



← 5-10-min
supervision
style score

Firm, Fair & Caring Relationships = Foundation for Effective Probation Supervision

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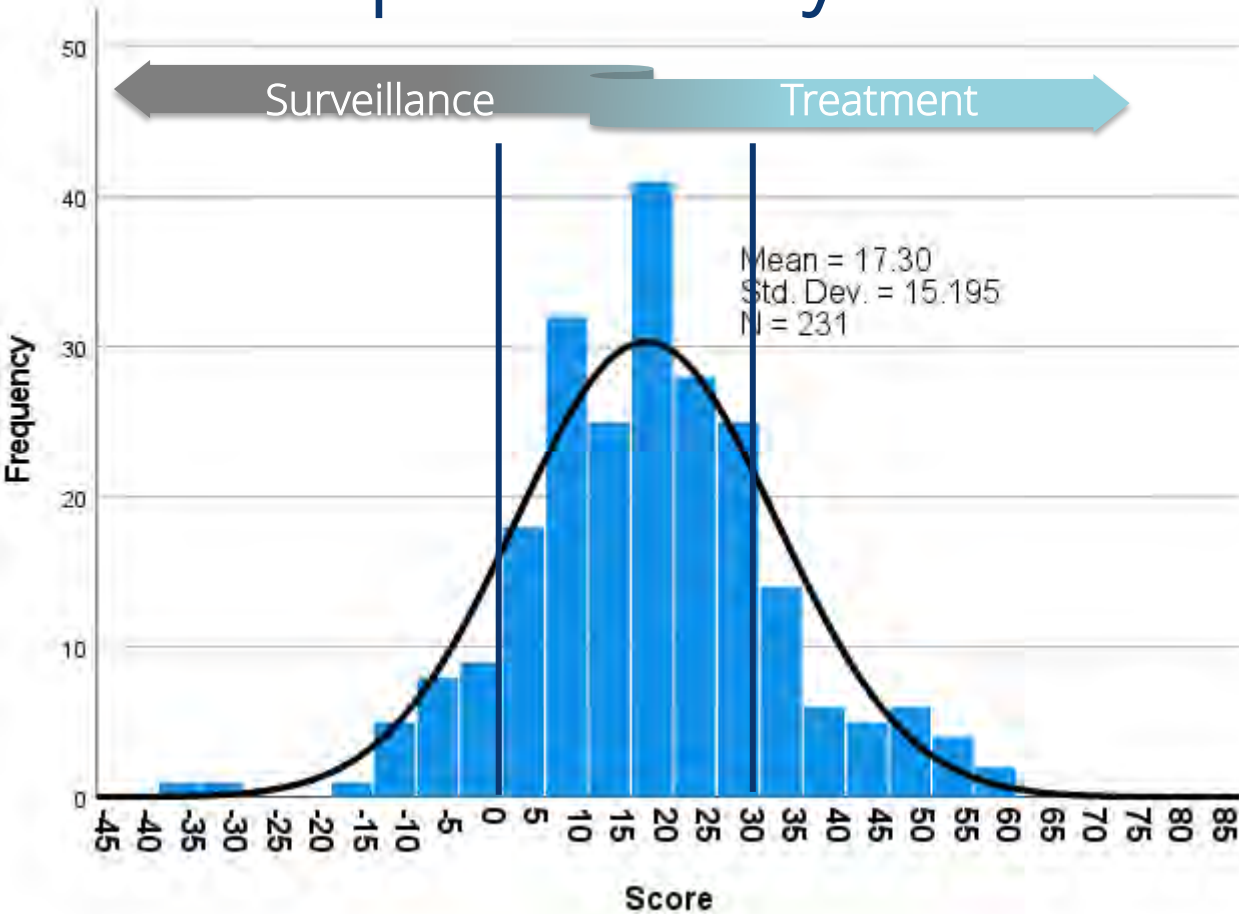
CPOC 2024: Anaheim, CA

Social Welfare

Berkeley
UNIVERSITY OF CALIFORNIA

GOLDMAN SCHOOL
OF
PUBLIC POLICY

Supervision Style Scores: CPOC 2024



How to classify yourself, based on your total score

Surveillance = -37 to 2

Hybrid = 2 to 32

Treatment = 33 to 59

Common factors in effective supervision

- Address criminogenic needs
- Rely less on sanction threats
- Establish firm, fair, caring relationships



Target criminogenic needs

- Spend less time monitoring compliance + more time discussing criminogenic needs

Exploring the Black Box of Community Supervision

JAMES BONTA

TANYA RUGGE

TERRI-LYNNE SCOTT

GUY BOURGON

ANNE M. NESSINE

Need	Adult (n = 72)	
	#Identified	Discussed (%)
Accommodation	21	12 (57.1)
Employment	28	16 (57.1)
Substance Abuse	32	25 (78.1)
Attitude	34	3 (8.8)
Family/Marital	40	36 (90.0)
Financial	26	9 (34.6)
Emotional	17	11 (64.7)
Peer Problems	38	8 (21.1)
Academic/Vocational	7	0.0 (0.0)

Time Spent discussing Criminogenic Need	Percent Recidivated
0 to 19 minutes	49
20 to 39 minutes	36
More than 40 minutes	3

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Compliance strategies

Traditional

- *Bark at him...chew him up one side and down the other...you basically lie to them, “You’re looking at prison”*
- The “big bluff”- sanction threats

Not Traditional

- *...talk with him to identify any obstacles to compliance (like transportation problems), remove those obstacles, and agree on a compliance plan*
- Problem-solving strategies

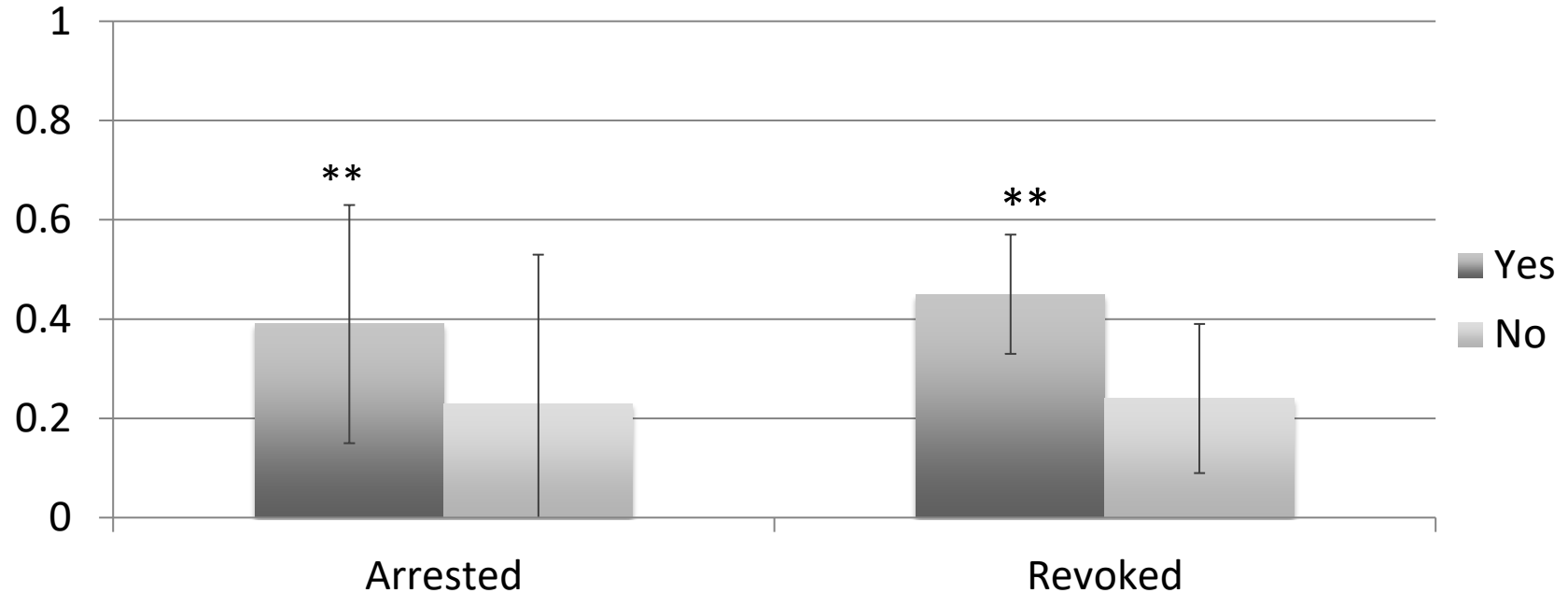


Compliance strategies

	Non-traditional	Traditional
	Prob Solv /+	Sanction /-
Talked with you to figure out the reasons for any problems...listened	.77	
Tried to convince you that you would feel better if you stayed out of trouble...	.76	
Talked with you to help find a solution to a problem that you agreed on...	.75	
Reminded you of the conditions of probation or...	.54	.34
Praised or rewarded you when you've followed the rules	.52	
Told you that if you followed the rules, you wouldn't have to meet...	.41	
Met with you and your therapist or case manager to try to solve...	.32	

Sanction threats predict failure

(bad is stronger than good)



** $p < .01$, *** $p < .001$: Manchak, Skeem, et al., 2008

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Relationship quality

Authoritarian

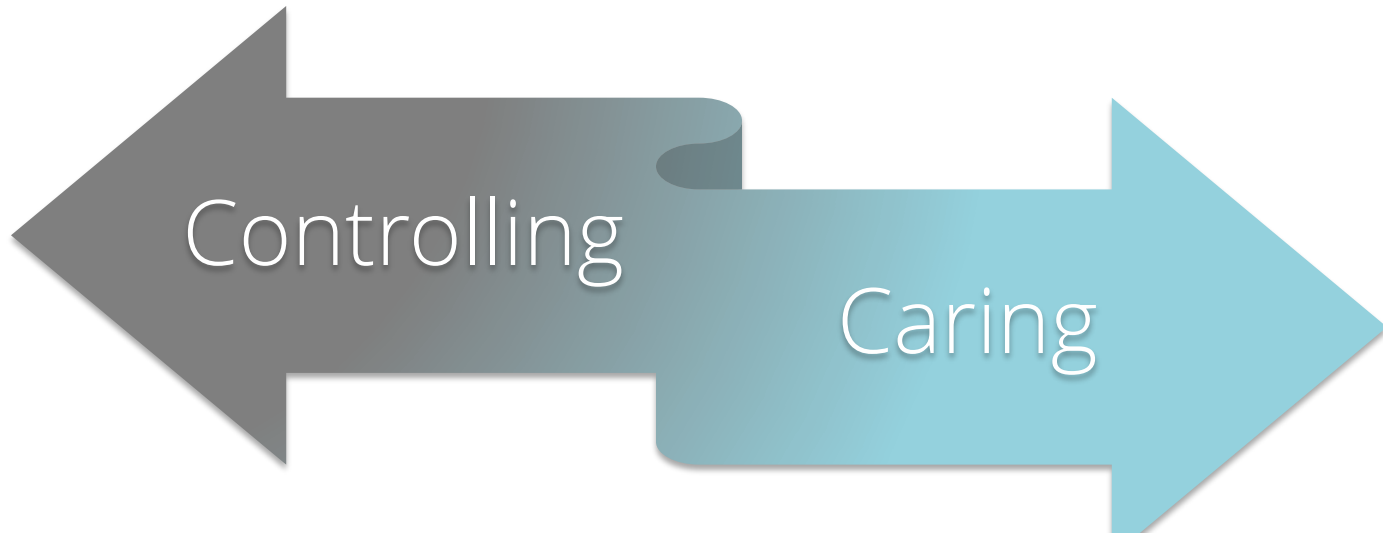
- *“The first time I met this particular probation officer, he let me know that he owns me...”*
- *“The first time I met him, he threatened to put me in prison...I got so damned scared, okay? And I didn’t do anything”*
- *“He is chuckling to the other one...and nods his head over towards me and says, ‘You can tell when he’s lying cause his lips are moving.’”*

Relational

- *“Actually the first question he asks when I step into his office is, ‘How are you doing?’ And he really wants to know...”*
- *“For me, we all need encouragement sometimes to do the right thing – and it’s okay with me as long as it’s done in the right way...talk to me first of all...if you think that I’m going in a direction that you feel is going to be harmful to me”*
- *“She talks to me the right way”*

A closer look at dual role relationship quality

- Relationship quality in mandated treatment
 - Therapeutic role
 - Surveillance role



Dual Role Relationship Inventory

Toughness

- I feel that ___ is looking to punish me...
- ...puts me down when I've done something wrong
- ...makes unreasonable demands of me.
- ...expects me to do all the work alone and doesn't...
- ...talks down to me.

Caring, Fairness & Trust

- I know that ___ truly wants to help me.
- ...treats me fairly.
- ...considers my views.
- ...takes my needs into account.
- ...encourages me to work with him/her.
- If I'm going in a bad direction, ___ will talk with me...
- ...is someone I trust.

Dual role relationship quality

- Is not just the alliance or “liking”
- Relates to within-meeting behavior)
- Protects against recidivism
 - for those with- and without mental illness
 - juveniles and adults
 - low risk and high risk



DRI-R relates to in-session behavior

	<i>Probationer DRI-R</i>	<i>Officer DRI- R</i>	<i>Observer DRI-R</i>	
<i>O</i>	Reflect	-.04	-.04	.24*
	Affirm	.03	.09	.42**
	Support	.16	.12	.36**
	Advise	-.02	.00	.21
	Direct	.02	-.25*	-.26*
	Confront	-.25**	-.32**	-.56**
<i>Pr</i>	Change talk	-.07	-.04	.10
	Resist	-.29**	-.28*	.38**

Firm, fair, caring relationships protect

- South Central LA
- 112 parolees interviewed shortly after release; followed 9 months
- Poor dual role relationships predict violation hearings and rearrests
- ***even after controlling for recidivism risk and personality



Case example

Case example: Caring

- Caring is marked by expressions of empathy, acceptance, support, enthusiasm, and encouragement. How warm is the officer toward the client? How much does the officer seem to genuinely care about the client's concerns and well-being? Well beyond being civil and professional (Zero), the “high bond” officer is consistently friendly, engaged, kind, and compassionate.
- **Zero:** Low caring (tends to be cool, indifferent, detached, businesslike)
- **One:** Medium caring (moderately warm, or alternates between cool and very warm)
- **Two:** High caring (consistently very warm)
- **Three:** Very high caring (consistently, strongly, unusually warm; goes the extra mile to express caring to the probationer)

Case example: Fairness

- Fairness captures how much the officer (a) sets appropriate limits and communicates clearly about the rules, (b) allows the client to express disagreement, listens to their point of view, and is open to discussing options; and (c) shows the client respect, applying the rules in a matter of fact way and explaining the reasons.
- **Zero:** Low fairness (opaque or inflexible about rules, disinterested in the client's perspective, and/or doesn't explain course of action)
- **One:** Medium fairness (moderately fair, very fair in one or two domains, or alternates between authoritative and authoritarian)
- **Two:** High fairness (consistently fair, with some evidence across all three domains – clarity, voice, and respect).
- **Three:** Very high fairness (unusually fair, with strong evidence across all three domains)

Case example: Toughness

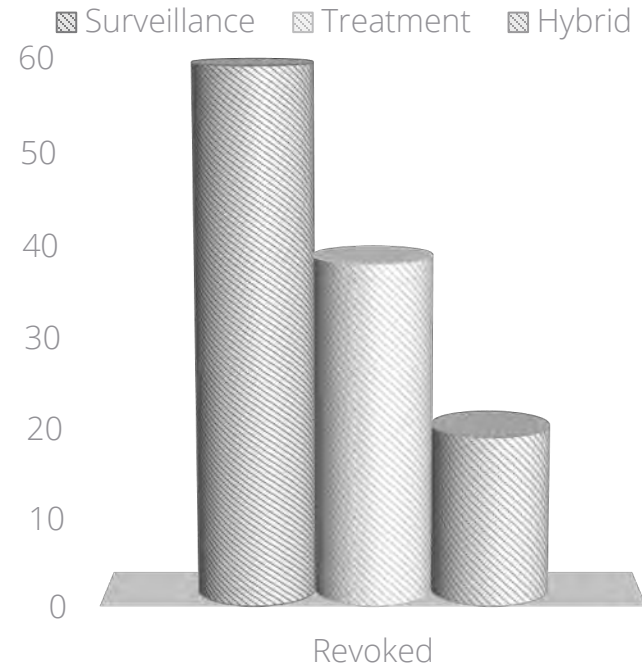
- Toughness captures how much the officer relates to the client in an authoritarian, inflexible, curt, confrontational, argumentative and/or punitive manner. The rules are rigidly applied, without consideration of limitations. Clients may be dismissed and/or interrupted. Officers may adopt a condescending stance toward the client.
- **Zero:** Low toughness (absent, or authoritarian style applies to a weak degree; at most, officer is inattentive, somewhat rigid)
- **One:** Medium toughness (moderately authoritarian, i.e., at most, officer is curt, dismissive, rigid; or alternates between low and high toughness)
- **Two:** High toughness (consistently authoritarian, i.e., confrontational, argumentative, condescending, unyielding)
- **Three:** Very high toughness (unusually authoritarian – seems to follow an exclusively law enforcement approach—“tail ‘em, nail ‘em, and jail ‘em”)

Case example: Trust

- Focus on the probationer to rate this item. Because trust must be earned, it is one of the best indicators of a strong dual role relationship. To what extent is the probationer behaving as if this is a safe environment? Does s/he seem to trust in the officer and disclose personal information and real problems to him/her? Does s/he seem to feel at ease to talk about his/her worries?
- **Zero:** Low trust (does not seem to trust the officer; offers little or no information about substantive problems; superficial disclosures or even “shut down”)
- **One:** Medium trust (moderately trusting, or alternates between low and high trust; confides some problems, but keeps other important things to him/herself)
- **Two:** High trust (consistently very trusting; would disclose a problem that might get him/her into trouble)
- **Three:** Very high trust (consistently, strongly, and unusually trusting; discloses everything to the officer, including rule violations; completely open and honest)

Firm, fair and caring...as hybrid supervision orientation

- Dowden & Andrews: How an officer applies a model determines its effectiveness
- Paparozzi & Gendreau: Within ISP parole



Why might the hybrid approach work best? Klockars (1972) knew...

- Ethnography of 100 officers, 7,000 supervisees
- Backdrop: typology
 - Law enforcer and time server
 - Therapeutic agent
 - Synthetic officer
- Process

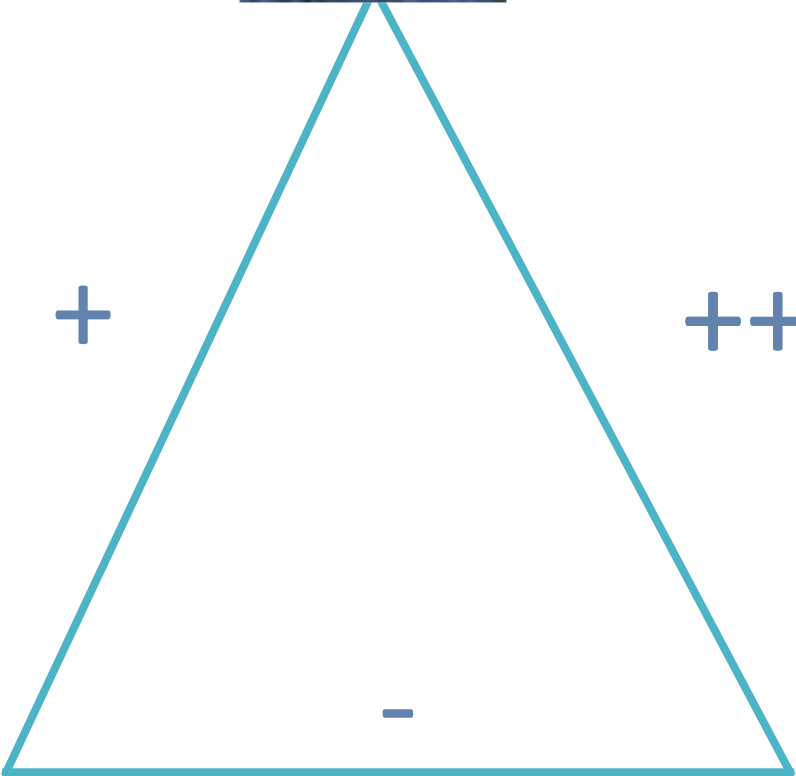


Hybrid



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Surveillance



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Treatment



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Thank you!



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