



An tSeirbhís Phromhaidh
The Probation Service



The Probation Service

Implementing Training in Practice

22nd Conference of Directors of Prison and
Probation Services
Lillestrom, Norway
June 2017

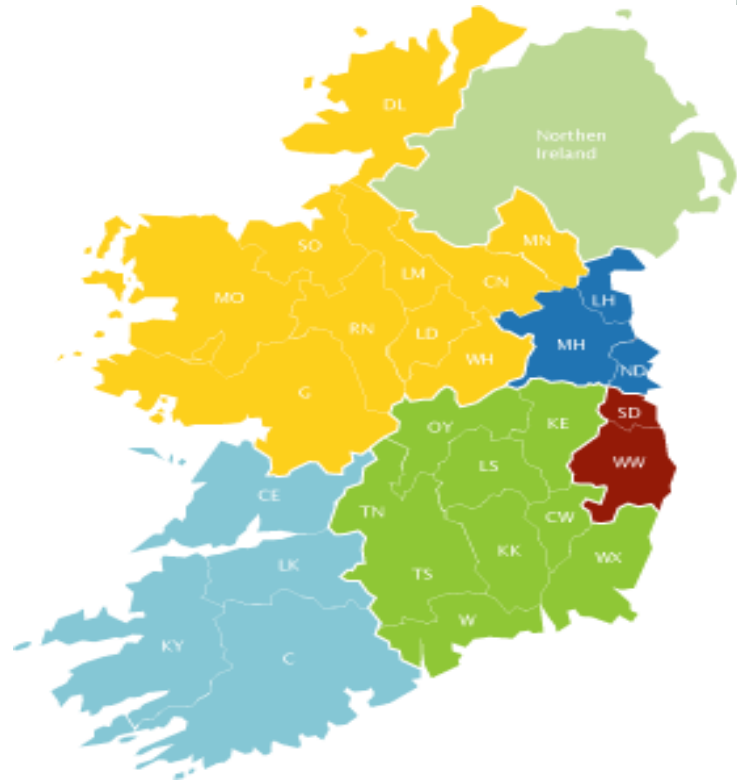
Overview:

- ❑ **Probation Service Ireland: Background & Context**
- ❑ **Vision for the Future – Vision 2020**
- ❑ **Recent and Current Developments**
- ❑ **Implementation - What we have Learned So Far**
- ❑ **Next Steps – Embedding Evidence Based Practice**

Probation Role

**Safer, fairer & more inclusive
communities through offender
rehabilitation:**

- Manage court orders**
- Reduce risk of harm**
- Reduce likelihood of reoffending**
- Make good the harm caused by crime**



The Probation Service

- Agency of the Department of Justice & Equality
- Close to 400 staff across 5 geographical regions
- Provides a National Service, with almost 40 locations in communities and prisons
- 15,000 offenders in the community nationally



Probation Vision 2020

- ❑ **Improving quality and consistency in offender assessment, supervision and rehabilitation**

- ❑ **For safer, fairer and more inclusive communities**
 - ❑ *One Team*
 - ❑ *One Vision*
 - ❑ *One Standard*

- ❑ **Beginning with Strategy 2018-2020**



From Vision to Implementation

To be the best probation service we can be:

- Live our values - achieve our goals
- Leadership > staff enabled to be most effective we can be
- Better engagement with staff, clients and others

- Best services possible to our service users and other stakeholders
- Support best front-line service delivery
- Creativity and innovation

- Achieve, demonstrate and communicate effectiveness
- Engagement with research and evaluation
- Other resources utilised to support our goals

Investing in Our Staff – Why and How?



Changes in Approach to Learning and Staff Development

- ❑ **Development of Super-user/ Champion/ Mentor**
- ❑ **Train the Trainer – ‘in house’ availability**
- ❑ **Introduction of Practitioner- Trainer Model**
- ❑ **Phased Approach to Training & Development**
- ❑ **Integration with day to day work practice**
- ❑ **Revision of Professional Staff Supervision Policy**



Early Adoption Examples

Introduction & Development of Risk Assessment

- ❑ RNR Principles
- ❑ Risk Assessment **Cross Grade Group established**
- ❑ Identified **assessment tool with 'best fit'** for the PS
- ❑ Front line staff **trained** in use of LSIR
- ❑ **'Super-user'** Group established
- ❑ **On-going** support and refresher training

Sex Offender Assessment & Management

- ❑ Management of Sex Offenders **Implementation Plan** developed
- ❑ **Briefing Sessions** for all staff & managers
- ❑ Staff identified on regional basis for **training** in S&A
- ❑ **Mentor Groups** established and resourced inc Regional Mentor Senior & **co-rating**
- ❑ On-going input from L & D **responding to issues raised**
- ❑ Call for **refresher** training
- ❑ **Train the trainer**



Recent Examples

Introduction of Offence Focused Programmes

- ❑ Established **Programme Development Unit** – partnership with NGO
- ❑ Identify & **piloted offence focused programme(s)**
- ❑ **Feedback mechanism**
- ❑ **Revised programme** for our context (spine of programme in tact)
- ❑ Identified **‘champions’**
- ❑ Introduced a **peer support framework**
- ❑ **Supporting modules** from L& D

(Revised) Probation Service Staff Supervision Policy

- ❑ **Best practice** in Social Work
- ❑ **Training Programme** for Supervisors and Supervisees – all grades, national roll out
- ❑ **Integrated Approach** – 4 Elements:
 - **Line Management & Accountability**
 - **Staff Support**
 - **Learning & Development**
 - **Engagement with the Organisation**
- ❑ **Organisational Culture**

Better Outcomes- Implementing EBP: Key Drivers

❑ Staff competency:

- Selection, training, coaching, performance assessments –*fostering responsible practice*

❑ Organisational Drivers

- Learning organisation of *informed policy makers & practitioners*
- Policies, procedures, structures, culture and climate are given careful attention to assure alignment with the needs of practitioners
- Accountability & Integration
- Data is routinely collected to inform decision making – *Monitoring & Evaluation of practice*

❑ Leadership supports:

- Technical and adaptive





So Far... Looking Back, Looking Forward

Done Well:

- ❑ Evidence informed developments
- ❑ Integrate continuous learning with service delivery requirements
- ❑ Developed infrastructure to support a number of the initiatives
- ❑ Engaged staff in the process – mentors, trainers, champions – coaching
- ❑ Efficient use of resources across the organisation in keeping with RNR
- ❑ Staff Supervision – integrated model

Requires Further Attention:

- ❑ Eliciting & articulating values & attitudes
- ❑ Implemented offenders programmes effectively in 'pockets' - foster the practice at all levels across the Service
- ❑ Culture of accountability
- ❑ Positive reinforcement – intrinsic motivators
- ❑ Monitoring and Evaluation
- ❑ Communication – internal NB
- ❑ Leadership



Next Steps

Offender Supervision Framework – Some Priorities

- ❑ **Shared (Service wide) ‘pen picture’** of the offender journey through supervision
- ❑ The framework at the **centre of our work** for the next three years
- ❑ Further development of an **inclusive & collaborative** approach
- ❑ **Resource & support** the introduction & continuous roll out of the framework
- ❑ **Monitor staff activity and offender programmes** to identify discrepancies or fidelity issues
- ❑ **Review, revise and refine** our practice
- ❑ Routinely **obtain verifiable outcome evidence** of our interventions/ programmes
- ❑ **Embed & normalise** *‘the way we do things around here’*



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www.probation.ie

1 tot 5000
add 250
28 tot 10100
32 3600
add 500
850 tot 3550
932 4500

