

# Centering Impact Stories in the Transformation of Community Supervision

**Adult Redeploy Summit 2023**

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# Introduction

## Background

- *What Works in Community Supervision: **Centering Impact Stories***
- [Lovins, B.](#) *Probation Officer as Coach Building a New Professional Identity (2018)*
- [Lovins, B.](#) *Reimagining Probation Reform: Applying a Coaching Model to Probation Departments (2022)*

## Significance (Gap in the Literature)

- Direct experiences of Probationers and their POs

## This Study

- Centers the views of ARI participants and their POs about their experiences in an exploration of Lovins' Coaching Model.

# Coaching Framework: POs (2018)

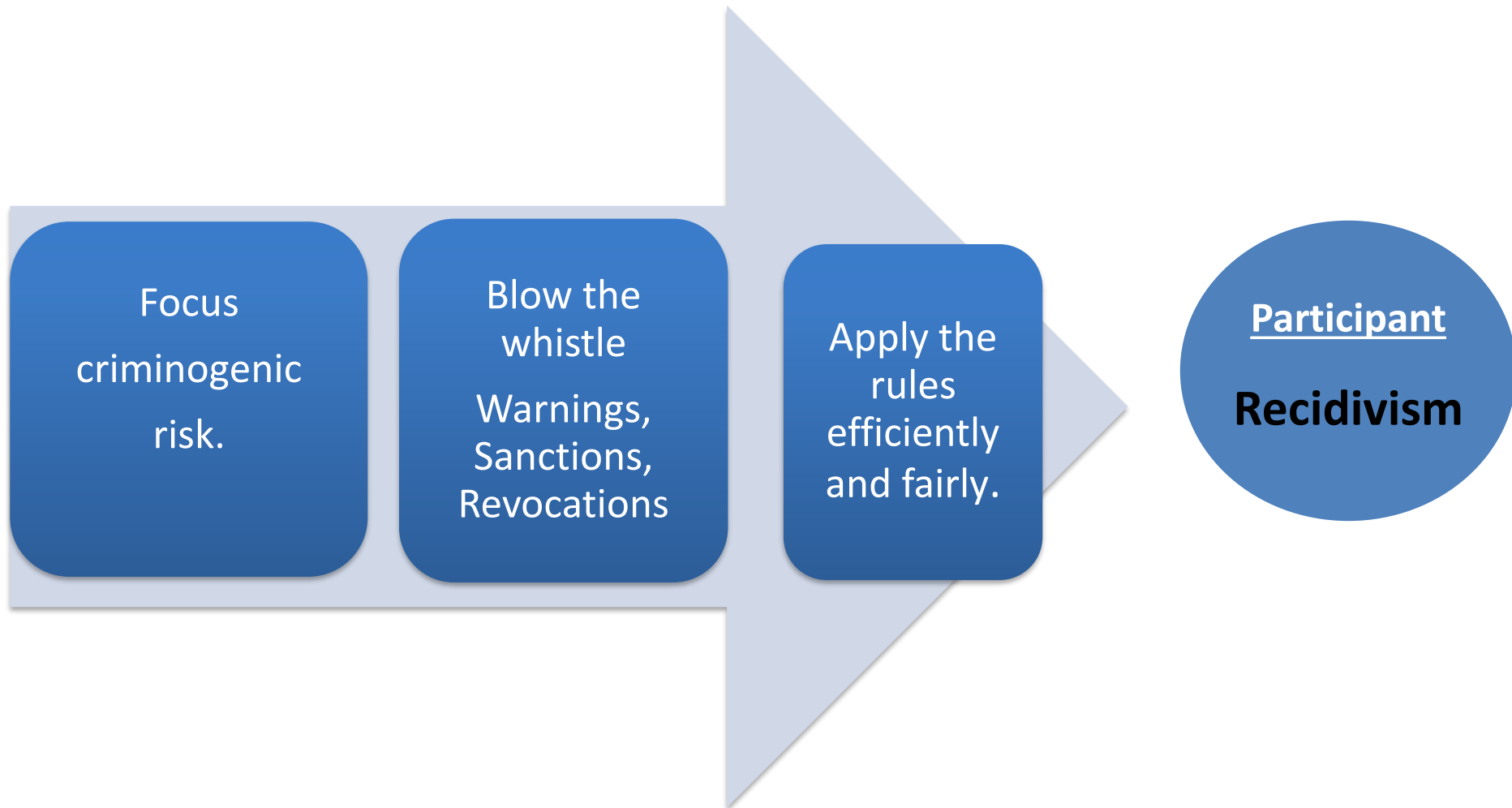
Dimension of the Officer Role	Referee (Traditional Identity)	Coach (New Professional Identity)
Main Job Function	Procedural Justice – apply the <b>rules</b> as intended	<b>“Win”</b> – behavioral change and <b>improved</b> outcomes (beyond lower recidivism)
Response to a Rule Infraction	<b>“Blow the whistle”</b> and apply the penalty	<b>Accountability</b> and education – <b>learn from mistakes</b>
Knowledge of person on supervision	Know if offender followed the rules or not (criminal history and <u>risk</u> )	Know the person’s “criminogenic <u>needs</u> ” to improve and <b>strengths to build upon</b>
Relationship to person	Impersonal Authority figure imposes <b>sanctions</b>	<b>Supportive and trustworthy:</b> Authority figure who is <b>authoritative</b> (“warm but restrictive”)
Feedback to person	<b>Warnings, sanctions, and revocations</b>	<b>Training and encouragement. Develop skills</b> so as to perform more successfully
Professional Expertise	Know and apply the rules <i>fairly and efficiently</i>	<b>Core correctional practices</b> ( <i>anti-criminal modeling, effective reinforcement, effective disapproval, problem solving, structured learning, effective use of authority, cognitive restructuring, and relationship skills, p. 15</i> ).
Organizational Culture/Model	<b>Control</b>	<b>Human service; Treatment</b>
Organizational Goal	Efficiency <i>and fair processes</i>	<b>Behavioral change</b> and a <b>good life</b>

# Coaching Framework: Organizations (2022)

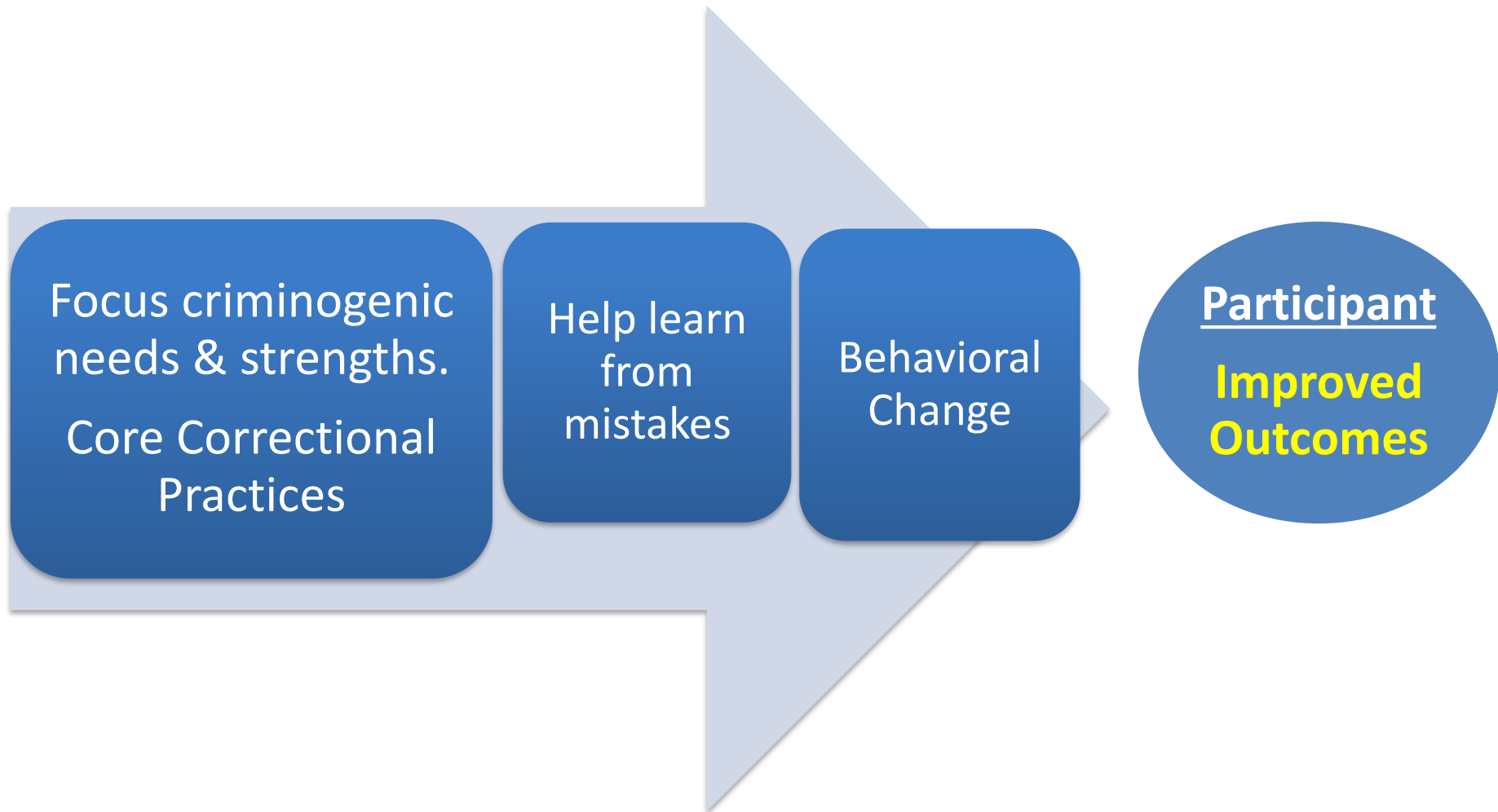
Agency	Coach-like Agency	<ul style="list-style-type: none"> <li>Administration is frustrated staff are not operating like coaches</li> <li>Policy and practice do not match (coach policy, referee practice)</li> <li>Low risk/self-correctors do well</li> <li>Moderate to high risk people fail</li> </ul>	<ul style="list-style-type: none"> <li>Staff are inspired to help people change</li> <li>Leads to adoption of EBPs</li> <li>Moderate to high risk people improve success</li> </ul>
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		Referee (staff)	Coach (staff)
Staff			

Fig. 16.1 Coaching framework applied to organizations and staff

# Referee in Referee-like Organization



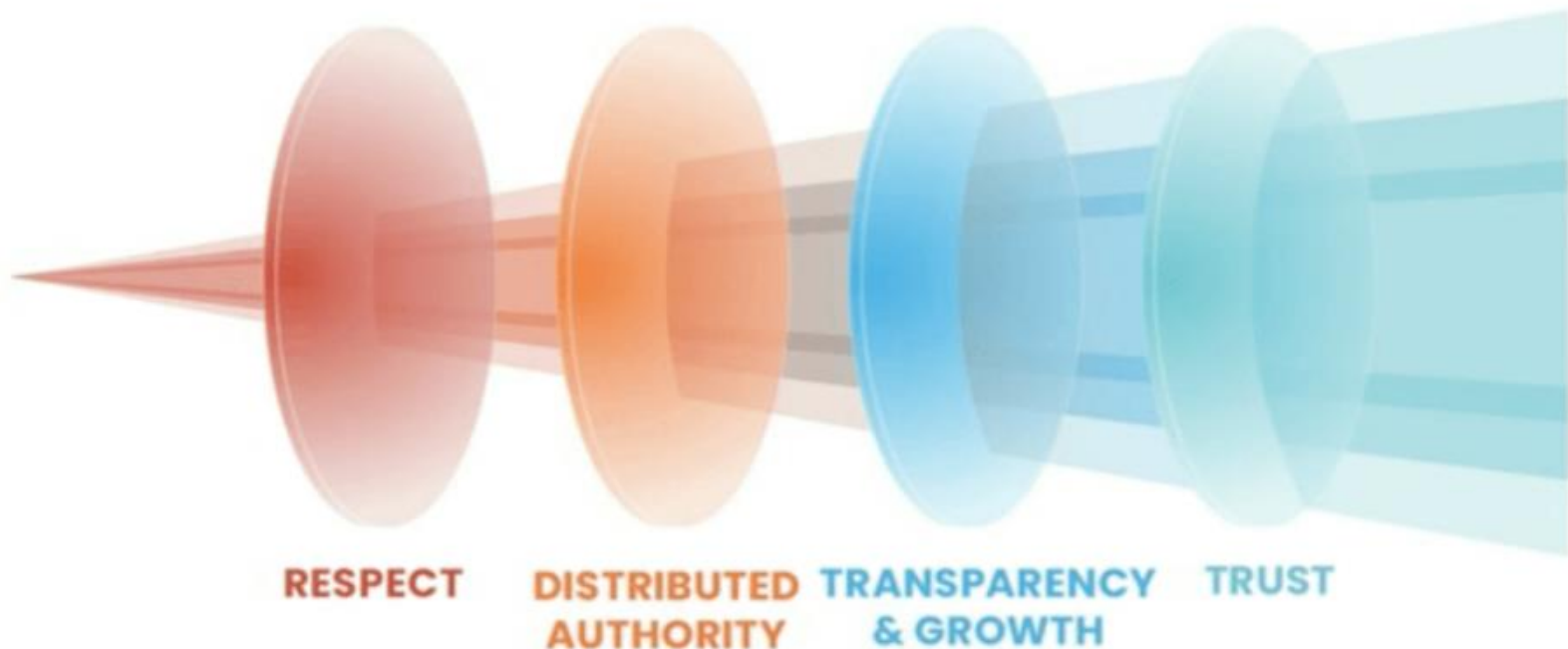
# Coach in a Coach-like Organization



# RNR: The Responsivity Principle

**Maximizing strengths, motivation, and ability** of those on probation to benefit from rehabilitative services.

A Model for Responsivity



*Source: Inkling*

# This Study

## *Exploratory*

- This study explores the perceptions of ARI participant completers (graduates) and their POs about the impact of the program?
  - The goal is to contribute insight on **ways to meet the Responsivity Principle** and to deepen discourse what works and **how** in community corrections.



# Methodology

- **Data Collection**
  - Obtained ARI program site quarterly reports for fiscal years 2021 and 2022
  - The reports included a total of 194 Impact Stories
    - 141 were statements from POs only
    - 53 included quotes from participants who graduated from the program

# Methodology

- **Data Analysis**
  - Grounded theory (deductive-inductive)
  - NVIVO for coding reliability
- **Content Analysis**
  - De-identify and draft coding scheme
  - Use literature to identify initial codes
  - Modify coding schemes and coding reliability with NVIVO
  - Identify code frequencies, themes, and key quotes

# Findings

## *Perceived Impact*

1. **“Success or the Good Life”** includes outcomes beyond recidivism.
2. **Sobriety** is a catalyst for change in a coach-like context.
3. The Responsivity Principle is reflected in ***how***:
  - (a) POs use their power to treat people with unwavering support and dignity
  - (b) Participants internalize their perception of the POs judgements (use of power) and respond by adopting shared language, practices, and perceived identity.

# COACHING WORDS: THE “GOOD LIFE” & OUTCOMES BEYOND RECIDIVISM

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Findings

# The Good Life & Outcomes Beyond Recidivism

The goals and mission of **coaching organizations** center on *improving lives* and helping people achieve *the good life* (Lovins et al., 2022; 2018).

## Interpersonal

- Employment, n = 90
- Family/Children, n = 89

## Intrapersonal

- **Sobriety, n = 119**
- Coping skills, overcoming, n = 62

# SOBRIETY: A CATALYST FOR CHANGE IN A COACH-LIKE CONTEXT

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Findings

# Sobriety & Outcomes Beyond Recidivism

Quote	Outcomes
<p>I will continue to work on my issues even out of court to better myself. I still will always <b>put my sobriety first</b> and do what I have to, to keep it that way. I have learned to love myself and cherish my worth.... I have grown and matured as a person in so many ways. <b>Working, having a bank account, getting a credit card.</b> Things I would have never done in active addiction. Having a more positive attitude all around and not responding to things in life so negative. (S21_D88)</p>	<p><i>Participants <b>related sobriety to positive change in feelings, attitudes, employment, establishing credit, paying bills, having health insurance</b></i></p>

# Sobriety & Outcomes Beyond Recidivism

Quote	Outcomes
I never realized how life clean could be so good. I know I need to stay clean and continue my journey. I gave up my using friends, made some new, even so I'm going to continue to work on myself for me and <b>my kids and grandkids.</b> (S22_D46)	ARI Participants described how their work toward sobriety helped them <b><i>reconnect with their children and family</i></b>



# Sobriety & Outcomes Beyond Recidivism

Quote	Outcomes
<p>“My change came after being forced into [a program], having to face the <b>effect of my drug use not just on me but my boys</b>. I have teenage boys and they’re seeing me do this to myself and choose drugs over them. I don’t want them thinking this is okay or to follow my actions. I knew I was headed for death if I didn’t stop. <b>I was pregnant and had to make a choice to live or die. I chose life. I need to be with my kids and if I don’t get sober, I won’t be able to be with my kids.</b>” [SFY22, D14]</p>	<p>ARI Participants described how their work toward sobriety helped them <b><i>reconnect with their children and family</i></b></p>

# Sobriety & Outcomes Beyond Recidivism

Quote	Outcomes
One participant has demonstrated a great deal of progress over the past several months. She is <b>currently employed</b> full time. She has gained <b>unsupervised visits</b> with her child as a result of drug court progress. She now has her own private <b>health insurance</b> . She is contributing to household expenses and even <b>helping her family</b> with budgeting. She has <b>paid some fines</b> and is taking steps required to get her <b>driver's license reinstated</b> . Overall, she is balancing a great deal of responsibilities, meeting program requirements and continue to move forward with <b>her recovery</b> . [SFY21, G23]	<i>This <b>Probation Officer</b> links a participant's progress in the program to her <b>process of recovery</b></i>

# Sobriety, Drug Court & Outcomes Beyond Recidivism

Quote	Outcomes
The realization of a clean and <b>sober life</b> has come with a lot of help from <b>drug court</b> . Being able to watch <b>my little boy</b> grow up in front of my own eyes instead of a visitation in <b>prison</b> is nothing short of a miracle. <b>Starting with the support from drug court</b> has helped me stay on this path of sober living. (S22_12)	In ARI's coach-like context, participants viewed the <b>Drug Court's mandatory screenings not as a punishment</b> , but as a tool that <i>supported</i> their sobriety and <i>helped</i> strengthen their ability to make significant life changes.

# The New Identity of the PO as *Coach* reflects the New Identity of the Participant

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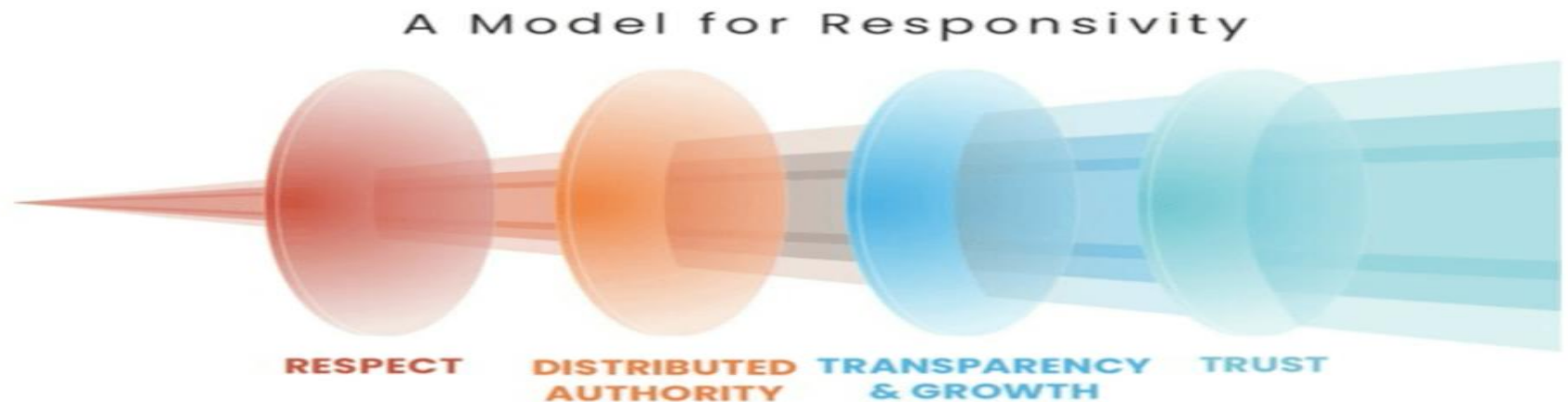
## Findings

### The Looking-Glass Self Theory

- Individuals base their sense of self on how they believe others view them.
- Using **social interaction** and the judgements individuals receive from others **as a type of “mirror,”** to measure their own worth, values, and behavior.
- In time, individuals may **internalize** and respond to those perceived judgements.

*Self, Symbols, & Society*, Charles Horton Cooley

# Responsivity & Internalization of a Coach-like Identity



- Coach-like POs reflect to participants their own “power” to view themselves as a success.
- Clients may **internalize** the coaching language and practices of POs, and begin to **see and believe in their “power”** and to take responsibility for their own advancement.

# The Internalized Coach: New Identity for PO and Participant

- These people and program are offering me an **opportunity to change** and I'm going to take it. I **didn't want to get a job before** but after my PO had been on me about doing something productive with my day, I decided to try it.... I started **working with my PO** and thinking about **goals** and what I needed to work on. It had been never been presented to me before. Stability. I was practically **homeless** and afraid to share that with anyone, but I did. We looked at the positive people who could provide **support** and I found it. My friend & his girl, they understood what I was going through and wanted me to be successful. I feel that Redeploy helped me reevaluate my life, establish goals and put a **workable plan** in place, by providing support through **weekly appointments**, making certain I was truly working on making the changes we identified was needed by **holding me accountable**, challenging me and being flexible when I made **mistakes** but....this is strange, holding me accountable for my actions and showing me the **consequences** in real time, the present and what they could be if I don't stop....Even when we don't want to hear or be present, a seed is planted and it grows. **I'm an example.** (S21\_53)

# Coach (Team) as the Looking Glass

- I was given to Redeploy instead of going to court for a **violation**. I met my new **PO, and the Team** and the real work began. They painted the vivid picture of the road's ending in prison or death and the realization happened and **the expectation with support** was laid out. Redeploy provide **structure that was clear, caring and empowering**. They made it clear that I needed to connect with my "Core self and power", which I wasn't quite sure what that was, to make the needed **changes** to get through this dark place and get unstuck. My appointments were focused on me being **accountable** for my actions, recognizing that I have control over my decisions and that I get to choose my present and my outcome. I attended **MRT, Pages and ongoing thinking assignments from my PO**, which often seemed very specific to me...I appreciated that. I've always felt alone and **I had a team of supporters that saw what I could be**, my potential and the best in me, even when I didn't see it myself. I applied myself, took responsibility, really looked inside and used my "power" to get a **job**, my own **place** for the first time ever, I can rely on me! I know that I'm capable and Redeploy helped me **learn** that about myself. **I want to keep growing**, being more in tune with myself and striving upward. **They told me I'm a success and I see it.** They said that because my behavior and actions displayed that reality. **I'm more than a survivor.** I am my destiny. "As I think, I am....I learned that from Redeploy!" (S22\_27)

# Coach (Team) as the Looking Glass

- About 6 months in I started Redeploy and that's when I started becoming less **hard-headed**. I told myself I really needed to give the program an honest effort.... I made **mistakes** along the way, but... the **Redeploy team** stepped in to **help**. I was taught valuable **skills and lessons** that I use, even now as I write this. Today as a result of gaining self-value, hope and skills to **better** manage the emotions that are tied to my thoughts, I feel confident, strong in myself and display responsibility. I've used the time on Redeploy to mature and become a better man. Completing Redeploy probation has allowed me to **close a chapter of internal pain, struggle, uncertainty and challenge**, while entering/**opening** a new chapter filled with hope, possibility and options. I've felt and seen a **change in my behavior**, and honestly I can't find the words to describe how thankful and grateful I am for having the opportunity to go through **Redeploy probation with this entire team**. This program needs to be available to those like me, who need some special attention, **a reminder that I matter**, **caring structure** that help teach me skills and offer me tools with a genuine regard for me and **my needs**, room to make mistakes as I work on change and the grace to be afforded the room to change in the manner that I can while receiving the **encouragement** to change in the manner that I should to reach the **goals** that I truly want and need **without being looked at as a felon or criminal that's a lost cause**. This program kept from slipping through the cracks, as I usually do and challenged me to reach for success and I did. I graduated T4C and Successfully Completed Probation! **I Am a Success!** (SY21\_89)



# Participants were responsive to the **core correctional practices and values** used by the PO as Coach

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## Findings

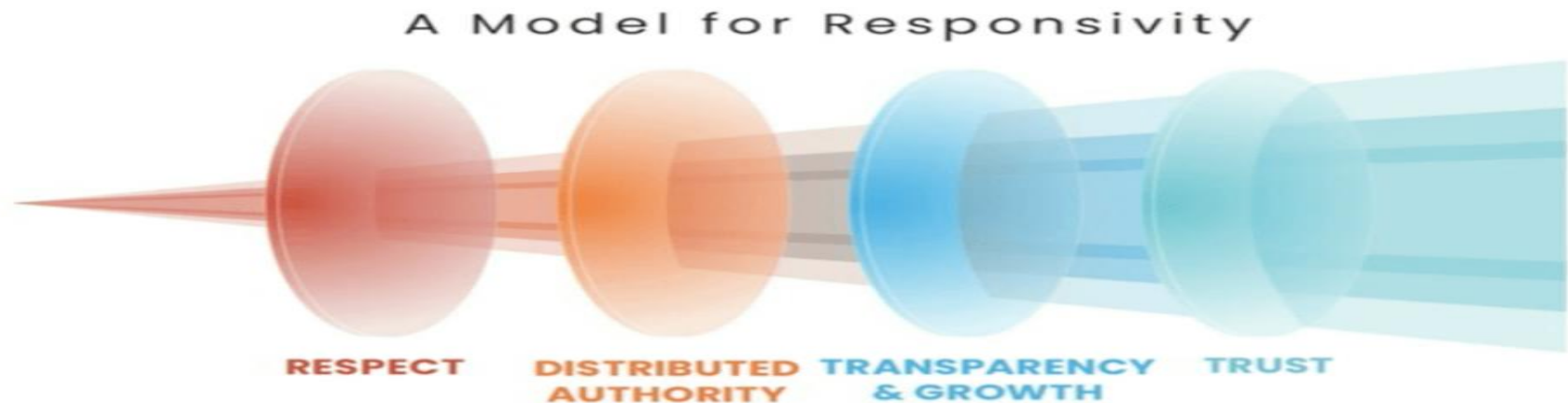
“To be an **effective coach**, therefore, probation officers would have to be **experts** on **how best to support and change their supervisees**: using core correctional practices....”

*(Lovins et al, 2018: 15).*

“The Relationship must be... informed by core **humanistic values**... a **belief in people’s** inherent capacity for growth....”

*(Lovins et al, 2018: 17).*

# Responsivity & Core Correctional Practices



Participants were responsive to POs who *used their power* to treat people with **unwavering support and dignity** and who continually (despite challenges) reflected a belief in their potential and worth.

# The Team: Believed in Me

- Whether it's a morning watching the sun come up or hearing my boy laugh it's all worth the hard work and I have to thank **Judge... and ARI TEAM** for even **believing in me** that I wanted to make a **change** in the life I was living that would of left me **behind bars** for a long time or **dead**, from my **probation officer helping me out and believing in me** when I didn't even believe in myself and the love and **care** she puts out to each and everyone of us in drug court.... (SY22\_12)

# The Team: Believed in Me

- I got out of **jail**, had my dealer come pick me up.... (PO) does what she does, found me, called my dealer, I don't know what she said, but he took me back to DuPage immediately. **My PO and ART Team Member** were waiting for me. Instead of having me **locked up**, they took me to **[a treatment program]**, one of the best things that happened to me! I finished my program, was able to go home to **my family**, even though it's not always the best, but I was blessed once again with a baby. I'm grateful for the **Redeploy team** without Redeploy I wouldn't have made it this far. They challenged me to valued me, care about me, even when I didn't believe in myself, **they believed in me, helping** me to find me and rejoin **life** and standing in my purpose...being a Present Mom, deserving to be happy and giving my kids the best of me! Thank God, I truly have a story of success, and **I will continue my success journey!"** (S22\_14)
- "I would not be where I am today without this **team**. **They believed in me** when no one else did and because of them, I can say I have finally realized how much **better** my **life** is when I am **stable**, when I am **clean**. So thank you for all that you have done for me and I will be forever grateful that you took a second chance on me. (S22\_63)

# The Team: Never Gave Up on Me

- Through Drug Court I was able to work through many **issues** I had in life.... I finally had admitted for the first time in my life that I was a victim of an abusive relationship and **they helped me** spend the next couple years of my life getting **counseling** to get through my abuse. I was one of those who **relapsed** during the program and with the **help of the Drug Court staff I was back in treatment** within a few short weeks and from the relapse I was able to really take off. Thanks to the patience of that staff I am now less than two weeks from being completely **free from the court system** for this first time since about 2014. I'm currently enrolled in **school for drug and addiction counseling**. I am on my way to **becoming the general manager of the company that I work for** and even though I put the work in I am truly grateful that I had a **team like the Drug Court staff that never gave up on me**.

(S22\_13a)

# The Team: Never Gave Up on Me

- When I was originally placed on probation after being released from **jail**. I was worried and panicked about what will I do with my life....Within the first year I had been **arrested** again and had an additional 2 years of probation added. I was then sent to the redeployment program.... After being on the redeployment program I joined a few classes, like **bits group, substance abuse group** but my favorite group and the one group that really helped me to **succeed** in being a better me was **Thinking For A Change**. This group **helped me** so much in everyday life and it really made everything clear to me... It helped me do **better in my job** as well. I was able to **communicate** easier with my peers and leaders instead of getting upset. It was nice to have **a structured schedule** that wouldn't make me feel like it was a **punishment**. At first I thought it was silly but as we continued with the lesson it made it so much more obvious that if you participate you really will **learn** so much. I'm so thankful I had a **team of probation officers on my side that did not give up on me....** I listened to my probation officers they **worked with** me **believed in me** and that really made me know I can do this I took the initiative to **change** and sense then I've had nothing but blessing and it makes me want **better**. (S21\_11)

# The Team: Never Gave Up on Me

- I got another chance, Redeploy. Having that **team...and the ladies in group saved me.** Saved me when I wanted to give up and didn't think I had a reason to keep working at staying **sober**.... I stayed closed to Redeploy, called & showed up all the time. I needed to be connected & know that somebody **cared for me.** Redeploy did & it showed in the **support, flexibility, encouragement** and **the PO's "I'm not letting you give up,** run away, cheat yourself. We're going to walk with you through this rough part of your journey **attitude**". It's more than words, Redeploy is real! They have a heart that shows. That's what I needed. Without Redeploy, **prison** would've seen me again and I'd be back at it...using and prison **or dead.** That's my story....**I'm still standing**.... (S22\_58)

# The Team: Treated Me with Dignity

- Between **Judge .. and the Drug Court Staff**, I was put in the best possible position to **succeed** once I was ready for it. Since judge Harvey took over as the head of Drug court, I feel the **compassion as well as having to be strict** has been more balanced and has made it easier for an individual such as myself to succeed because there is genuine interest in me and on my life. I credit a lot on of my success in **sobriety** to Drug Court as well as AA, and **the doors of AA would have never found me without the guidance of Drug Court** and for that, I am eternally grateful. (S22\_13b)



# The Team: Treated Me with Dignity

- I just wanna say Thank You to Drug Court for helping me when I got out of **treatment** telling to go to **recovery home**. I accomplished a lot of short term **goals**, got a **job**, car, finished **Gateway outpatient classes**, working my third step in **MRT class** and passed it on the first time doing it, did my finger prints for to help with **my own place to live**. Now, I'm **187 days clean**. Feels great to **work with...at probation** on my **trauma** and to **work with drug court staff**. **I'm a good person**.  
(S22\_38)

# The Team: Treated Me with Dignity

- "Just wanted to let **Judge... and ... (Drug Court Coordinator)** know how much that it means to me that they chose to **give me a chance-** when they could (have) just did what everyone in the court system has done in the past - sending me back to **prison**...I truly don't think I'd still probably be alive today...Words can't explain how much it means that **they actually treated me like a human and with dignity**, not like just a statistic. What I gained from being able to complete community service by helping out at the library, I was not only able to do my hours, but also **gained the knowledge of learning new skills as well**. I was **able to get a library card**. Also, the library decided to **completely take off fines from a previous balance**...I was really grateful that they chose to do that...It was nice to know how good it makes me feel by **helping others**...And for them to tell me how much and how good job I was doing...And to **be treated like a human** and not like others who don't give me a try or think badly of my tattoos I got or previous cases...Just feels nice to know that and to **hear how grateful they are** for the **job** I was doing." (S22\_34)

# The PO as Referee in a Coach-like Context

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## Findings

**“Referees do not want to get too close** to players because this intimacy might bias their ability to be fair. In this regard, probation “referees” would prefer to be an authority figure who **impersonally** imposes sanctions.”

*(Lovins, 2018:15)*

In time, individuals may **internalize** and respond to those perceived judgements.

*Self, Symbols, & Society,*  
*Charles Horton Cooley*

# Coaching Framework: Organizations (2022)

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Fig. 16.1 Coaching framework applied to organizations and staff

# PO as Referee & The Looking Glass

- "Z" has had **legal issues** for most of his life and is well known to our Probation Department. He has been on Probation off and on since he was a child. He has had a **contentious** relationship with Probation Officers, **distrust** of police, **disrespect** toward the court system. When he started Drug Court, he would frequently **argue** about the **rules and expectations** and was **difficult to get along with**. He has grown a great deal in the program.  
(S22\_68)

# Responsivity & Coaching The High Risk

- [Chris] has been by far the most challenging client ARI officers have had to **work with** due to mental health issues, but is at the same time, our **most successful client this quarter**. [Chris] was a direct placement... due to scoring **high risk** on the LSI. When officers first met with this client, she displayed apparent **signs of paranoia** and could not stay on one topic for more than a couple of minutes. It became clear to officers, the main issue to focus on was her mental health and this began the **process of learning about** [Chris] and the **sort of treatment** she needed. It took about a month for ARI officers to even **complete an intake** with this client as her mind is constantly racing. She expressed severe paranoia and truly **believed everyone around her, including the court, police, and probation, are out to get her**. The first thing the ARI program provided for [Chris] was our mental health clinician.... **after several months** of ARI officers and our in-house mental health clinician assuring her an appointment with a psychiatrist was in her best interest, **she finally agreed to cooperate....** This client has **maintained employment**, as noted above, reports to probation as scheduled, completed her court ordered **community service work**, and **attends AA meetings weekly**, among other things. (S21\_D48)

# Internalized Referee as Looking Glass

- When I started probation, **I had to** go in every week. I complained, but I did it. **I have done everything I was supposed to do**. As time goes along, when you are **compliant**, they give you more space to do whatever with in your **terms**. But even though **I do not have to be seen as often as I do**, I chose to keep my appointments as every 2 weeks for me. It helps me to be **accountable** with someone else. And I like my probation officer and there are only a few I like enough to want to see them more than I am required.... **I am still struggling**. Even though all of these amazing things have happened, I still do not have **my daughter**. But I am still not giving up on her. **I just keep doing what I can do**. I have started **classes with the Strive [program]**.... I want to own my own home, and eventually a brand new car, instead of a lemon **I constantly have to pay** to fix. I already do help people, and always have, but I want to do more. I want to get my **record expunged** when I get off probation. So I can take steps doing things that my **criminal background** has prevented me from. (S22\_32)

# Internalized Referee as Looking Glass

- “What brought me to Redeploy was a second chance at Probation.... My last trip to the DuPage County Jail made me think hard and finally got me to look at myself in the mirror. The guilt kicked in and after being locked up for 2 months, I knew that “I really messed it up big time” ... I had let my children down and I knew that I had to change before it was too late. I’ve made an action plan that consist of maintaining a job, recapping what I’ve learned in treatment and group, continually self-evaluate myself and surround myself with better people. I want to be one of those people who says “I’ve been working here for 20 years” ... I want to be a homeowner, open a business of my own and continue to cut hair. I also want to give back to the community and touch the lives of the younger generation. I want to be successful and continue to stay out of trouble, I want to be what I know I can be. I’m doing this for me and my children.” (S22\_73)



# Conclusion:

## Meeting the Responsivity Principle

- This study suggests that if we want to create a system that is designed to help people find successful pathways forward (including those who are moderate and high risk), we must rethink what we do and **how** we do it.
- **The Responsivity Principle was reflected in **how** ARI staff:**
  - **Used coach-like language** and treated participants with dignity and as capable of changing.
  - **Worked with participants until they internalized coach-like** language, views and behaviors.
  - **Created a Coach-like environment** in which the agency, the staff, and participants all have the same goal—**to win.**

# Limitations: Exploratory

## ■ Future Studies

- Include **demographics**
- Analyze a greater number **participants and practitioners** over time
- Analyze a greater number of **interactions** over time
- Use a **Prospective** rather than Retrospective Design
- **Comparison/Quasi-experimental Design**
  - Coach vs. Referee Approaches
  - Differences in levels of Risk-Needs
- Assess **fidelity** of implementing Coaching Model

# Contact Information

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