

2024 CPOC CONFERENCE

Supporting Excellence in Probation

Chief Probation Officer
Brian Richart

beyond boundaries

Sparking Organizational Change
Through Belonging and
Engagement



People business





- In 2021 48 Million People quit their jobs
- Turnover Costs Employers 50-200% of an Employees Annual Salary
- 52% Said Their Employer Could Have Done Something to Prevent Their Departure
- In 2023 67% of Employees Considered Themselves Either “Not Engaged” or “Actively Disengaged” From Their Occupation
- 50% Reported Daily Anger / Stress / Sadness

- Community Corrections is Drowning in Departures and Failed Recruitments
- We Focus On “Morale” to the Exclusion of “People”
- We Lack Strategies to Improve Our Client Outcomes Through Culture Development



Number One Reason People Are Quitting Their Job

PAY



Number One Reason People Are Quitting Their Job

~~PAY~~



Number One Reason People Are
Quitting Their Job

Respect



Number One Reason People Are
Quitting Their Job

Impact



Number One Reason People Are
Quitting Their Job

Ignored



Number One Reason People Are
Quitting Their Job

Responsibility



Number One Reason People Are Quitting Their Job

PAY

Boundaries TO Organizational Change





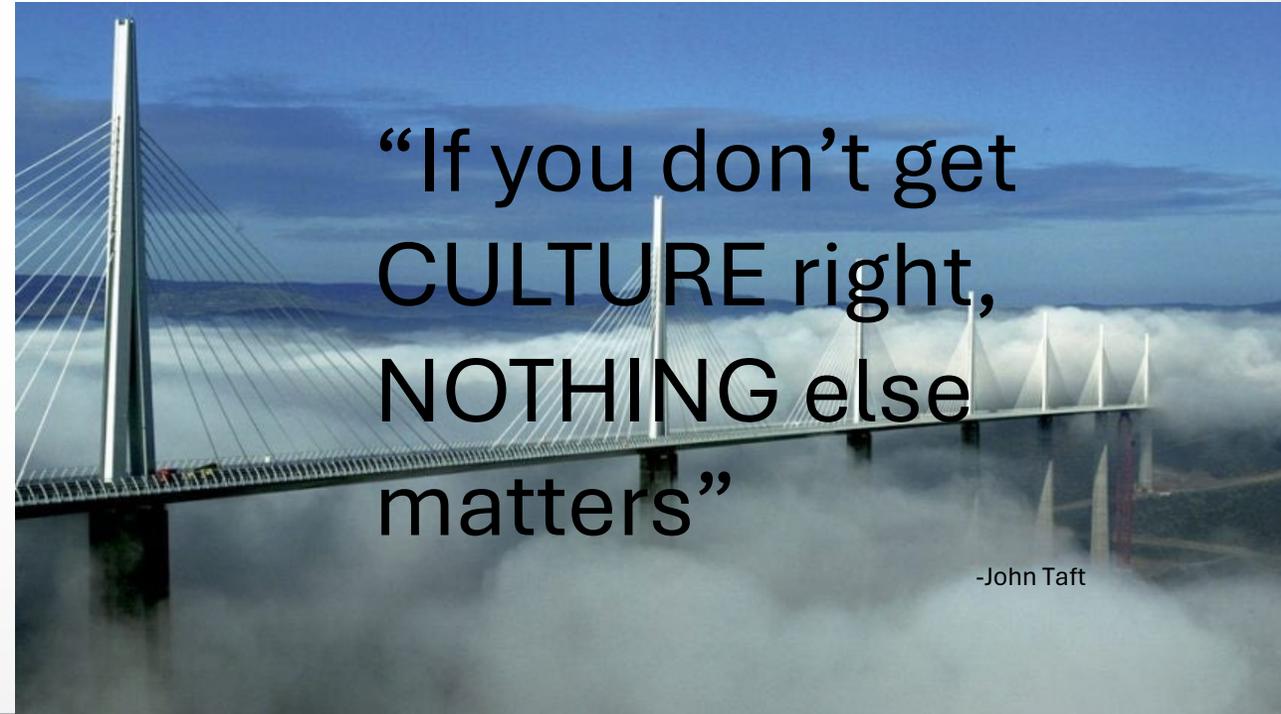
CHALLENGES WE FACE AS PUBLIC AGENCIES LARGE AND SMALL

Bureaucratic Structures
Traditions and Tribalism
Failed Leadership
Lack of Resources
Culture and Climate

ALL BOUNDARIES IMPACTING
ORGANIZATIONAL CHANGE

CLIMATE

Temporary internal and external circumstances influencing the immediate perceptions, feelings, and attitudes of an organization's people



“If you don’t get **CULTURE** right, **NOTHING** else matters”

-John Taft



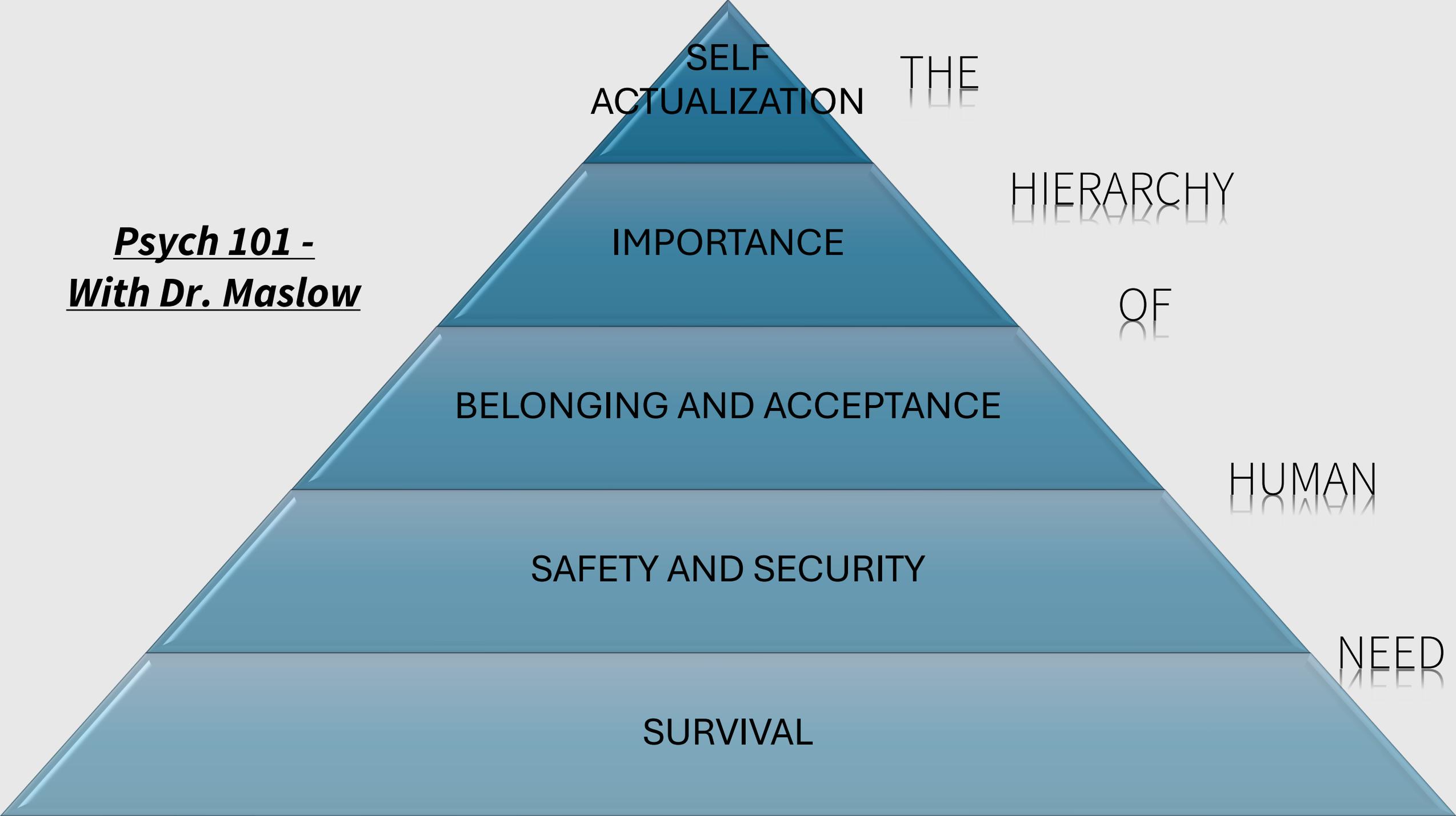
“**CULTURE** eats **STRATEGY** for breakfast”

-Peter Drucker

CULTURE

Deep values, core attitudes, and recurring behaviors manifesting in all aspects of the organization

Psych 101 -
With Dr. Maslow



SELF
ACTUALIZATION

THE

IMPORTANCE

HIERARCHY

BELONGING AND ACCEPTANCE

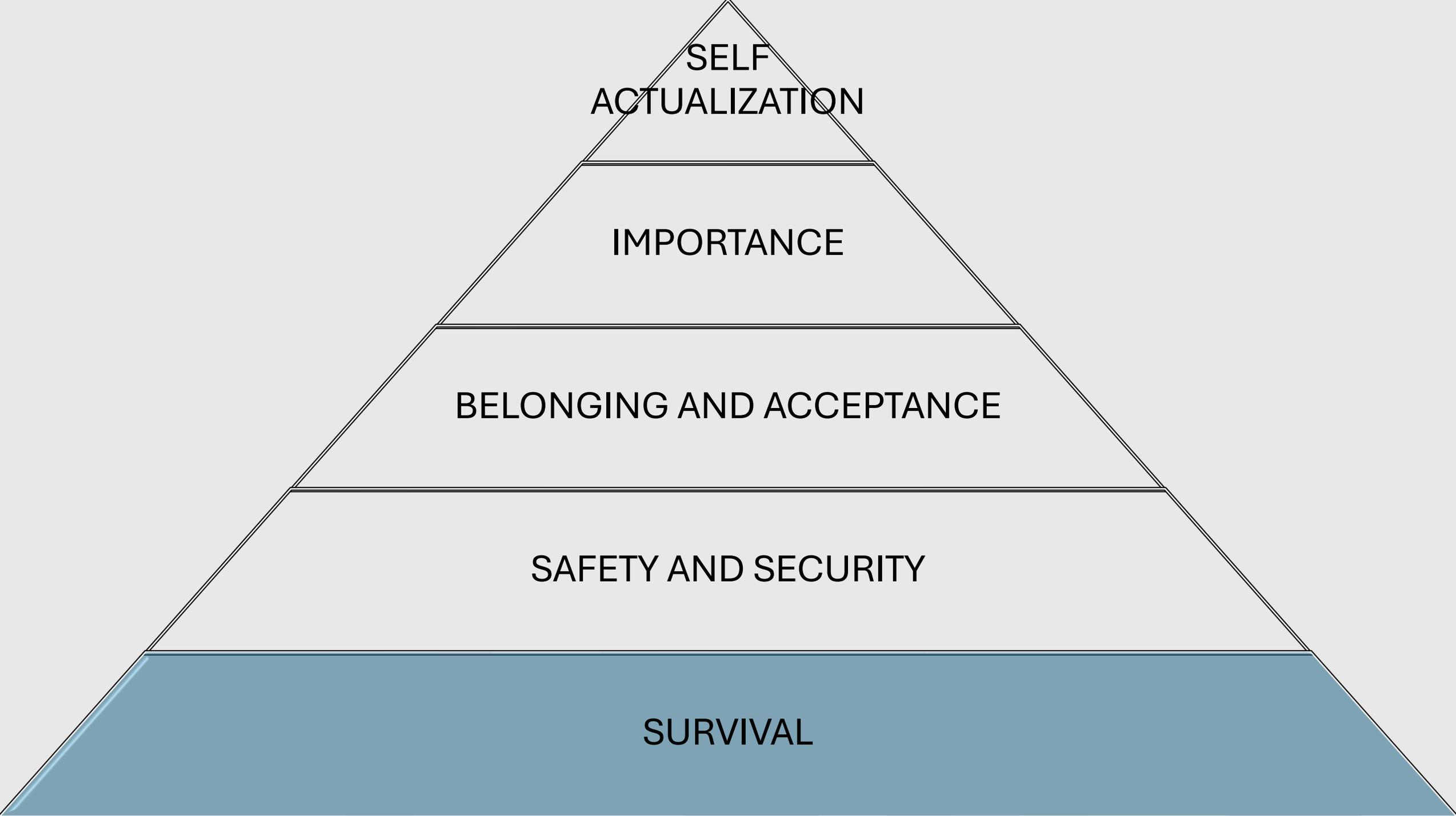
OF

SAFETY AND SECURITY

HUMAN

SURVIVAL

NEED



SELF
ACTUALIZATION

IMPORTANCE

BELONGING AND ACCEPTANCE

SAFETY AND SECURITY

SURVIVAL

SELF
ACTUALIZATION

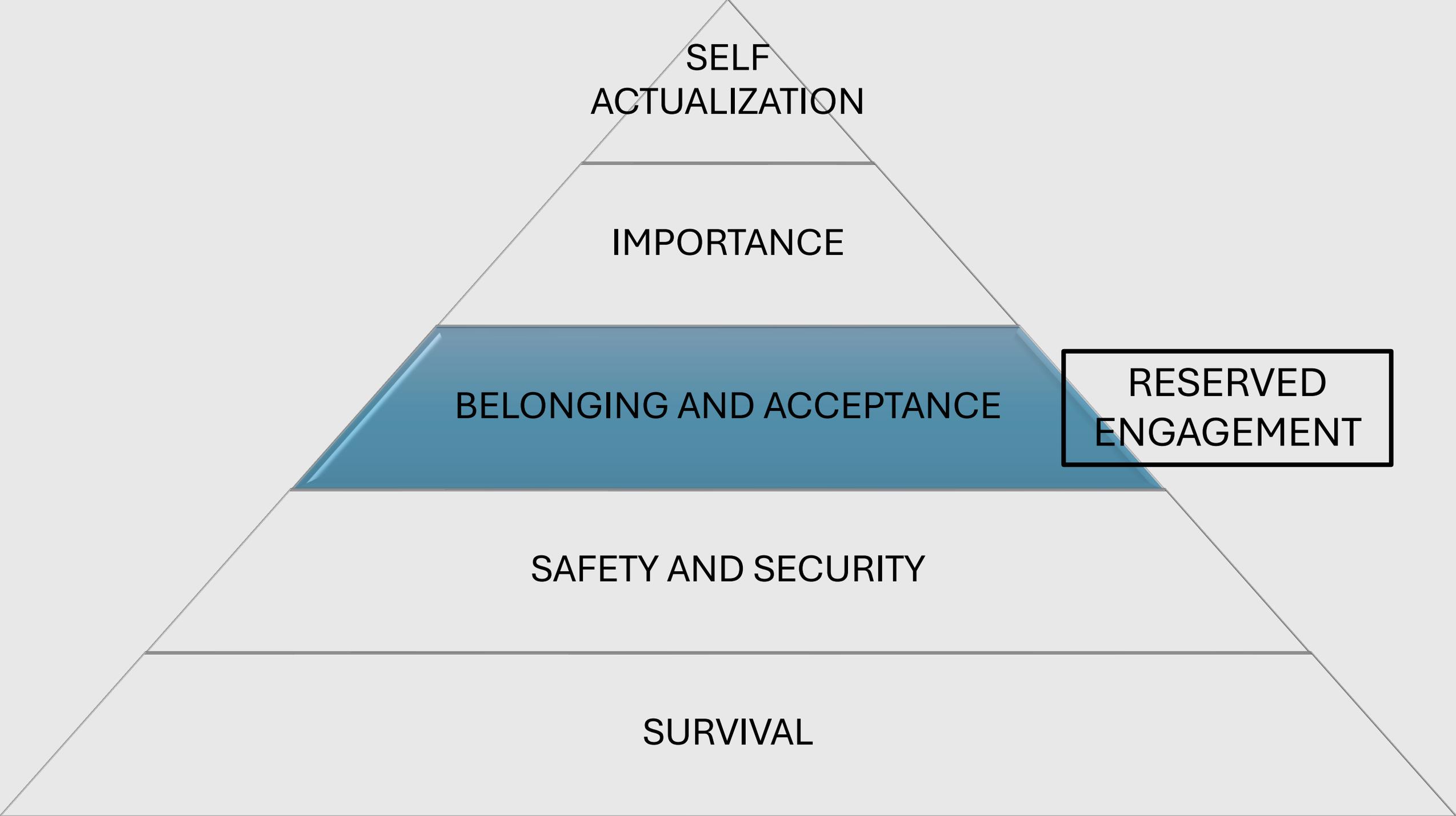
IMPORTANCE

BELONGING AND
ACCEPTANCE

SAFETY AND SECURITY

DISENGAGED

SURVIVAL



SELF
ACTUALIZATION

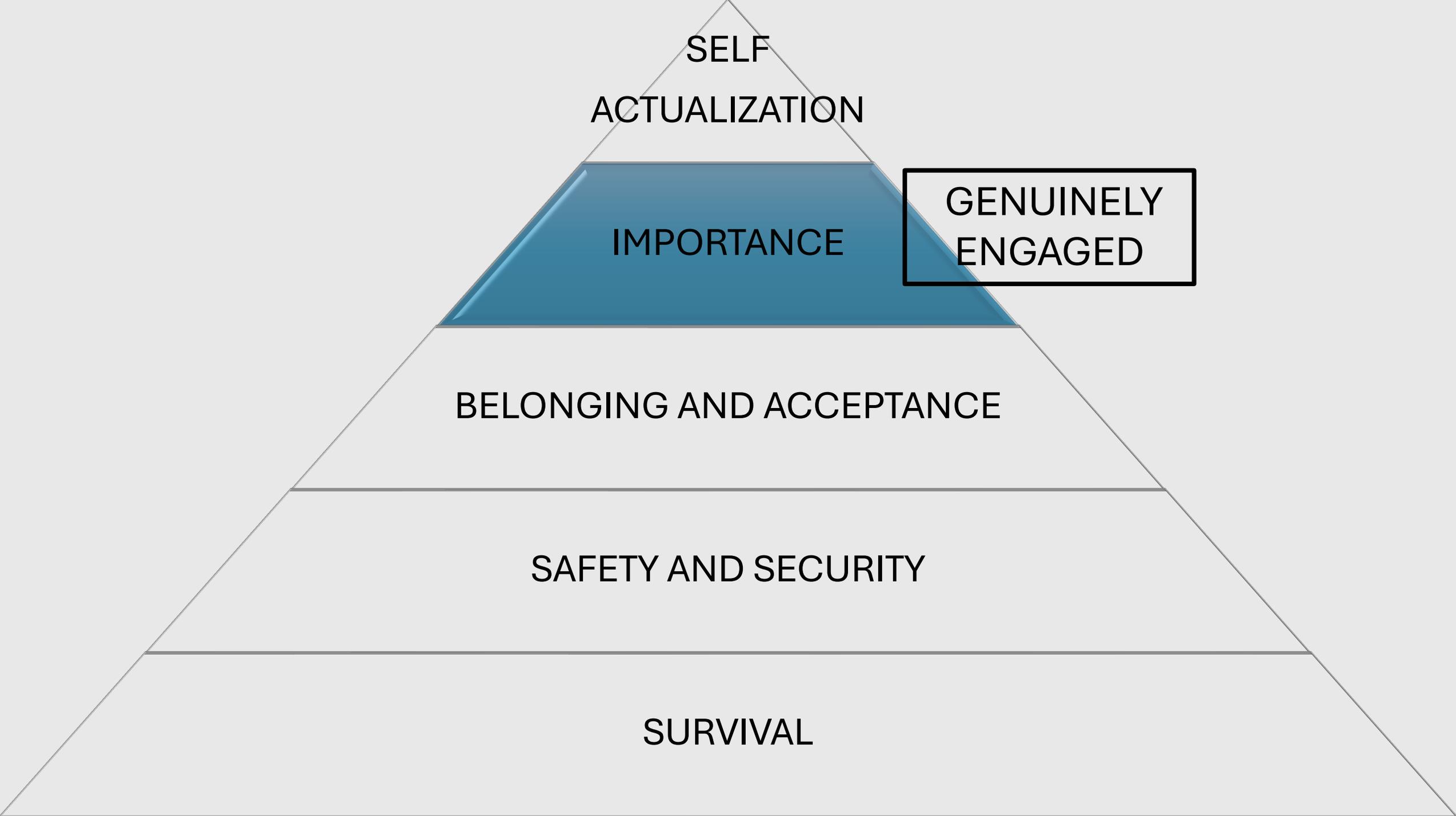
IMPORTANCE

BELONGING AND ACCEPTANCE

RESERVED
ENGAGEMENT

SAFETY AND SECURITY

SURVIVAL



SELF

ACTUALIZATION

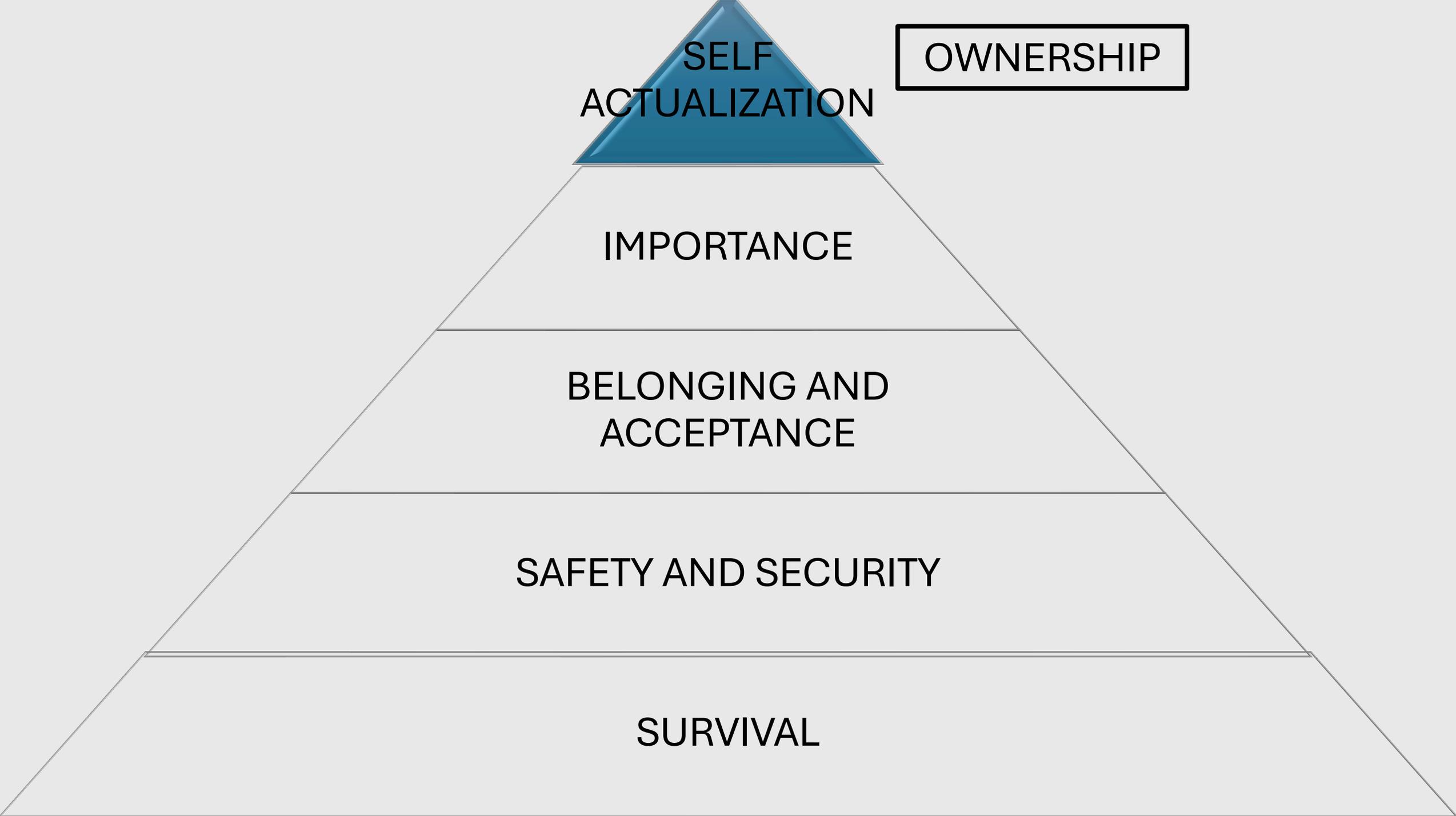
IMPORTANCE

GENUINELY
ENGAGED

BELONGING AND ACCEPTANCE

SAFETY AND SECURITY

SURVIVAL



SELF
ACTUALIZATION

OWNERSHIP

IMPORTANCE

BELONGING AND
ACCEPTANCE

SAFETY AND SECURITY

SURVIVAL



Through belonging and engagement

- Reduced Absenteeism
- Reduced Turnover
- Reduced Injuries
- Improved Quality

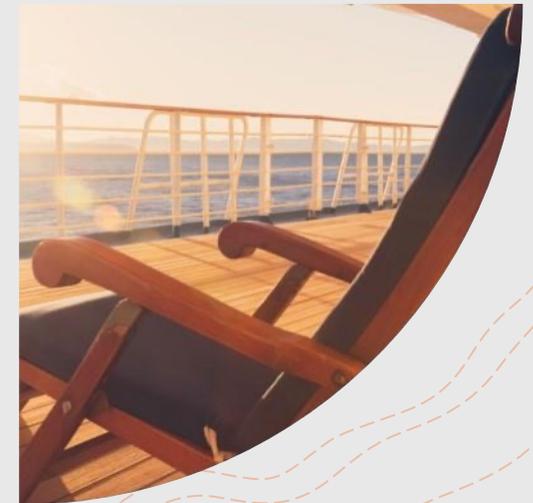
- Wellbeing Among Younger Team Members Dropped in 2023
- Employee Belonging / Engagement is a Significant Factor in Overall Life Satisfaction
- When Organizations Improve the Level and Number of Engaged Employees, They Improve Organizational Outcomes
- Engaged vs. Disengaged Employees are on Average 50% less:
 - Stressed
 - Angry
 - Worried
 - Sad
 - Lonely

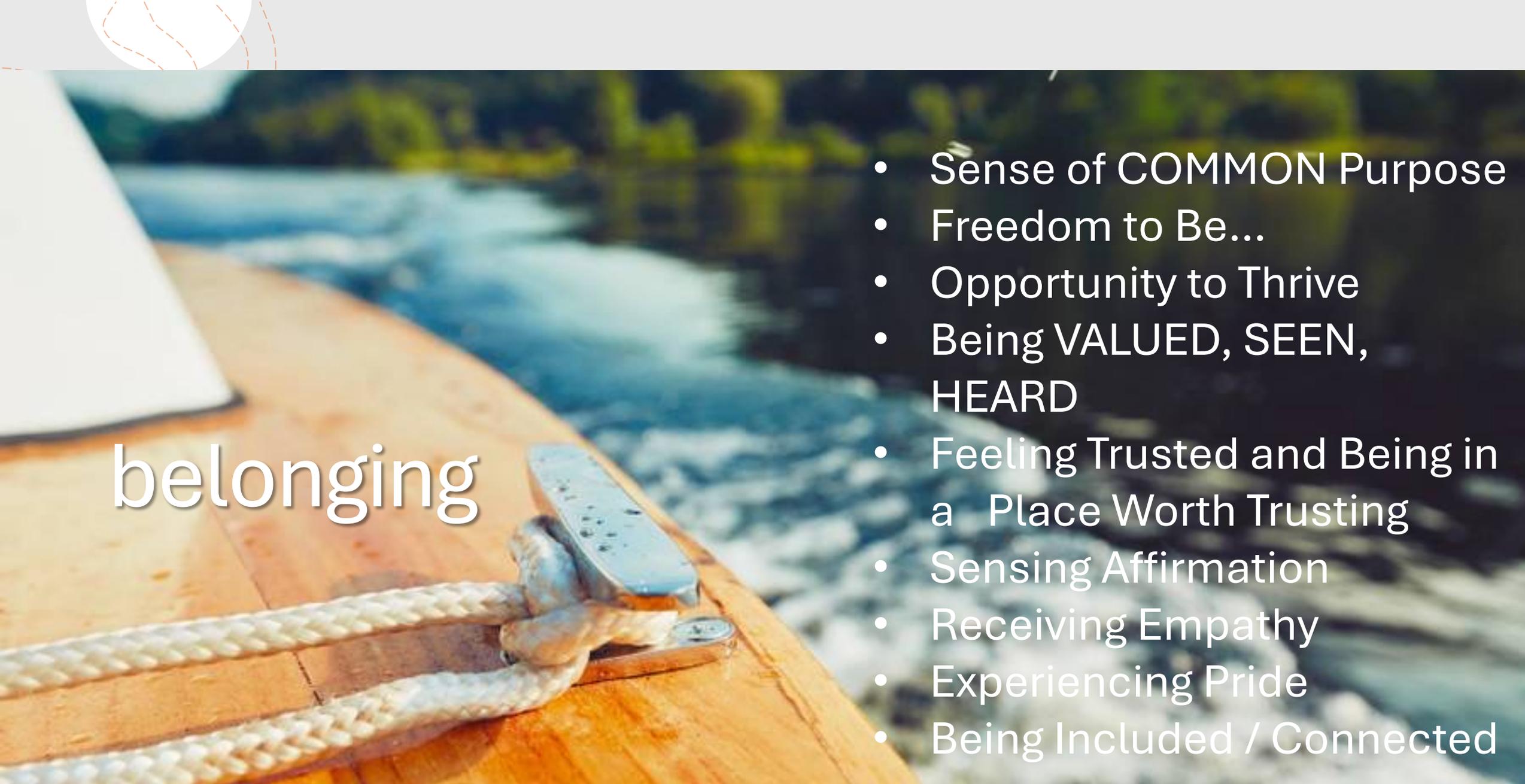
Belonging “In” vs. Belonging “to” an agency

67% of Workers Say That They
Belong When They Feel Part of a
Team

51% Say They Need to Feel Free to
Share Their Opinion

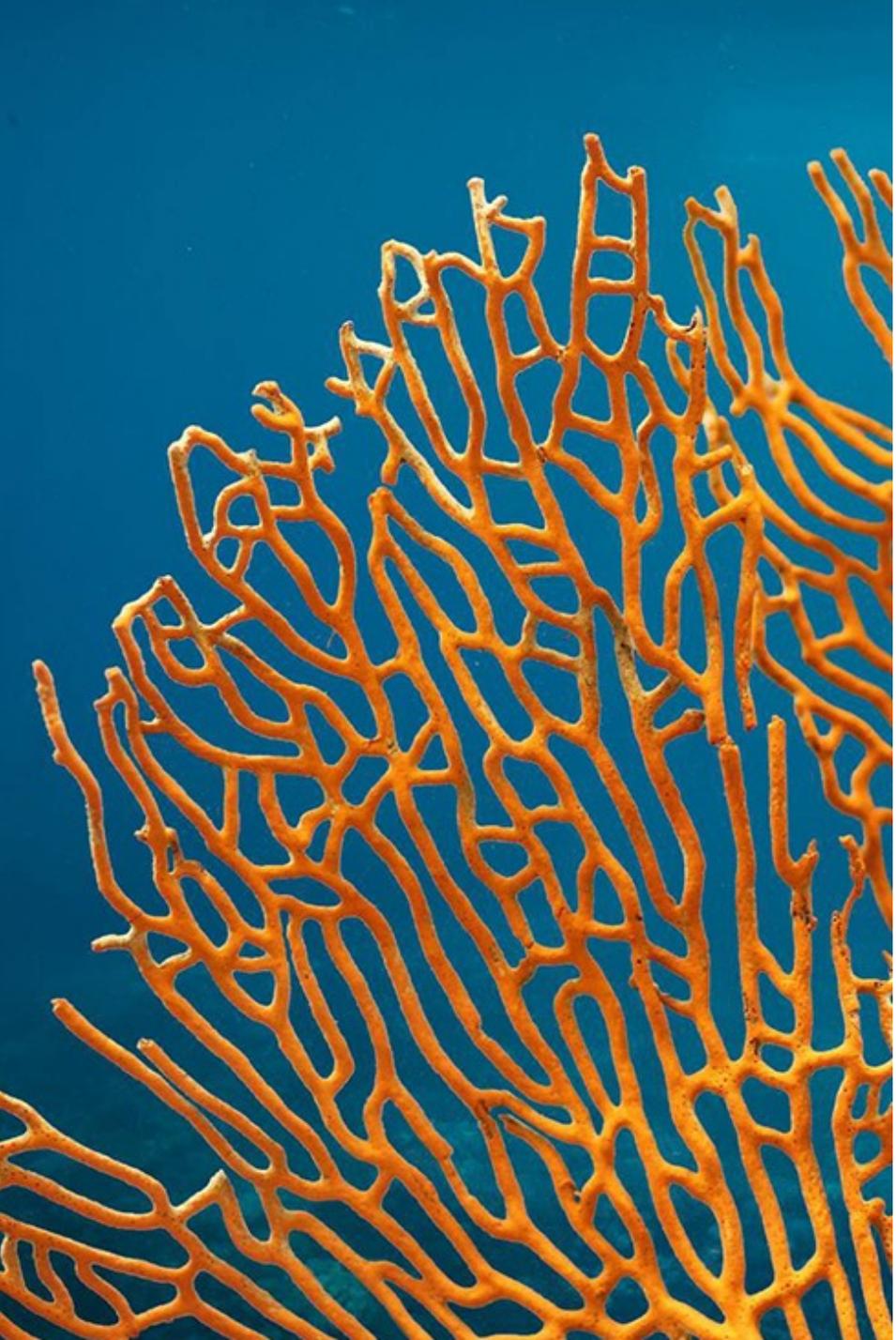
50% Say They Need to Feel Fully
Free to Be Themselves





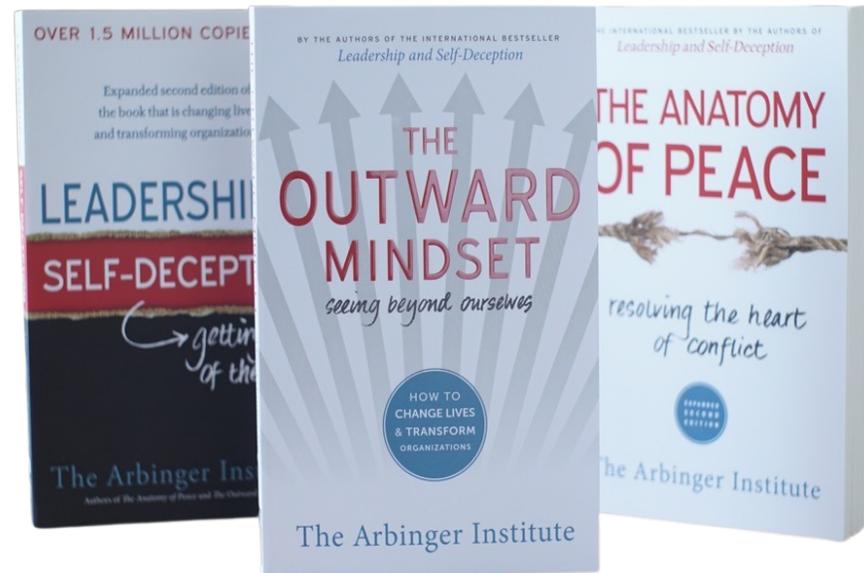
belonging

- Sense of COMMON Purpose
- Freedom to Be...
- Opportunity to Thrive
- Being VALUED, SEEN, HEARD
- Feeling Trusted and Being in a Place Worth Trusting
- Sensing Affirmation
- Receiving Empathy
- Experiencing Pride
- Being Included / Connected



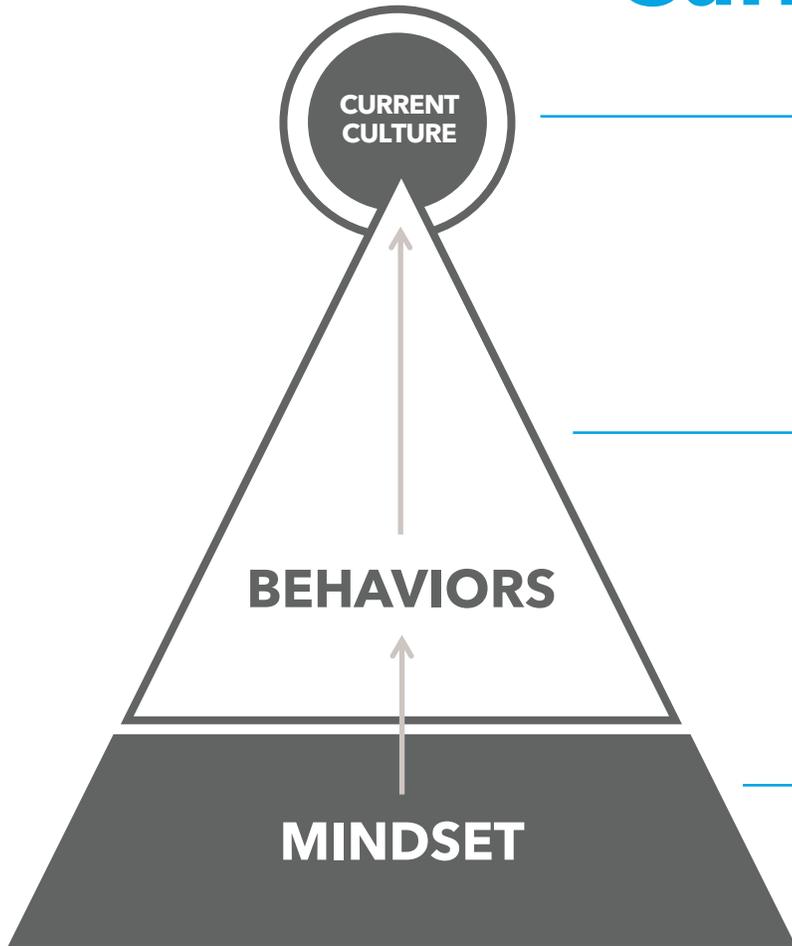
Arbinger Institute

The "Outward" Way of Being



Creating a Culture of Belonging

Current State VS Desired State



CURRENT
CULTURE

BEHAVIORS

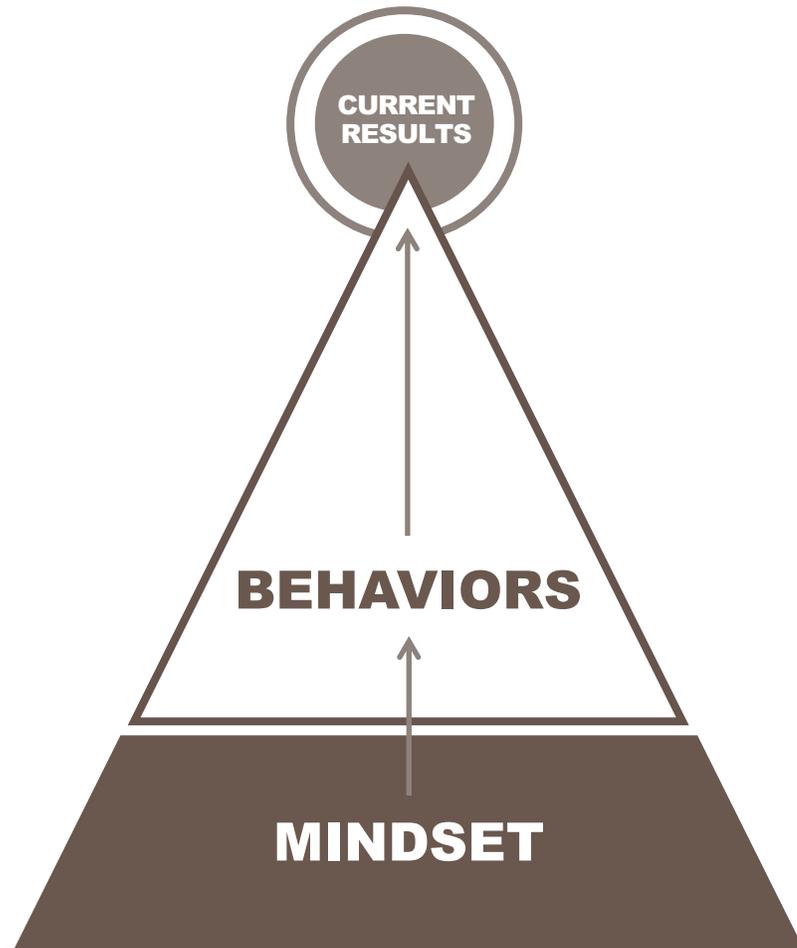
MINDSET

The **belonging** felt in our organization

The **behaviors** that that create or undermine belonging

How we see ourselves and others determines the behaviors we engage in and the influence of those behaviors

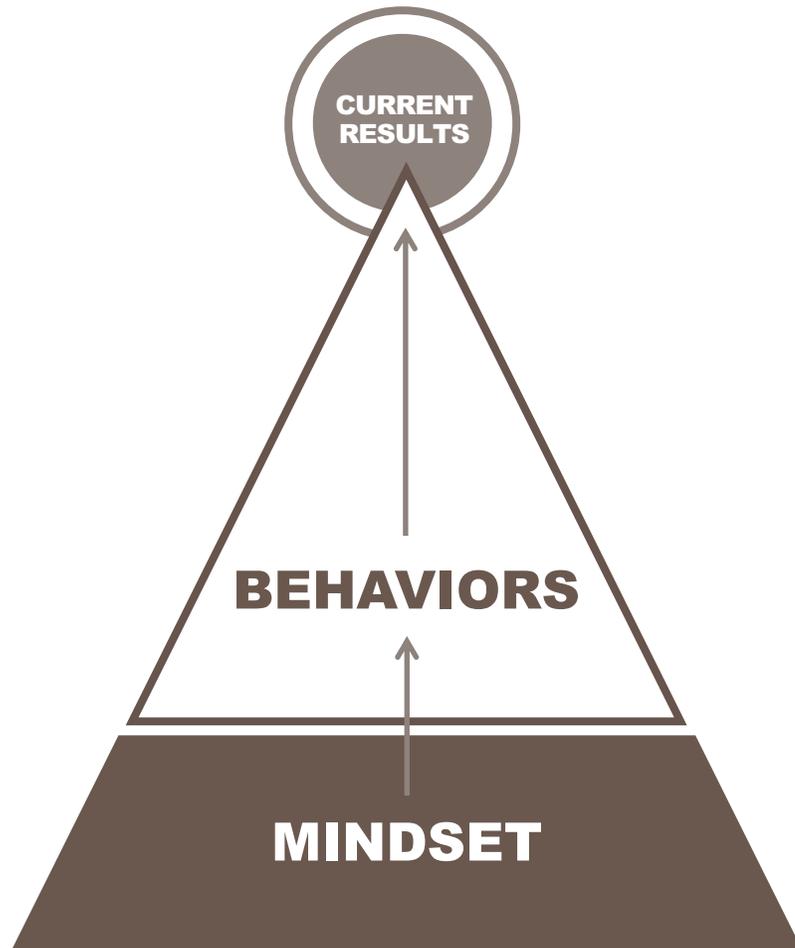
The Arbibinger Mindset Model



The way organizations most effectively get here...

**By working to change not only behaviors,
but also the underlying mindsets that inform
and drive them.**

The Arbinger Mindset Model



THE BOUNDARY OF BIAS

only YOU can make the change you want to
see – humanity over abstraction



Identify a person you find challenging and ask yourself:

- How is this person describing their experience?
- What about their experience do I understand?
- Have I had an experience that helps me empathize?
- What parts of their experience differ from mine?
- What have I made harder for them?
- What do I now see that I didn't see before?
- What can I do to help things go right?



**Consider
Another's
Experience
GET CURIOUS!**



engagement



Welcome! Let's make working at El Dorado County Probation Department even better.

Overall Engagement Score



How are we doing? Fair!

Your employees are happy and motivated some of the time. Use the analyze tools to see what's working for you and what can be improved.

Total Responses: 4,081

Core Factors of Engagement

Job Satisfaction - 67



Personal Engagement - 74



Visible Future - 62



Team Dynamics - 73



Purpose Alignment - 79

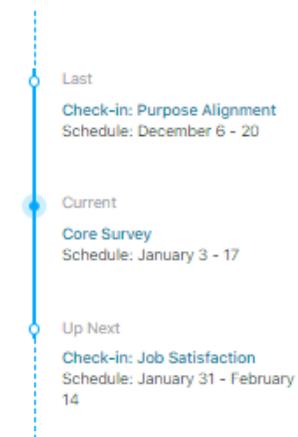


0 50 100

Survey Program

Since August 2018 you've sent 55 surveys and collected 4,081 responses from employees.

Your Survey Schedule

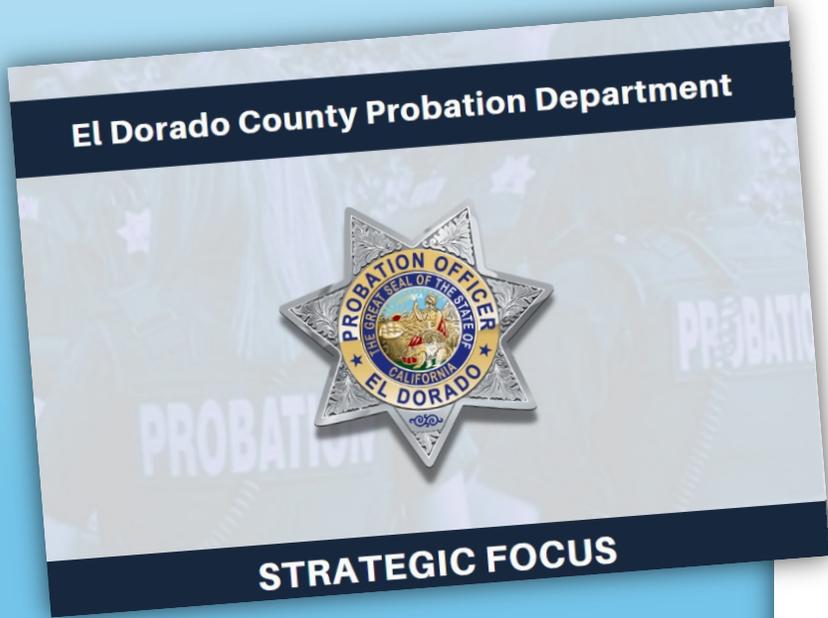


[VIEW ALL](#)

- Revolving Survey Performed Quarterly.
- Five Core Factors in CORE SURVEY Contribute to the Overall “Engagement Score”
- Department Wide Report With The Ability to Review by Division and Unit
- Multiple “Sub-Surveys” Quarterly Throughout Each Year
- All Responses are Anonymous
- All Results Shared
- Team Members Can Submit Narrative Feedback
- Members of the Executive Leadership Team rotate responding Directly to Provide or Request Additional Information

Climate/Culture Survey

STRATEGIC FOCUS



El Dorado County Probation Department Executive Leadership Team Mission

The El Dorado County Probation Department's Vision, Mission, and Values are supported by the Leadership Team through the provision of clear and consistent direction and support to all team members, promoting a culture of learning, demonstrating the benefits of an outward mindset, and conducting ourselves with integrity and compassion.

FOUNDATIONAL VALUES	SUPPORTIVE GOALS
PEOPLE ARE THE MOST IMPORTANT ASPECT OF WHAT WE DO	<ul style="list-style-type: none">• Support the health and wellness of our teams, clients, and community.• Hire, develop, and promote the most well qualified and prepared team members to lead in a corrections environment.• Prioritize and maintain a positive culture and climate.
WE ARE COMMITTED TO BEING TRANSPARENT AND ACCOUNTABLE	<ul style="list-style-type: none">• Improve and maintain an internal understanding of why, what, and how we do our work.• Improve collection, reporting, and dissemination of data internally and externally.• Improve systems and workflow.• Promote the safe release and community supervision of juveniles and adults.• Pursue and maintain funding sources that support our mission and objectives.
THE MOST EFFECTIVE OUTCOMES ARE ACHIEVED THROUGH AN EVIDENCE BASED APPROACH	<ul style="list-style-type: none">• Engage in ongoing development of knowledge and understanding of the use of Evidence Based Practices (EBP).• Improve our demonstration of what works through data collection and reporting.• Develop expectations and guidelines for the use of EBP.• Promote consistent and effective use of EBP through Quality Assurance (QA) and accountability.• Implement or enhance tools that improve efficient and effective use of EBP.• Prioritize funding toward EBP.





Engagement Opportunities (lightning round)

It is “Always You”

Create Opportunities for Leadership

Provide Access to Leaders

Responsibilities for Growth

Celebrate Success

Empower People to Solve Problems

Implement Processes People Will Enjoy

Work Hard to Make Others Look Good

Be Genuinely Curious

Trust Begets Trust

People are More Perceptive Than You Think

Secrecy Will Spawn Conjecture and Alienation

Some Bureaucratic Measures Must Die

Freedom Strengthens Discipline

Be Results Focused

Permit Failure

Have More Fun

Building
Belonging to Fuel
Your Culture







Thank You

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