Utilizing Data to Assist in Organizational Change

Statistical Reporting and Evidence-Based Program Evaluation Office
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Introduction

Pennsylvania Board of Probation and Parole

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Board Mission

Committed to promoting public safety, utilizing sound decision making practices that include evidence-based approaches, employing effective methods to aid offenders in reentering society and to reduce recidivism, addressing the needs of crime victims, and improving county adult probation and parole services.
Organizational Change

Change Happens!
Organizational Change

Prochaska’s Six Stages of Change

1. **PRE-CONTEMPLATION**
   - Denial
   - Unaware of behavior
   - Resistance
   - May feel hopeless

2. **CONTEMPLATION**
   - Aware of problem
   - May have an idea of how to change
   - Not quite ready

3. **PREPARATION**
   - Detailed plan established
   - Announced intention to change
   - Set to take action

4. **ACTION**
   - Visible action
   - Overt behavior change
   - Shift in thinking and self image

5. **MAINTANCE**
   - Ongoing effort and commitment
   - Consolidated change into habit

6. **TERMINATION**
   - Desired change complete
   - New behavior has become normal

Pennsylvania Board of Probation and Parole
Organizational Change

- Why is a change needed?
- What is the culture?
- What is the staff perspective?
- How to utilize data gathered?
Why is Change Needed?

- Response to crisis.
- Internal or external needs.
- Opportunity for improvement.
What is the Culture?

Culture Eats Strategy for Lunch!
One of the best ways to persuade others is to listen to them.
What is the Staff Perspective?

Parole Agent Perspectives Survey

• **Purpose:** Conduct a longitudinal study to assess staff perspectives regarding balanced approach to parolee supervision.

• **Question:** What are the field parole staff perspectives regarding PBPP supervision practices and strategies?

• **Goal:** Measure the change in staff perspectives over the years and identify obstacles.
What is the Staff Perspective?

- Previous research
- Instrument design
- Input from stakeholders
What is the Staff Perspective?

• Surveyed all field parole agents
  o Voluntary
  o Confidential
  o Invite feedback

• Analyzed results
  o Established baseline of perspectives
  o Identified obstacles
What is the Staff Perspective?

How Many Years of Service as a Parole Agent? (n=267)

- More than 10: 106
- 7 to 10: 52
- 4 to 6: 39
- 1 to 3: 50
- Less than 1: 20

Number of Respondents
What is the Staff Perspective?

- Nearly 75% of the survey respondents believe supervision should be balanced between social work and law enforcement.

- About 70% of survey respondents expressed concern regarding workload demands.
What is the Staff Perspective?

“Come down and speak to the agents who work with the parolees, not those who read a book and think they have the answers……”
How to Utilize Data Gathered?

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How to Utilize Data Gathered?

• Communicate the findings

• Institute relevant changes

• Reassess
Questions?

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References

