



TECHNOLOGY, SOCIAL, AND BEHAVIOR CHANGE TRENDS INSPIRING COMMUNITY SUPERVISION

OPERATING AT STATUS QUO IS NO LONGER ENOUGH.

In today's world, agencies are under increased scrutiny from external stakeholders to show quantifiable results. It's critical for agencies to focus on the right changes to propel their agency forward. However, identifying the right trends can be a challenge. Indicators such as shifts in population, employment and regional economies impact agencies in countless ways. Yet, trends — smaller cultural shifts — can be the true catalysts that lead an agency to reduced recidivism and improved outcomes.

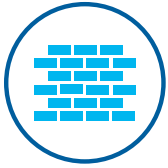
One significant trend that provides a strong indicator of the future of impactful community supervision is the shift from using the crime-focused label “offender” to the person-focused term “client.” This change reflects a conscious intent to build a service-focused culture with positive outcomes. Progressive agencies are moving away from the practice of one-size-fits-all supervision to a focused approach with programs and opportunities that give clients the tools they need to engage and be successful.

All too often, the very programs and requirements designed to help clients succeed in supervision can work against them. For years agencies have struggled with finding solutions to help clients balance attending required meetings and programs with maintaining employment. No one knows better the pitfalls of the system than the community supervision professionals that live it every day, so it's no surprise that many are innovating client-focused solutions to help break the cycle. Trends provide indicators of emerging patterns in client behavior and can provide invaluable insight into new ways to reach and supervise clients.

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Let's review the trends that have the power to transform today's community supervision agencies.



Trend 1

USE OF CRIMINOGENIC NEEDS EXPAND BEYOND TRADITIONAL PRACTICES.

Most would say the single most important step in supervision is developing an effective case plan. The challenge is that no two clients are alike, and there are countless different factors that can impact how a client will respond to the plan. Today, to help add clarity and direction, the savviest agencies and case managers are using criminogenic needs in combination with client interaction to develop effective case plans.

While the identification of a client’s criminogenic needs is not a panacea to thwart their ability to re-offend, they do shine a spotlight on factors that can influence, and even trigger, criminal tendencies. At the core, criminogenic needs help case managers become aware of the lifestyle, issues and outside influencers most likely to trigger a client to repeat criminal activity – and provide a strong foundation to an impactful, client-focused supervision plan.

Conventional wisdom tells us that the most successful case plans:

- ✓ list reasonable and attainable goals
- ✓ have action items that include due dates
- ✓ are developed collaboratively with the client

The incorporation of criminogenic needs into case planning adds another dimension.

Additionally, criminogenic needs can provide a powerful tool to engage clients. Offering case managers a roadmap to behavior and attitudes related to specific needs, this intel can be used to prompt meaningful conversations, education and interventions. When criminogenic needs are integrated into case planning, the case plans can be tied to an agency’s RNR (risk/needs/responsivity) principles.

A testament to the significant potential of incorporating criminogenic needs into supervision plans, the federal probation system has even taken the initiative to develop a new, comprehensive risk/needs assessment that includes criminogenic needs.



The federal probation system has announced plans to develop a new risk/needs assessment tool to provide case managers with the necessary information to create a supervision plan that will increase the likelihood of recidivism reduction. If developed correctly, this tool will remove existing barriers and reduce officer resistance to actuarial risk and needs assessment.

— Federal Probation: A Journal of Correctional Philosophy and Practice



Trend 2 SMALL IS THE NEW BIG.

For clients, even though a change of course is required to achieve their desired supervision result, ultimately participation is optional. Many suggest the silver bullet is behavior modification. However, the seemingly drastic lifestyle changes required for successful supervision can be daunting to many clients and often negatively impact effectiveness. It doesn't have to be that way. Research indicates that change brought on by small, incremental steps over time more often results in lasting change.

Do small changes really add up to significant change? Many Fortune 500 companies think so. From Weight Watchers to Toyota, leading organizations have built their business successes on the concept that small steps lead to significant change. Since World War II, Toyota has thrived on the Kaizen business philosophy, encouraging employees at all levels to recommend small improvements throughout their production facilities. This corporate culture has led to noteworthy product enhancements, increases in productivity and improvements to the bottom line.

Renowned Stanford University behavior scientist B.J. Fogg states that three elements must converge at the same moment for a behavior to occur: Motivation, Ability, and Trigger. His research indicates the gap between goals and actions is the "sweet spot for change." According to Fogg, there are two ways to achieve lasting long-term behavioral shifts: 1) change the environment, or 2) create new habits. A result of his research Fogg developed the concept of "Tiny Habits." Not to be confused with large, often daunting life-goals, Tiny Habits focuses on small, measurable shifts that build to bigger goals over time.

Another trend, microlearning – delivering bite-sized content to learners – supports the model that people learn more effectively when information is provided in small, incremental doses. The focus is to provide tidbits of information that can be learned and applied quickly, one at a time. Students build their knowledge through a series of learning opportunities. Microlearning is the foundation of many webinars and has become a staple of the eLearning industry.

Helping clients learn and progress throughout rehabilitation is vital to their success. Taking the initiative to break supervision requirements into smaller, more manageable tasks can help define a clearer, less overwhelming path and help set clients up for success.



WHAT IS A "TINY HABIT"?



– B.J. Fogg, Behavior Scientist at Stanford University, The Behavior Design Lab



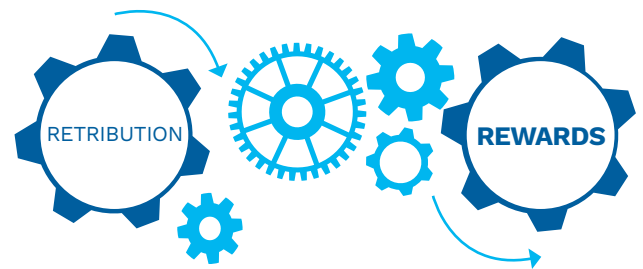
Trend 3

REWARDS FOSTER CLIENT REHABILITATION.

Rewards are where a client-centric program and the small steps approach to community supervision intersect. While sanctions and punishments have long been a staple of supervision, the industry’s paradigm shift from punishing failure to promoting success has paved the way for the incorporation of rewards as a component to effective supervision.

“One of the most powerful findings in criminology is that rewards are better shapers of behavior than punishments. By shifting the emphasis from retribution to rewards, we can make a greater impact on behavior.”

— Adam Gelb (Director, The Pew Charitable Trusts) and Barbara Broderick (Chief Probation Officer, Maricopa County Arizona)



Rewards provide agencies a positive tool to help guide clients and acknowledge their small accomplishments, while providing clients meaningful individualized feedback loops. In addition to providing an opportunity for clients to practice the behaviors agencies want them to adopt, rewards provide agencies a tool to guide clients and acknowledge small accomplishments.

Rewards don’t work for every client, but tangible and visual motivators can be very powerful to some user groups. In addition to the tried and true practice of providing gift cards and perks as rewards, agencies have added elements more frequently found in games (points, badges, and leaderboards) to provide client recognition and maintain focus on the end goal.

States are even recognizing the power of integrating rewards into supervision. Many have taken steps to end supervision when specific goals have been achieved rather than requiring clients to complete counterproductive time-based supervision terms. In fact, the number of states offering “earned compliance credits” continues to rise, with over one dozen states adopting the practice since the introduction of the Earned Compliance Credit Act in 2011.



“Making supervision more reward-based holds great potential. A probation officer’s job has traditionally been defined as reactive: wait until something bad happens and then impose a sanction, often a return to prison. This not only costs state taxpayers an average of \$30,000 per year for each inmate, it also ignores a good part of what we know works best when it comes to steering ex-offenders away from continued criminality.”

— Refocusing the Punishment Paradigm¹



Trend 4 THE MOBILE REVOLUTION.

Over the past 10 years, technology advancements have provided unparalleled client access and communication.

One of the fastest growing technology segments is the smartphone. In 2007, 122 million smart phones were sold. Ten years later, annual sales had increased to 1.5 billion smartphones sold. Today, there are an estimated ten billion mobile connected devices in use. Texting, talking and emailing are the most common activities, but that's only part of the story. Consumer use, and reliance, expands exponentially as users incorporate smartphone apps into their daily lives. From paying bills to managing the thermostat and monitoring one's heartrate, smartphones have become our most important device. With mapping and researching capabilities at their fingertips, people are rarely without their smartphones.



If there is one trend that has the potential to change community supervision more significantly than any other, it is the use of smartphones. The high adoption rate ensures that smartphones will provide agencies a viable option to remain connected to clients today and well into the future.

Smartphone-enabled supervision enables agencies to supplement their supervision efforts, saving time and freeing up existing resources to facilitate the rehabilitation of clients. In addition to unparalleled client access, smartphones enable unprecedented supervision capabilities such behavior change reinforcement, compliance with orders of supervision, and increased client self-management.

The client-focused agency understands the importance of incorporating technology that the client is comfortable using and allows them to seamlessly merge the requirements of their lives and supervision. Smartphone-enabled supervision enables clients to maintain school and work schedules and reduce travel to out-of-the-way meeting and kiosk locations, while also increasing their access to case managers. Smartphone supervision tools enable agencies to move away from a one-size-fits-all approach to personalized supervision and to realize the benefit of enhanced client/agency communication and real-time alerts and triggers.

WHO HAS A SMARTPHONE?

72%
of U.S. Adults Own
a Smartphone²

73%
of U.S. Teens Have Access
to a Smartphone³



HOW MANY TIMES A DAY DO PEOPLE CHECK THEIR PHONES?

Millennials* Check Their Phones
More Than **157 Times A Day**⁴

Americans check their phone on
average once every **12 MINUTES**⁵

46%
of smartphone owners
say their smartphone is
something "they couldn't
live without"⁶

*Millennial: born between 1977-1995 (Nielsen Media Research)



Summary

CHANGE IS INEVITABLE. INFORMED CHANGE IS CRITICAL.

Trend-driven innovation takes advantage of small cultural shifts as a foundation for growth and change. For community supervision agencies, remaining aware of trends and understanding why they are gaining momentum can provide valuable insight into what is on the horizon that could impact their agency, clients and community. While it can seem a leap of faith to parlay a trend into agency change, deploying trend-driven innovations within the framework of Evidence-Based Practices (EBPs) provides agencies the ability to measure trends and effectiveness over time.

Rather than rely on subjective anecdotal information, EBPs provide agencies a litmus test to effectively evaluate what is actually working for them and their clients.

One goal of every agency is to give clients the tools they need to succeed. Incorporating tools that not only track data but allow agencies to measure results and continually refine and elevate their processes are critical.

As stakeholders such as communities, legislators and funding sources demand quantifiable results, the need for a departure from the status quo continues to grow. Identifying and **DELIVERING TOOLS THAT ENGAGE** clients and **CONTRIBUTE TO THEIR SUCCESS** is vital. Trend-driven innovation incorporated within a solid EBP framework provides community supervision an opportunity to bridge the gap between the way things have always been done and the dynamic community supervision agency of the future.

SOURCES

¹ *Refocusing the Punishment Paradigm*. Adam Gelb and Barbara Broderick. July 2017. (Adam Gelb is director of the public safety performance project at The Pew Charitable Trusts and Barbara Broderick is chief probation officer for Maricopa County Arizona.)

² *Global Attitudes Survey*. Pew Research Center. Spring 2015.

³ *Teen Relationship Survey*. Pew Research Center. March 2015.

⁴ *Global Mobile Consumer Survey: US edition*. Deloitte. 2017.

⁵ *OnePoll Survey*. Asurion. September 2017.

⁶ *10 facts about smartphones as the iPhone turns 10*. Pew Research Center. June 2018.

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