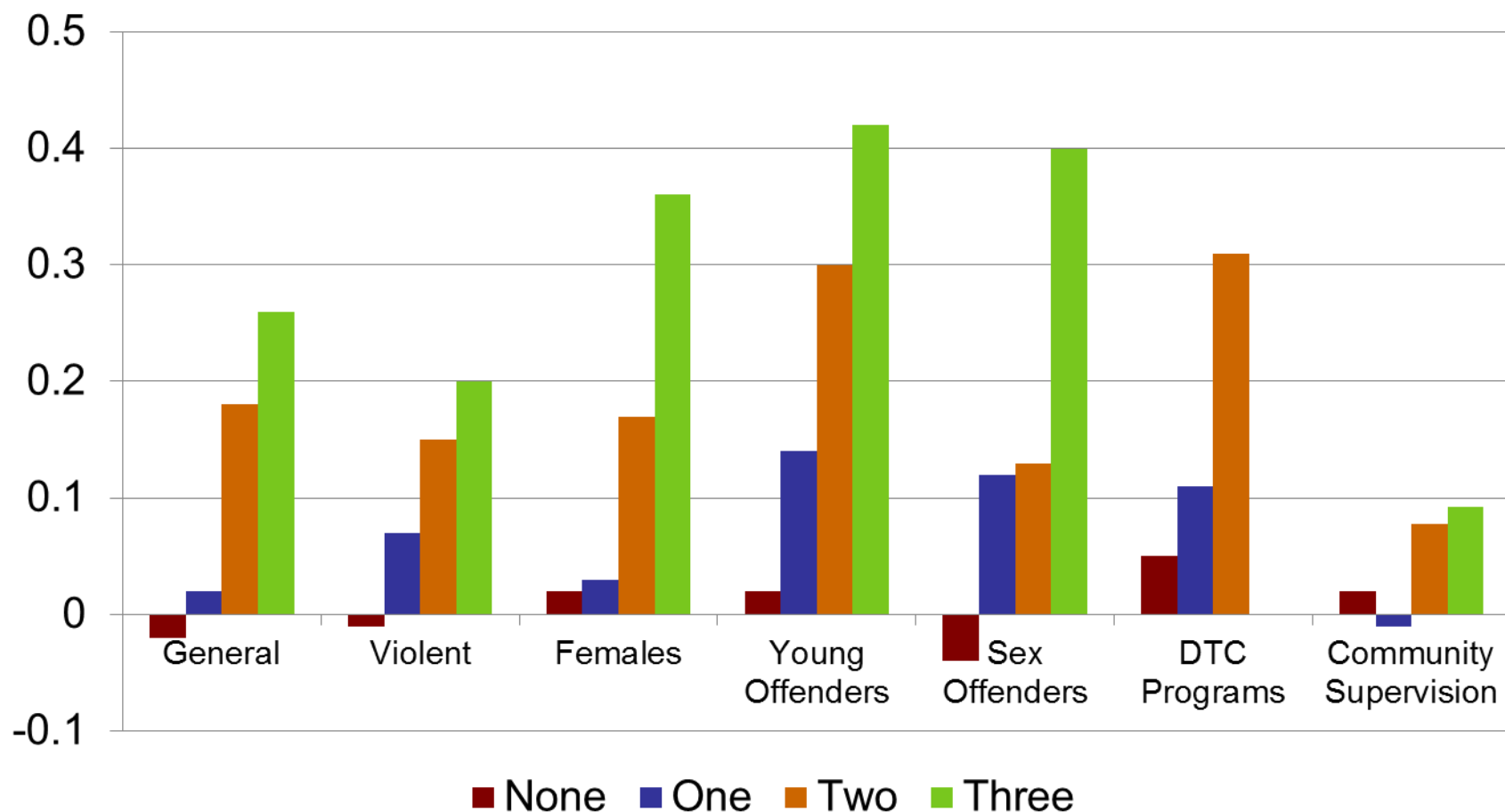
Target the criminogenic needs of moderate and high risk offenders (i.e., the dynamic risk factors that, when changed, will change the probability of an offender's recidivism).

3. Responsivity Principle

Create an optimal learning environment by:
General: Utilize cognitive-behavioral techniques.
Specific: Matched to the individual abilities, learning style, culture and personality, create an environment via the skills, language, and activities that enhance client engagement and facilitates learning.

Adherence to RNR Principles

Treatment Effect Sizes



What about the RNR principles?

Does adherence make a difference?

Community Supervision policies adherence with Risk-Need-Responsivity

RNR Adherence	ϕ	k	N
RNR = 0	.017	7	47,885
RNR = 1	-.009	12	2,716
RNR = 2	.078	5	2,415
RNR = 3	.092	2	914

Increase in RNR adherence = Decrease in recidivism

It “Works” But...

Demands of RNR are high...

- **Assessment**
 - Criminal risk factors and needs (changeable)
 - Strengths and learning styles (responsivity)
- **Services that target appropriate needs**
 - Requires appropriate intensity and targets
 - Commitment to reduce re-offending
- **Services are tailored for “offenders” learning styles**
 - Use cognitive-behavioural social learning strategies
 - Officers use EBP skills and techniques
 - Optimal learning environment = respect and collaboration

How tough? Tough enough for formal treatment programs...

Adherence to principle	% of studies
Risk	75%
Need	45%
Responsivity	21%
All 3 Principles	16%

***Can we improve the work done
“behind closed doors”
to more effectively reduce reoffending?***

Implementing “Evidence-Based Practices”

New initiatives....

- Core Correctional Practices and the new training initiatives of **STICS, STARR, EPICS & PCS...**
- Each of these emphasizes a change in work...

Evidence Based Practices

=

CHANGE AGENT APPROACH

Evidence of EBP Community Supervision Training Efforts: Approximately 11% difference in recidivism

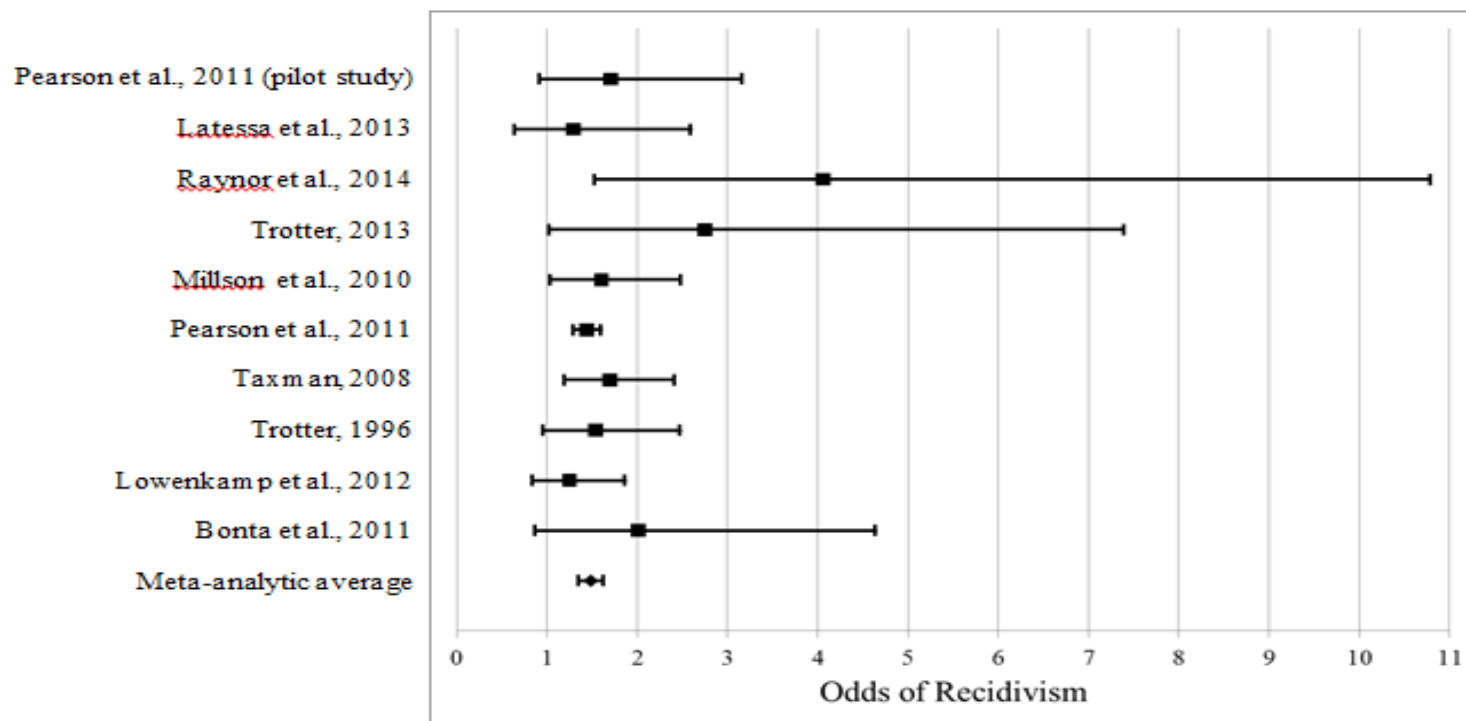


Figure 1. Individual study effect sizes and overall meta-analytic average (random effects) ($k = 10$, $N = 8,335$). Squares represent the odds ratio each study contributed surrounded by the 95% confidence interval for each effect.

Source: Chadwick, N., Smeth, A.H. & Serin, R.C. (in press). Effectively training community supervision officers: A meta-analytic review of the impact on offender outcome. Criminal Justice and Behavior.

Lessons of Implementing...

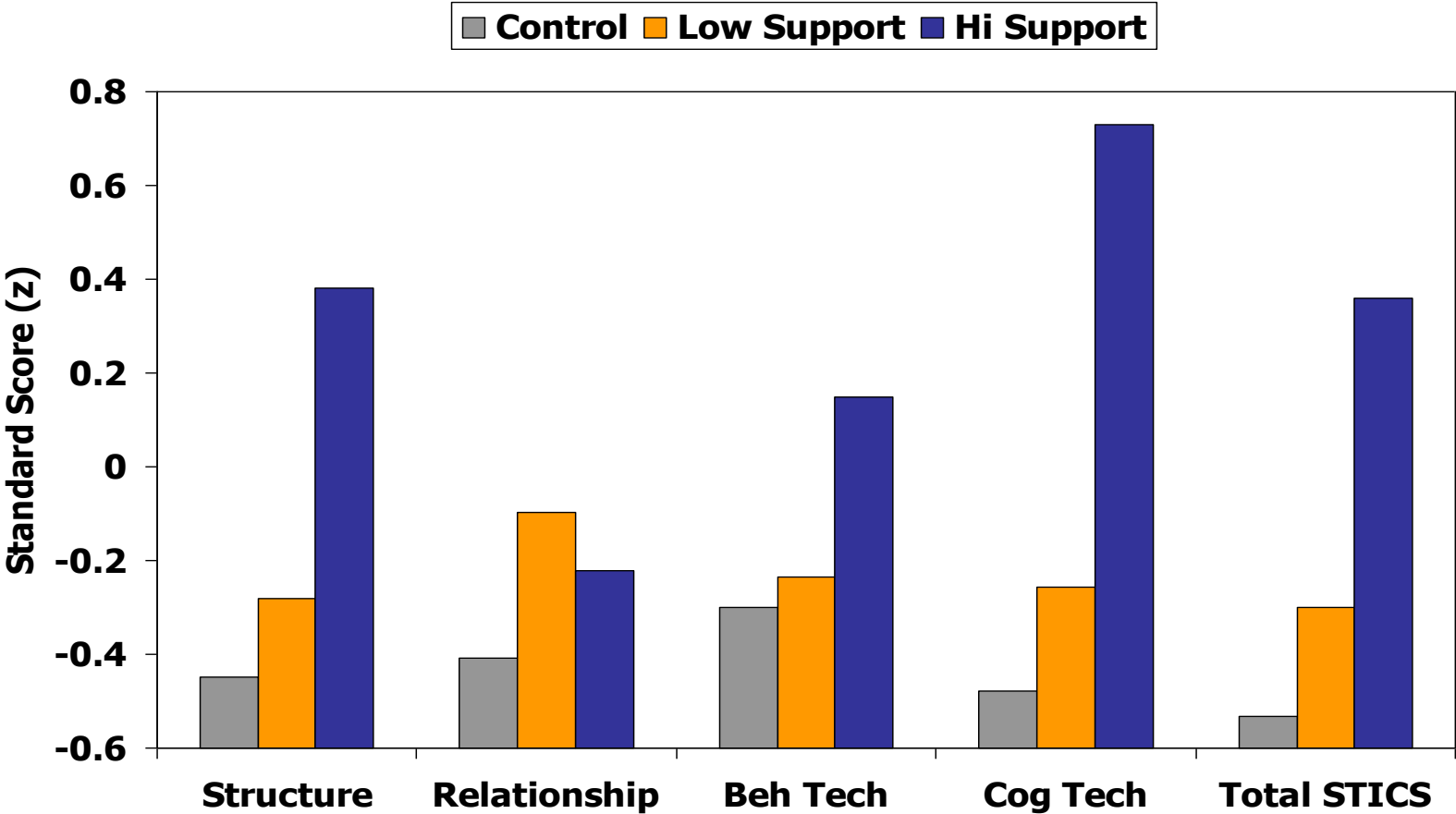
- EBP requires continuous education!
 - At every level
- Continuous education critical!
 - ???
- Invest in your leaders!
 - ???
- Quality over Speed
- Demands change in Individuals & Organization!
 - Vision, goals, roles, policies, practices & behavior

Implementation Lesson 1

Continuous Education

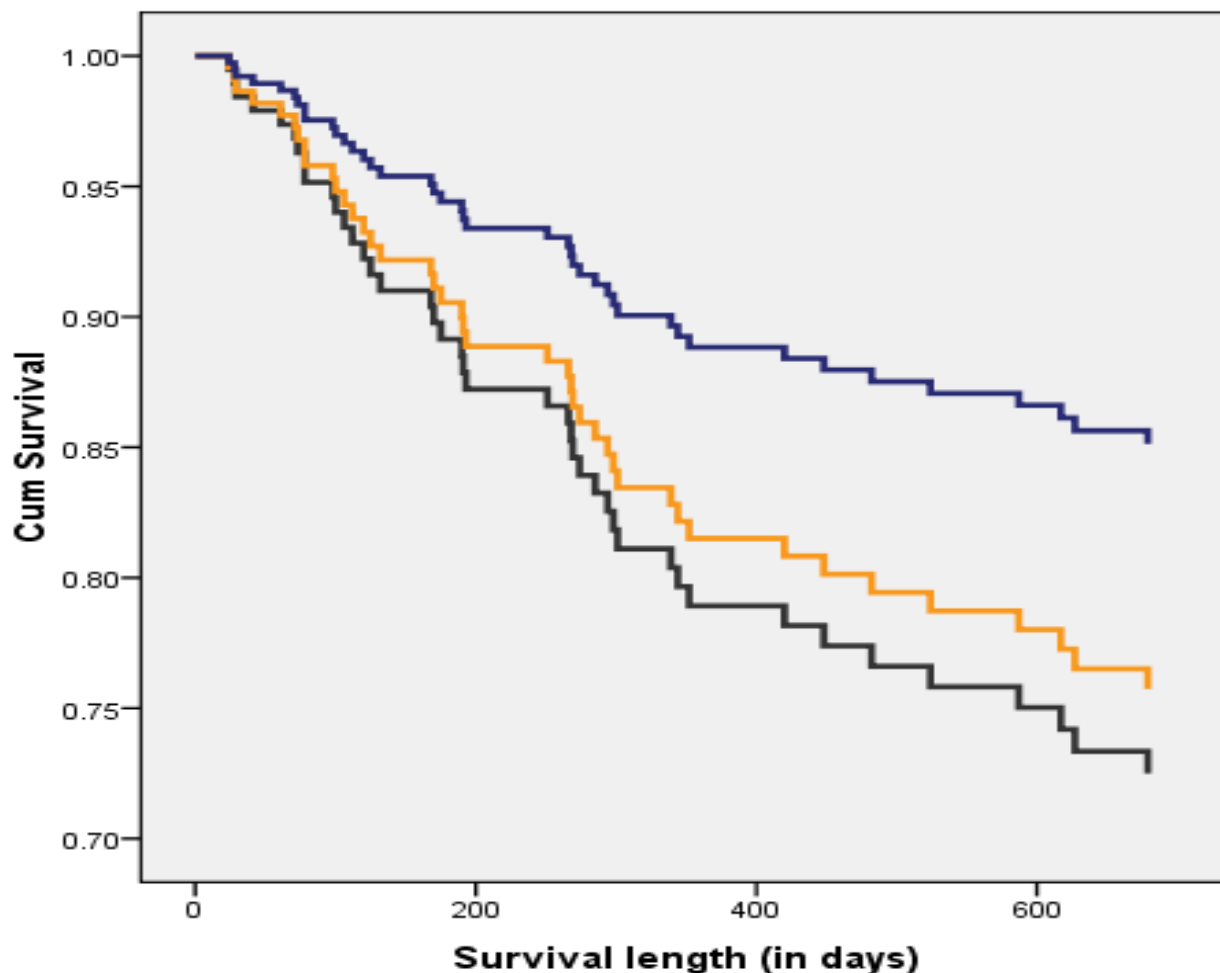
Control vs. Low Support vs. High Support

Skills in Sessions ≥ 9 months post-training



Control vs. Low Support vs. High Support

Cox Regression (control age & LSI-R criminal history)



PO Groups

- Control
- Low Support
- Hi Support

Low Support:

Exp(B) = .864

95%CI = .433 - 1.724

Δ -4%

Hi Support:

Exp(B) = .500

95%CI = .222 - 1.127

Δ -19%

2 Year Unadjusted Recidivism

Control = 40.5%

STICS Low Supt = 27.7%

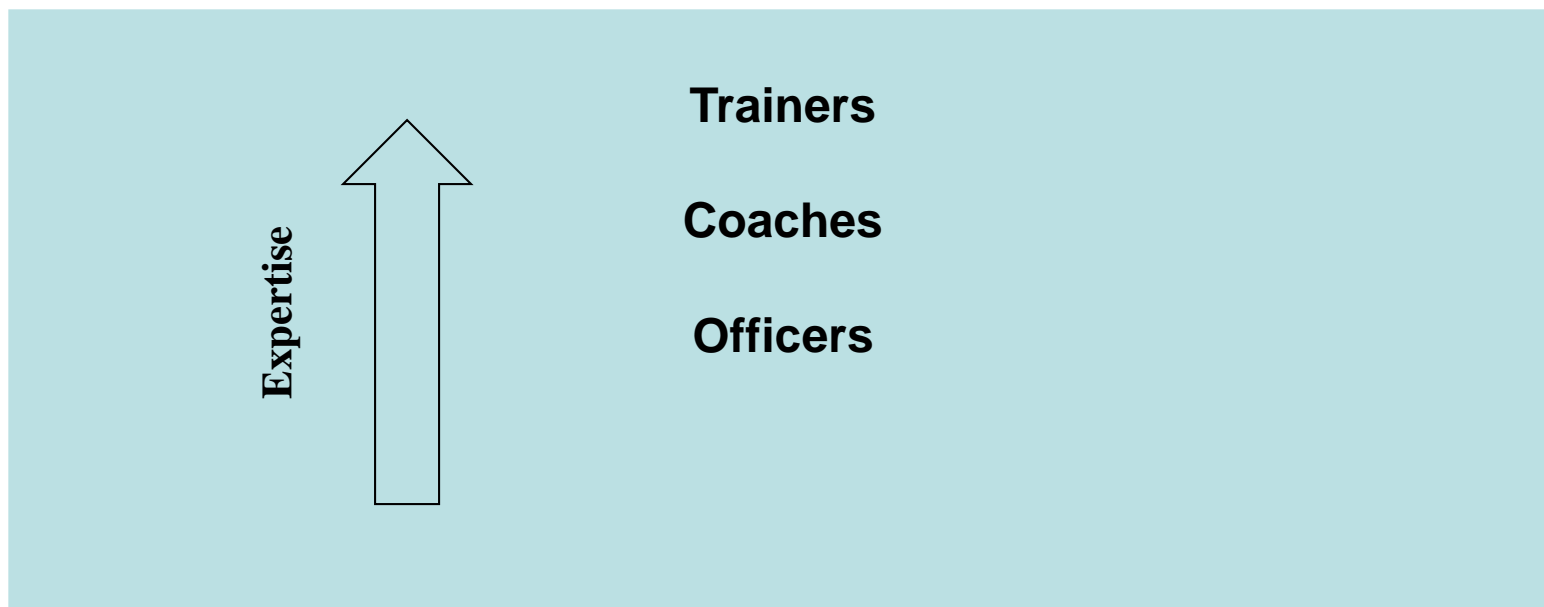
STICS High Supt = 21.4%

Implementation Lesson 2

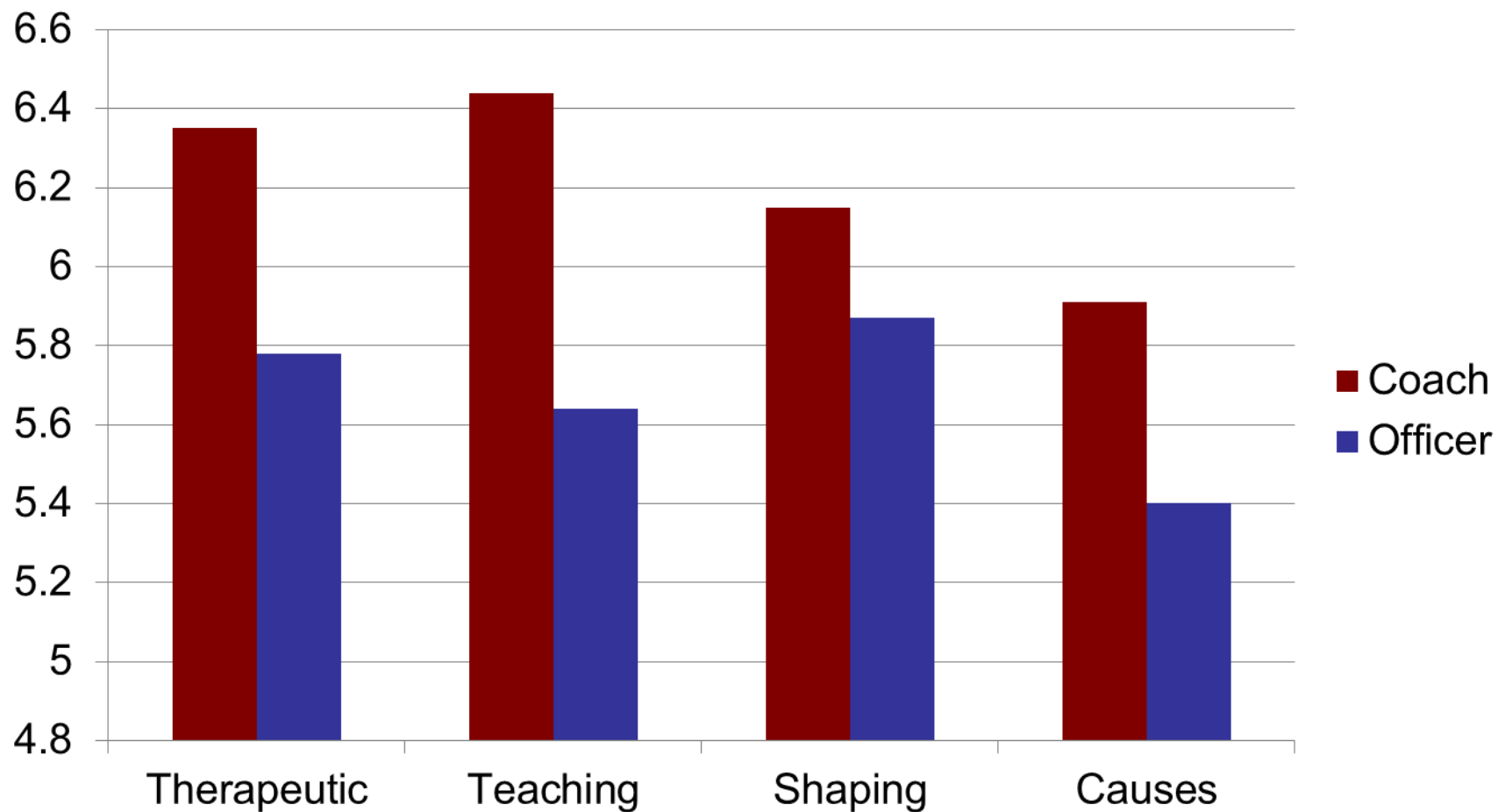
Invest in Leaders

“Expertise” is the critical

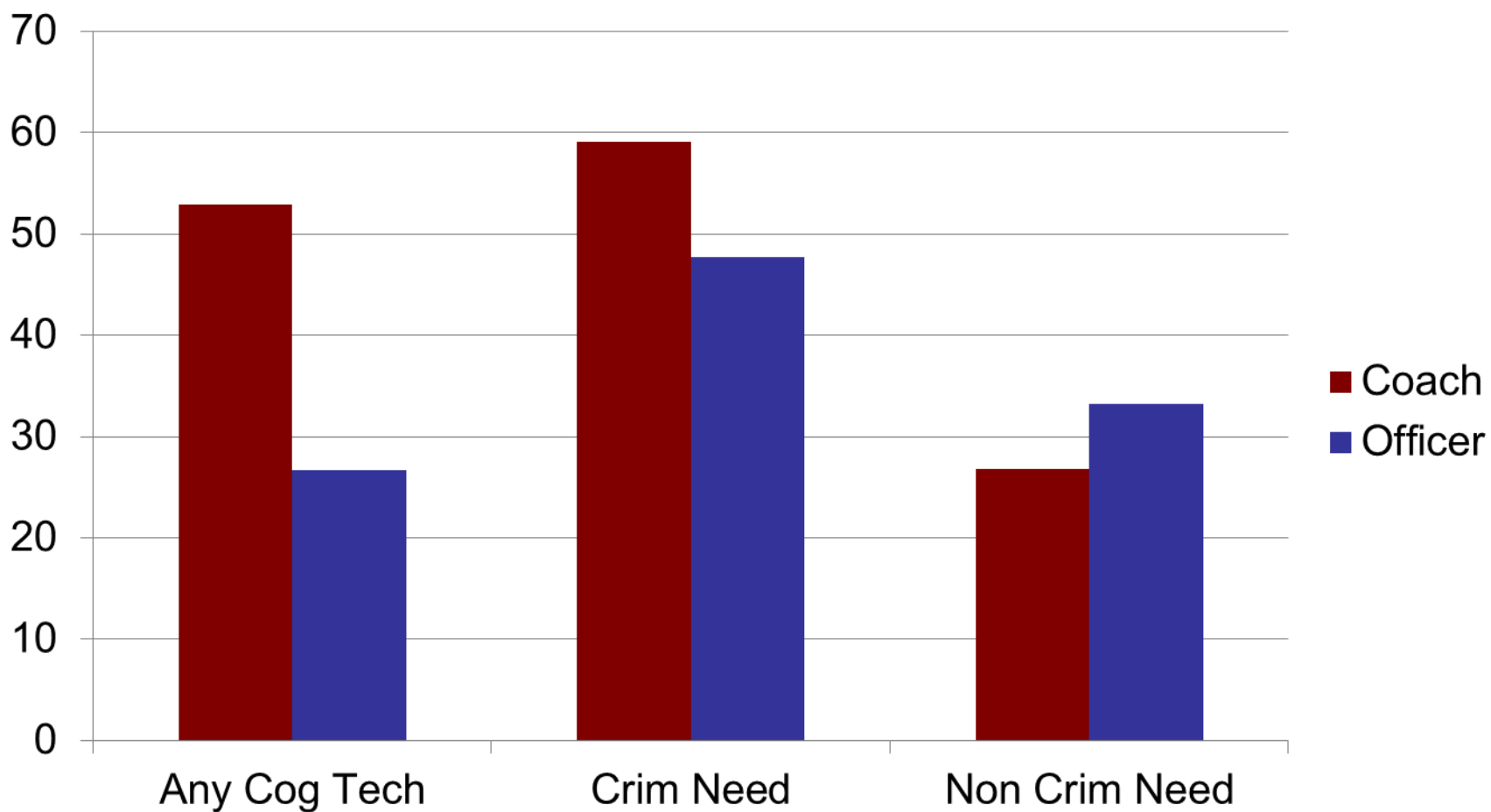
- Do not have sufficient Initial “Expertise”
- Developing it takes time!



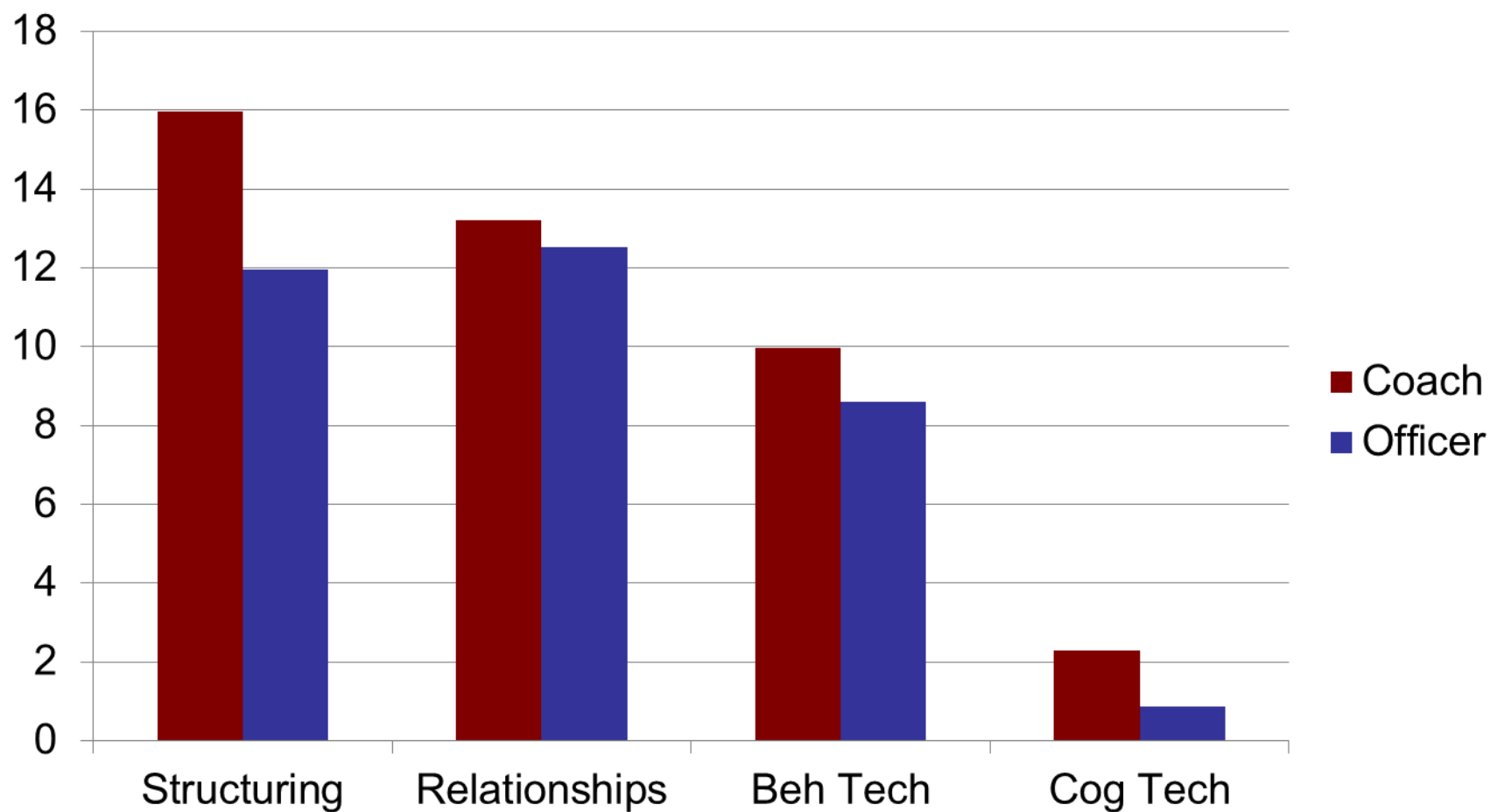
Skill levels of Coach vs Officer



Skill levels of Coach vs Officer



Skill levels of Coach vs Officer



Implementing EBP requires creating an environment that facilitates change, supports it, and helps sustain it...

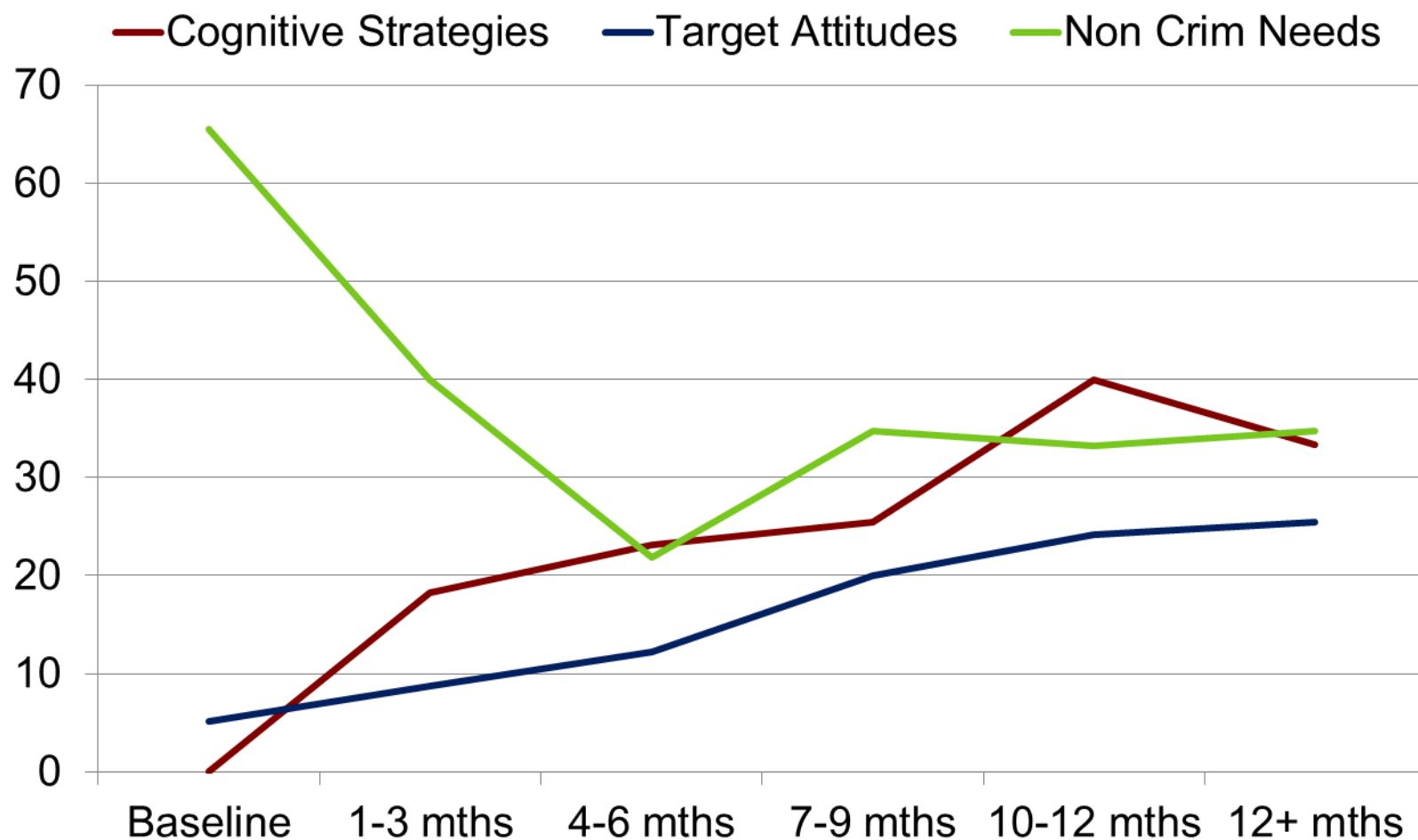
Sound familiar???

Responsivity Principle...

Implementation Lesson 3

Change Takes Time

Change over time: How officers work.



Implementation Lesson 3

Organizational Change

THE VISION...

COMMUNITY SUPERVISION'S

IDENTITY CRISIS...

Probation Officers?



Or Probation Officer?



Probation Work?



Or probation work?



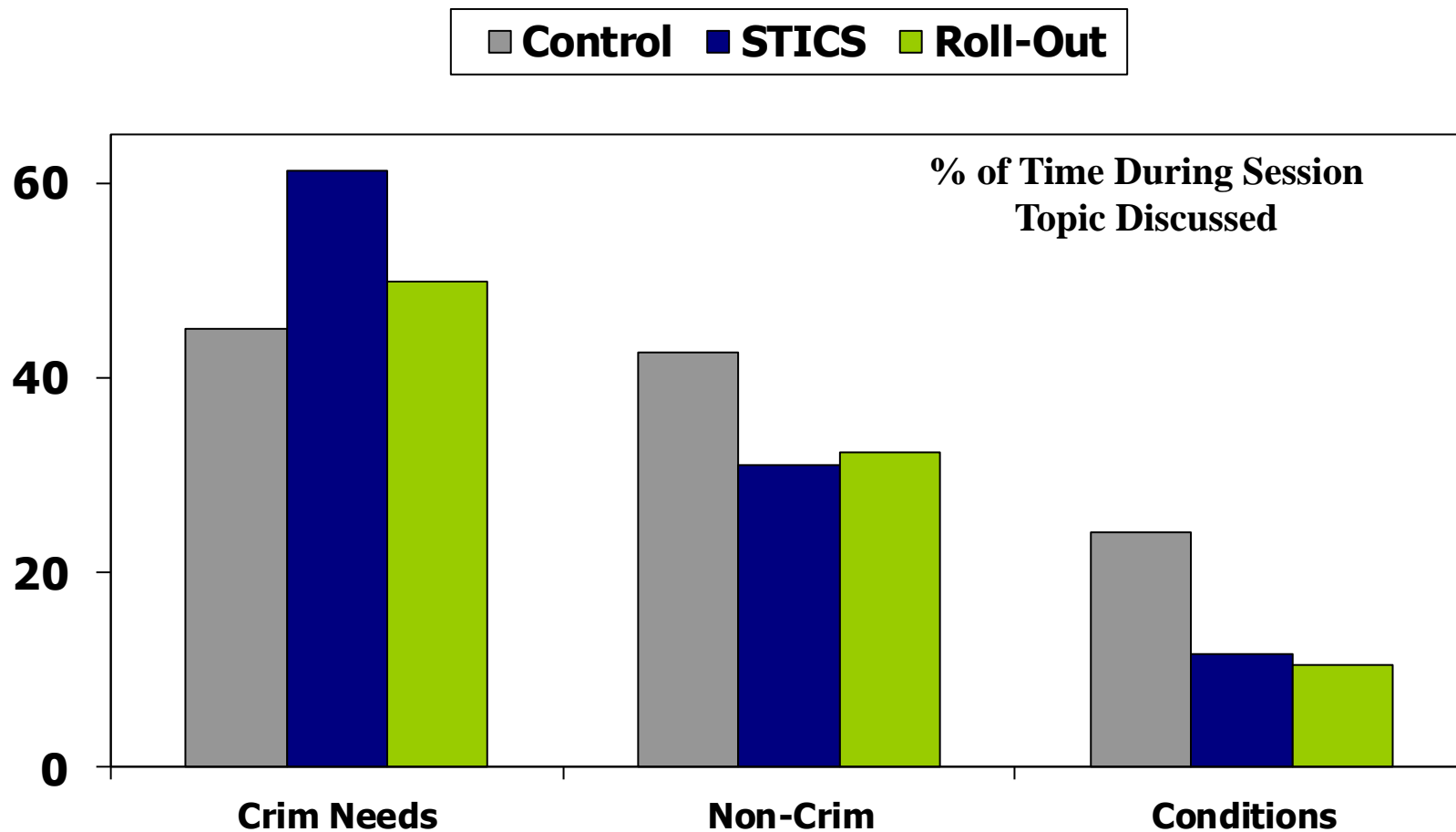
Other Organizational Challenges

- Implementation Integrity
 - Policy/Procedure/Staff “Conflicts” with EBP
 - (what are the existing barriers? What can change?)
 - Quality assurance/evaluate uptake
- Create & Resource “Structures”
 - HR plans, workloads, logistics, etc.
- Build Capacity & Sustainability
 - Everything new so NO existing “expertise”
 - Capacity to develop new staff, coaches, trainers etc.

350 Officers and 3 years later

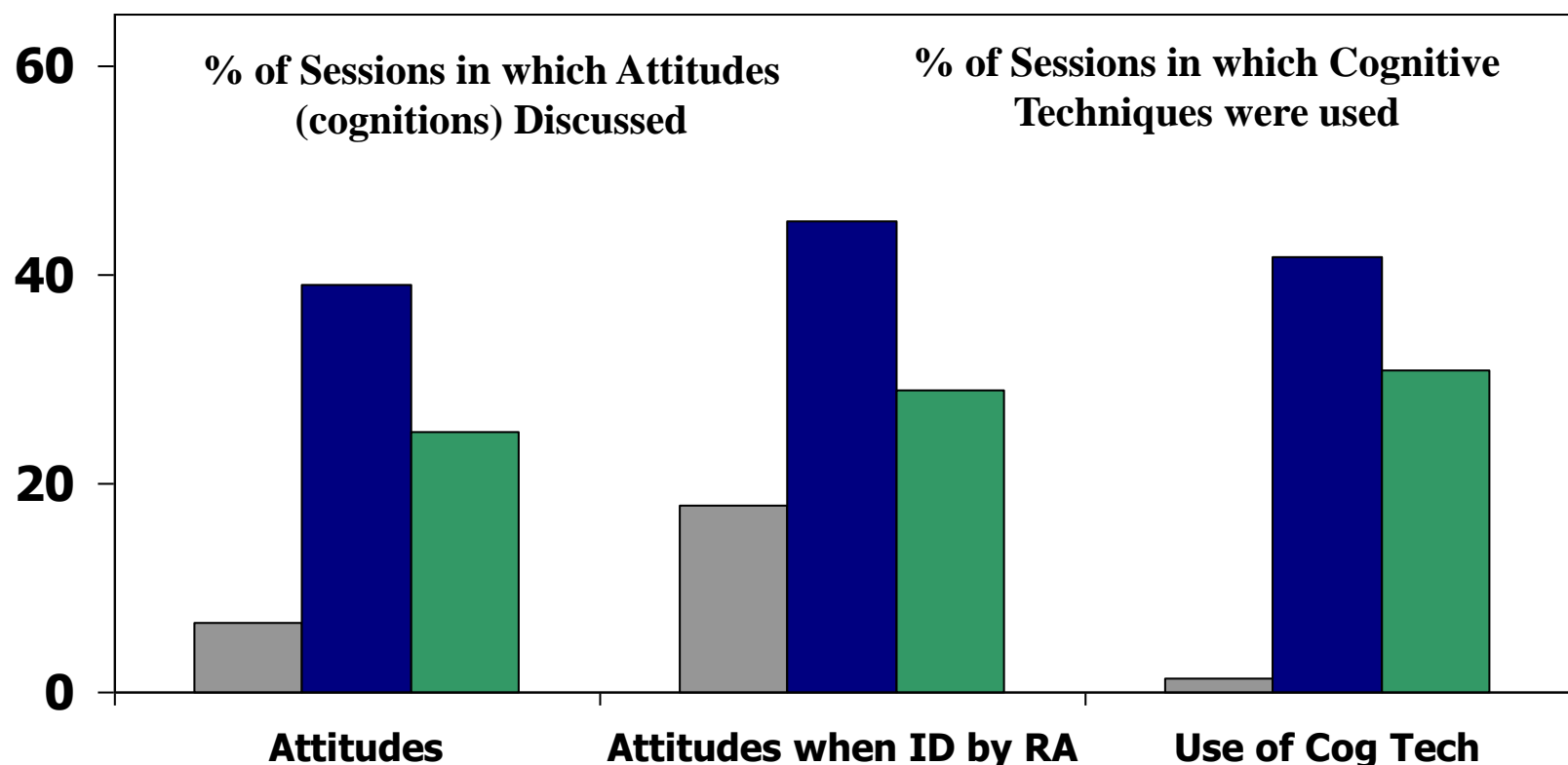
Where are we now?

Full scale vs. original pilot



Full scale vs. original pilot

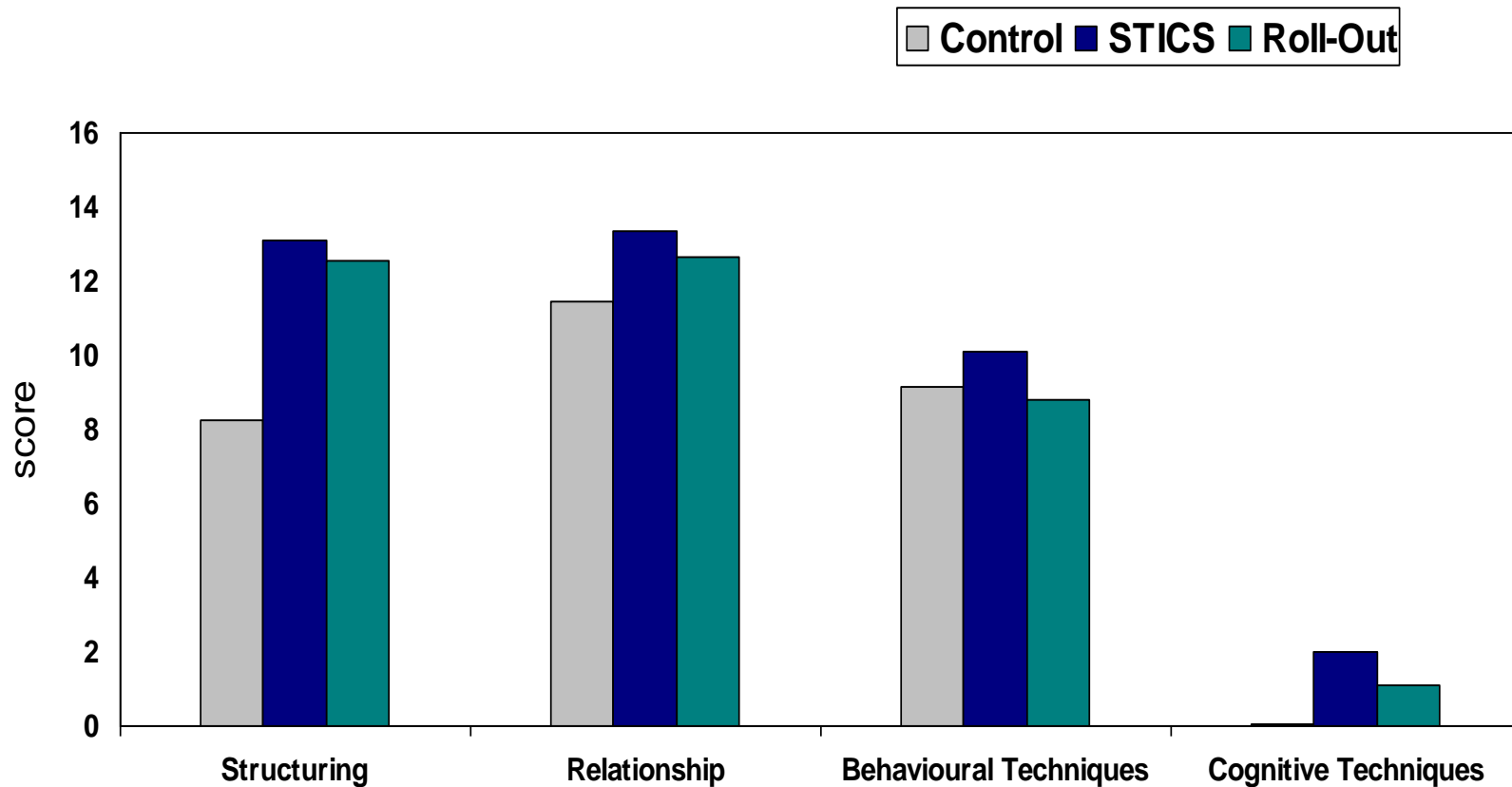
Control STICS Roll-Out



➤ **STICS: Focus on Attitudes & Use Cognitive Techniques**

“Change Agent” Skills:

Skills and intervention techniques used by PO

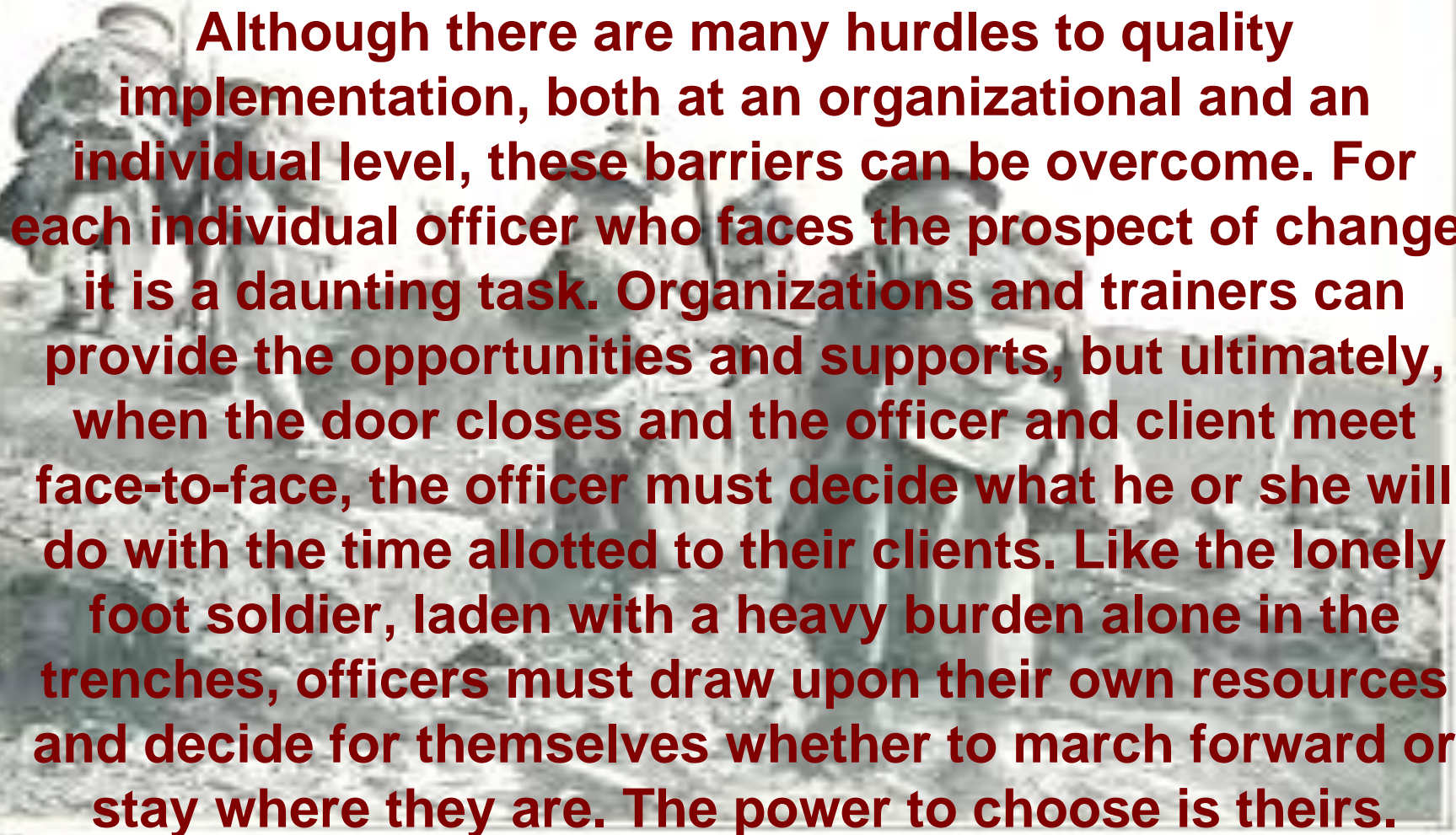


➤ **Uptake looking positive so far...**

Going Forward...

- Research and evaluation efforts continue
 - What factors enhance officer skill and use?
 - Link key skills/techniques to reoffending?

- What to do with newly hired staff?
 - Training Model...new sustainability approach
 - 18 month training with 4 separate courses
 - Utilize existing resources & structures
 - Rely on and build more internal capacity/expertise

A grayscale photograph of World War I soldiers in a trench. The soldiers are wearing helmets and carrying gear, appearing weary and burdened. The image is used as a background for the text, which is overlaid in a large, bold, dark red font.

Although there are many hurdles to quality implementation, both at an organizational and an individual level, these barriers can be overcome. For each individual officer who faces the prospect of change, it is a daunting task. Organizations and trainers can provide the opportunities and supports, but ultimately, when the door closes and the officer and client meet face-to-face, the officer must decide what he or she will do with the time allotted to their clients. Like the lonely foot soldier, laden with a heavy burden alone in the trenches, officers must draw upon their own resources and decide for themselves whether to march forward or stay where they are. The power to choose is theirs.

Further Information

Available on the Public Safety Canada Website

www.publicsafety.gc.ca

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