

# CHANGING LANDSCAPES

THE USE OF PROBATION AND PAROLE IN THE UNITED STATES

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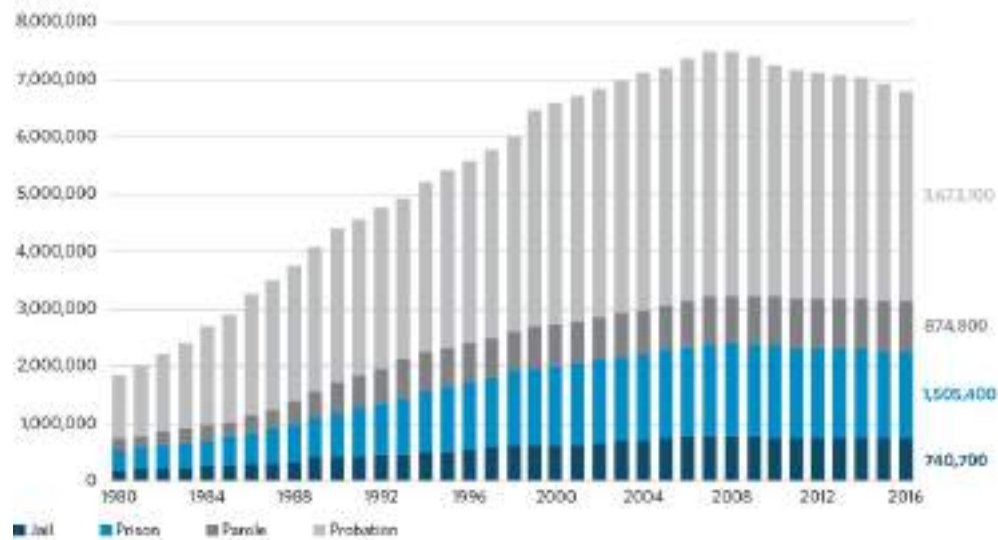
AMERICAN PROBATION AND  
PAROLE ASSOCIATION

**JSP**  
JUSTICE SYSTEM PARTNERS

# SENTENCING TRENDS OVER THE PAST 36 YEARS

Figure 1  
Number of Adults Under Community Supervision More Than  
Tripled Over 36 Years

Criminal justice populations by type, 1980-2016



Sources: Bureau of Justice Statistics, Annual Probation Survey, Annual Parole Survey, Annual Survey of Jails, Census of Jail Inmates, and National Prisoner Statistics Program, 1980-2006.  
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## African-Americans and Men Are Overrepresented in Probation and Parole

Community supervision rates, total and by race and sex, 2016

Total:  
**1 in 55**



Male:  
**1 in 35**



White:  
**1 in 81**



Female:  
**1 in 124**



Black:  
**1 in 23**



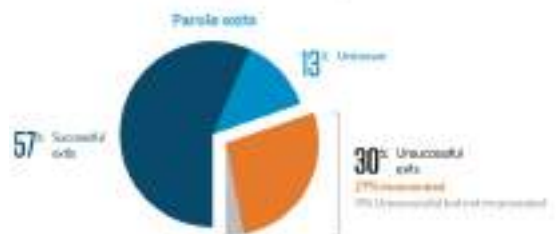
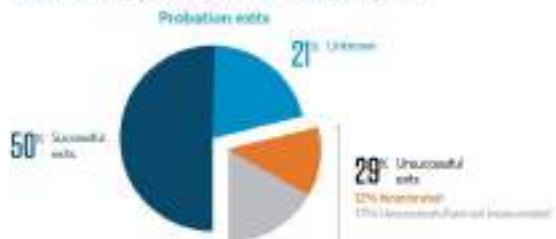
Sources: Bureau of Justice Statistics, Annual Probation Survey, and Annual Parole Survey, 2016; U.S. Census Bureau, Population Division, Estimates of the Total Resident Population and Resident Population Age 18 Years and Older for the United States, States, and Puerto Rico, July 1, 2016.

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# COMMUNITY SUPERVISION BY RACE AND SEX

## Supervision Failures Are a Major Driver of Incarceration

Probation and parole exits and outcomes, 2016



Notes: For probation exits, "reincarcerated" refers to those sent to jail or prison with a new sentence, completing sequential sentences, to receive treatment, and other unknown reasons. "Unsuccessful but not incarcerated" refers to those who abscond, are discharged to a warrant or detainer, or have any other unsatisfactory outcomes. "Unknown" includes death, other unknown reasons, or not reported. For parole exits, "reincarcerated" refers to those sent to jail or prison with a new sentence, with a revocation, to receive treatment, or other unknown reasons. "Unsuccessful but not incarcerated" refers to those who abscond and have other unsatisfactory outcomes. "Unknown" includes death, other unknown reasons or not reported.

Source: Bureau of Justice Statistics, Annual Probation Survey and Annual Parole Survey, 2016

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## • OUTCOMES FOR COMMUNITY SUPERVISION



## PROBATION AND PAROLE SHIFTED DURING THE 1990S FROM SUPPORT ORIENTED TO COMPLIANCE DRIVEN SUPERVISION

- Trail 'em, nail 'em, jail 'em
- Surveillance based supervision
- Significant increase in surveillance-based technology
- Search and arrest powers

## OVER THE PAST 20 YEARS, PROBATION AND PAROLE HAVE BEGUN TO SHIFT TO A COACH-LIKE ENVIRONMENT

- Invested in the “players”
- Tracking wins
- Building skills





WHAT DO  
REFEREE'S  
DO?

The very next day, a person placed on supervision is expected to be compliant



“I can't take probation; I am failing before I even start”

**FAILURE**



...  
COACHES?

WHAT DO WE KNOW ABOUT CHANGING BEHAVIOR?



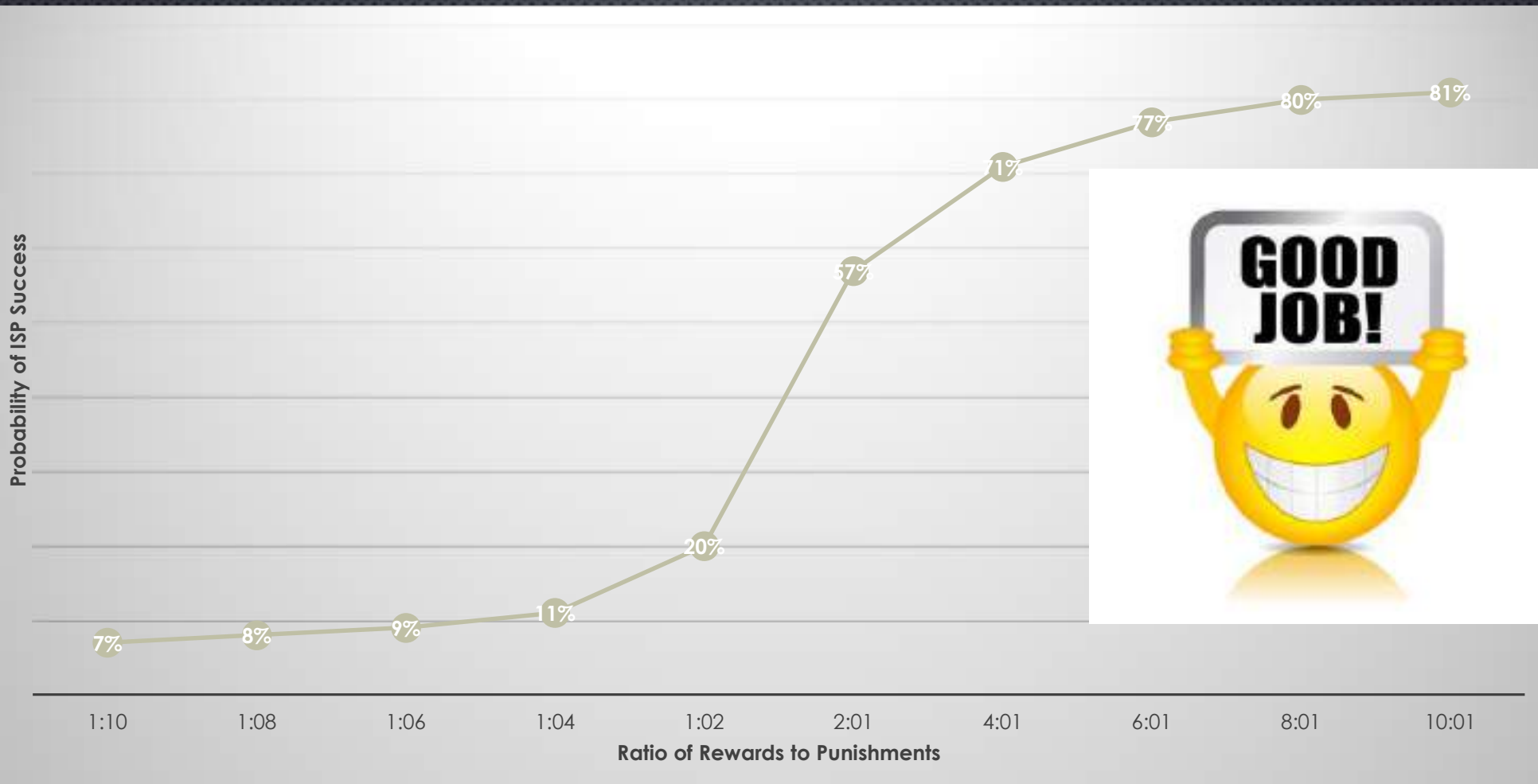
CHANGE

A black and white photograph showing two hands held palm-up, cradling a small, rectangular white card. The card has the word "HOPE" written on it in a bold, black, sans-serif font. The hands are positioned centrally, with fingers slightly curled. The background is a dark, textured surface, possibly a fabric or a wall, which makes the hands and the card stand out. The lighting is soft, highlighting the texture of the skin and the card.

**HOPE**

**SKILLS**

The word "SKILLS" is rendered in a bold, gold-colored, sans-serif font. The letter 'i' is stylized with a checkmark shape integrated into its vertical stem. The text is set against a dark blue background with a fine, repeating dot pattern. The letters have a slight 3D effect with a darker gold shadow on the right side.




Widahl, E. J., Garland, B. Culhane, S. E., and McCarty, W.P. (2011). Utilizing Behavioral Interventions to Improve Supervision Outcomes in Community-Based Corrections. *Criminal Justice and Behavior*, 38 (4).

# COACHING PHILOSOPHY

- BELIEVE THAT (ALL) INDIVIDUALS CAN CHANGE
- DEVELOP A PLAY BOOK THAT IS DESIGNED TO HELP PLAYERS (CLIENTS) IMPROVE
- RECOGNIZE THAT THE INDIVIDUAL ON SUPERVISION IS A HUMAN BEING WITH STRENGTHS, BARRIERS, NEEDS, CULTURE, AND SYSTEMS
- CHALLENGE OURSELVES TO BE GREAT AND TO DO GREAT THINGS
- OWN THE LOSSES, DON'T SHY AWAY
- ADJUST ON THE FLY

# COMMUNITY CORRECTIONS AGENCIES AS GENERAL MANAGERS

- AGENCY CHARACTERISTICS THAT SUPPORT COACHES
  - SUPPORT WINNING (FOCUS ON OUTCOMES)
  - LEARNING ENVIRONMENT AND EXPECT FAILURES
  - ENCOURAGE STAFF TO DEVELOP SMALL, INNOVATIVE WAYS TO SUPPORT CLIENT AND AGENCY CHANGE
  - FOCUSES ON COMPETENCE FIDELITY VERSUS OPERATIONAL ASSURANCE (MATHEWS, 2017)
  - REINFORCE STAFF FOR IMPROVING SUCCESS
  - CLEAR AND CONSISTENT EXPECTATIONS
  - TRUST THE COACHES AND THE PLAYERS
  - HAVE A CLEAR MISSION
  - INTEGRATE VALUES INTO POLICIES
  - AVOID RISK REDUCTION STRATEGIES AND FOCUS ON BEHAVIORAL CHANGE
  - CREATE AN ENVIRONMENT THAT EMPLOYEES ARE VALUED



## REFEREE OR COACH...

- DO YOU WANT TO GAIN COMPLIANCE OR AFFECT CHANGE?
- DO YOU WANT TO CREATE A SPACE IN WHICH YOUR IS UNDERMINED OR ONE THAT CAN HAVE THE GREATEST EFFECT?
- DO YOU WANT TO USE LANGUAGE THAT PROJECTS HOPELESSNESS OR HOPE?
- DO YOU WANT TO REMAIN NEUTRAL OR HAVE A POSITIVE INFLUENCE ON A PERSON'S LIFE?
- DO YOU WANT TO FOCUS ON WHAT PEOPLE HAVEN'T DONE RIGHT OR WHAT PEOPLE HAVE ACCOMPLISHED?
- DO YOU WANT TO WORK IN AN ENVIRONMENT THAT GIVES YOU A WHISTLE AND A RULE BOOK OR ONE THAT GIVES YOU A PLAYBOOK AND THE ABILITY TO AFFECT CHANGE?