

# 5th World Congress on Probation and Parole

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*No One Left Behind, Building  
Community Capacity*

# WELCOME

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# Public Safety, Security, and Wellness

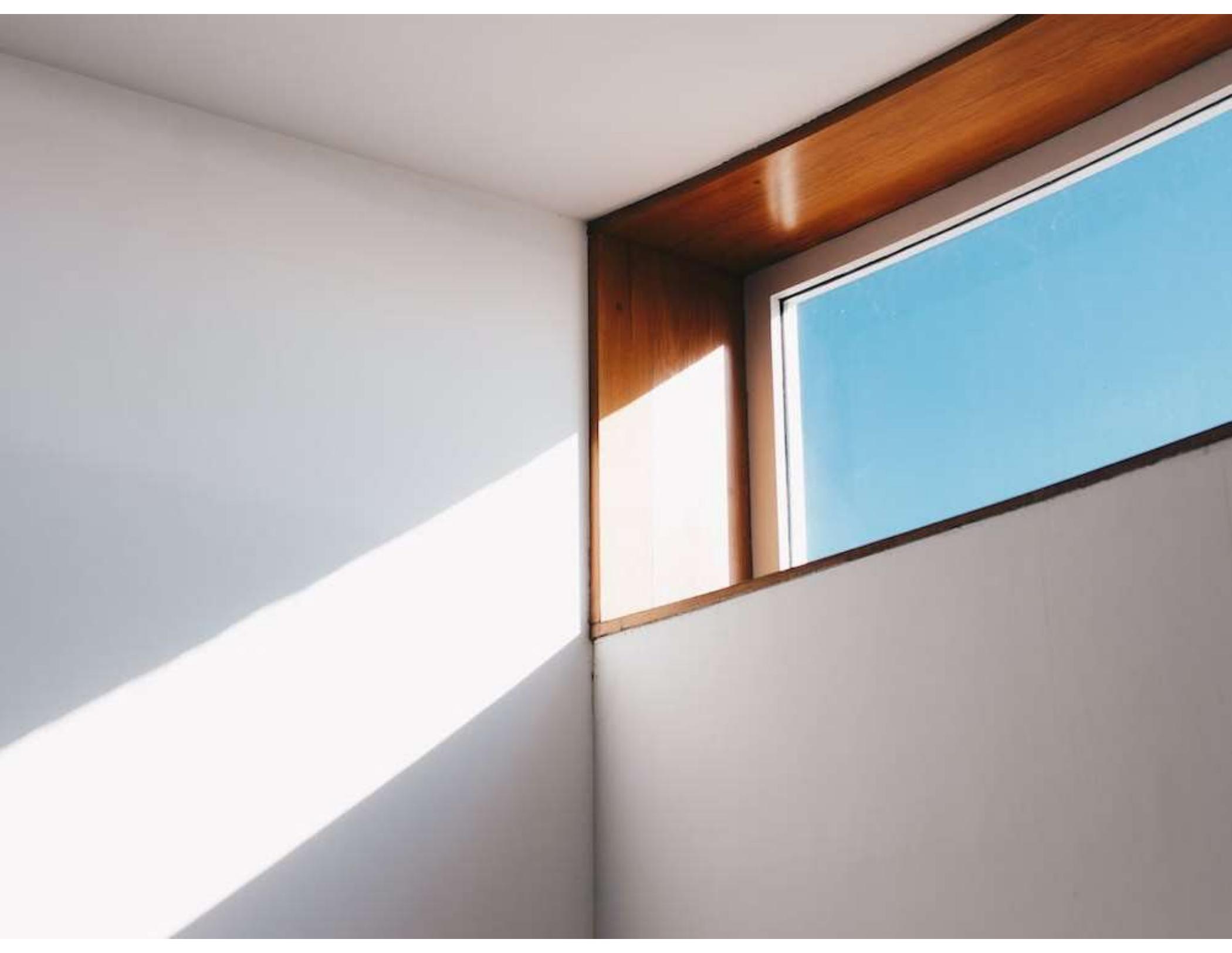


**MARINE INSTITUTE**

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# WHAT ARE THE 'PROS AND CONS' OF BUREAUCRACY & ADHOCRACY?



A person is sitting on a concrete ledge, holding a piece of torn cardboard. The cardboard has the words "WILL WORK FOR FOOD" written on it in black marker. The person is wearing a light-colored jacket and blue jeans. The background is a blurred metal fence with a circular pattern.

WILL  
WORK  
FOR FOOD

Individuals who are exposed to traumatic events that violate their moral values may experience severe distress and functional impairments known as “*moral injuries.*”

(Griffin et al., 2019)



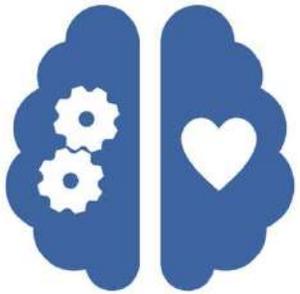
# JUXTAPOSING “IDEAL TYPES” OF PROBATION CULTURE

(Engwall, 1995; Worrall & Mawby, 2014)

BUREAUCRACY	ADHOCRACY
<ul style="list-style-type: none"><li>• Rational decision-making</li><li>• Hierarchical / Vertical</li><li>• Continued existence</li></ul>	<ul style="list-style-type: none"><li>• Intuition and experiment</li><li>• Lateral / Versatile</li><li>• Temporary and innovative</li></ul>



# “THERAPEUTIC ALLIANCE”



## Perceptions of Case Management Practices in Reintegration

A working alliance is regarded as a **key component** of successful therapy where **responsivity** provides the necessary building blocks from which **first noncriminogenic needs** can be successfully addressed before promoting desistance.

(Ricciardelli, 2018, p 16)

# TENSION

“bureaucratic organizations are ... **lacking in imagination**, unwilling to depart from past policies and precedents, and devoutly attached to ... one objective - the **protection** ... of the governmental process”

(p. 140)



“adhocracies only exist to **fill gaps in the policy process** that bureaucracies themselves have opened up”

(p. 135)

(Rourke & Schulman, 1989)

# ORGANIZING MODELS

(Birkinshaw & Ridderstråle, 2015, p. 4)

TWO MODELS OF GOVERNANCE	BUREAUCRACY	ADHOCRACY
What is privileged?	Formal, positional authority	Action
Under which conditions is the model appropriate?	Relatively stable environment	High levels of unpredictability
How are activities coordinated?	Rules and procedures	Around a problem or opportunity
How are decisions made? Through	Through the hierarchy	By experimentation, trial and error
How are people motivated?	Extrinsic rewards—pay	Goals and recognition for achievement



**“Integrating Dynamic Risk  
Assessment Into Community  
Supervision Practice”**

**(Serin et al., 2019)**

## **TRANSFORMATIVE RISK SUBJECT**

“hybridizations of  
risk/need in penalty”

(Hannah-Moffat, 2005)





# “AUTHORITY WITHOUT CONTROL”

**probation/parole  
officers** are among  
the most at risk of  
developing a  
**mental disorder**

(Ricciardelli et al., 2021, p. 1)

# PREVALENCE OF MENTAL DISORDERS

probation officers reported **elevated risk for mental disorders**, most notably posttraumatic stress disorder (PTSD) and major depressive disorder ... where **63.2%** of them screened positive for one or more

(Carleton et al., 2020)





# OPERATIONAL AND ORGANIZATIONAL STRESSORS

“structural aspects of the organisation in which parole or probation officers work”

(Norman & Ricciardelli, 2021)

# SUSTAINABLE PROBATION SYSTEM?

“leaving the sanctuary and formality  
of ... offices and working instead in  
the community”

(Porporino, 2018, p. 90)

# METHOD



# QUALITATIVE

An “*interpretive*” position assumes the social world is **constantly being constructed through group interactions**, and thus social reality can be understood via the perspectives of social actors enmeshed in meaning-making activities. *Critical perspectives* also view social reality as an ongoing construction but go further to suggest that **discourses created in shifting fields of social power shape social reality and our study of it.**”

(Hesse-Biber, 2017, p. 6)

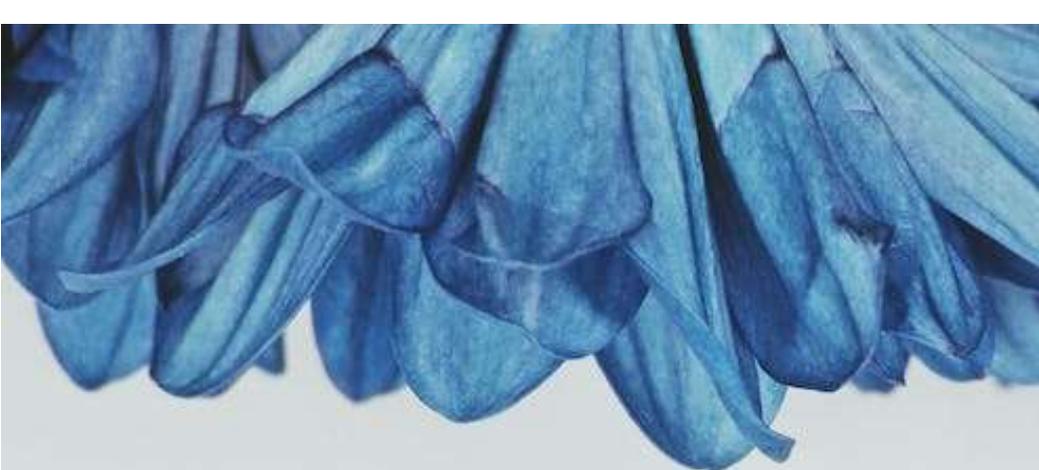


# PHENOMENOLOGY

**Experience is perceived along a variety of dimensions:** how the experience is lived in time, space, vis-à-vis our **relationships to others**, and as a bodily experience.”

(Hesse-Biber, 2017, p. 6)





# AUTOETHNOGRAPHY



## Emotion as Intellectual Resource: Doing Parole Research Differently

“acknowledgment that **subjective experience and emotional responsiveness** can play a role in the **formulation of knowledge** would deepen our understanding of the people and contexts we study.”

(Jewkes, 2012, p. 72)

# WHAT OUTCOMES ARE DESIRABLE?

DESISTANCE,  
REHABILITATION &  
WELL-BEING

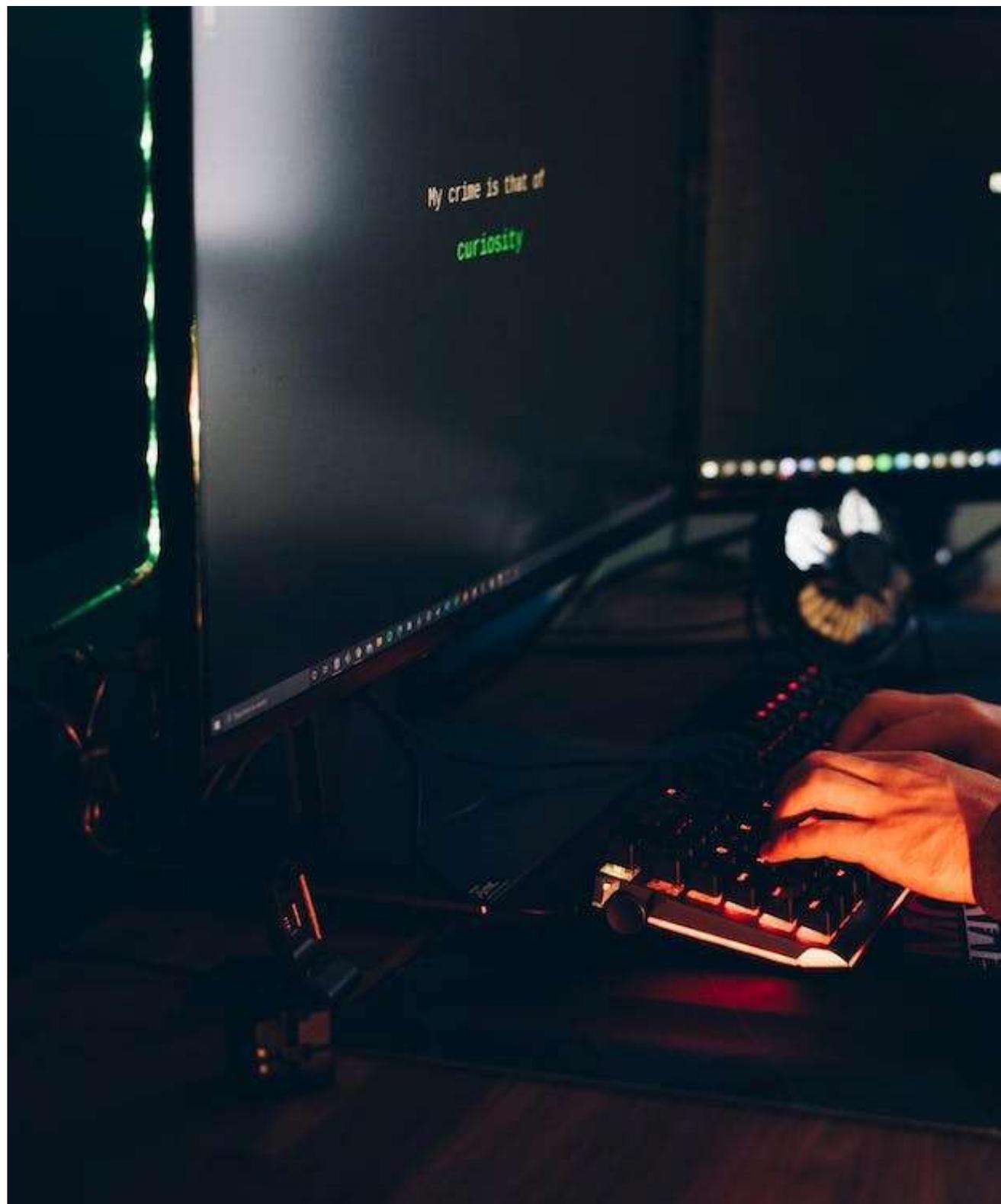
# Max Weber's Concept of Bureaucracy

“administration was the **most efficient** of organisations, and as an **ideal-type**, the closer the bureaucracy is, the more **effective** and **efficient** the organisation will be in its **standardised** functioning”

(Giddens, 1997; Ferreira, 2004 as cited in Serpa & Ferreira, 2019, p. 15)



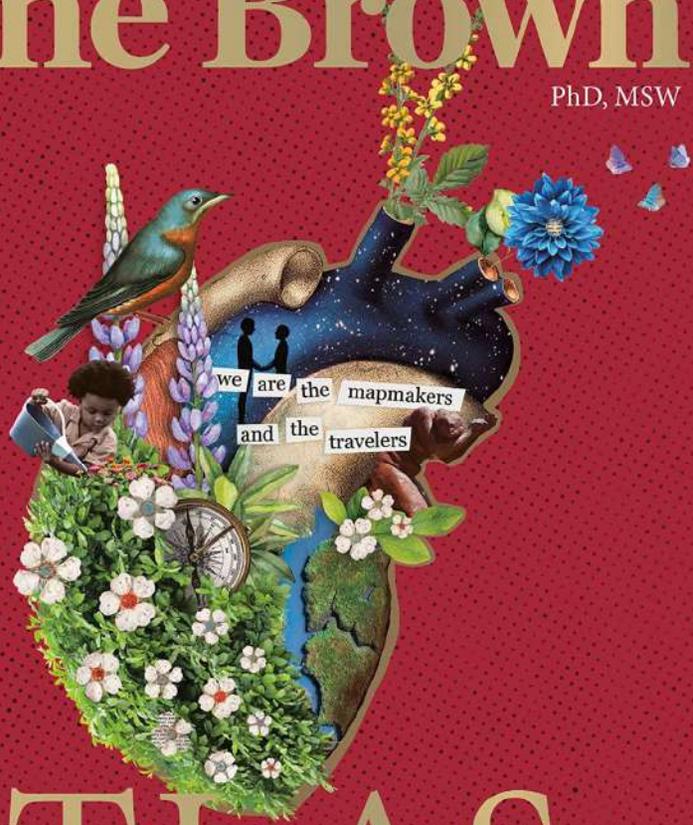
# CHECK BOXES AND BUTTON CLICK



#1 *New York Times* bestselling author

# Brené Brown

PhD, MSW



# ATLAS OF THE HEART

Mapping Meaningful Connection and  
the Language of Human Experience

#1

## Places We Go When Things Are Uncertain or Too Much

Stress, Overwhelm, Anxiety, Worry, Avoidance, Excitement, Dread, Fear, Vulnerability

“engaging with a paradox and accepting the competing elements as both valid can foster **creativity, innovation, and productivity**”

(Brown 2021, p. 85)

# ADHOCRACY IN THE AGILE AGE

“Adhocracy keeps decision makers more **deeply immersed** in the **flow of a project ... for individuals**, this place in the flow is a **powerful position for inspiring useful intuitions**”



# How does paradox exist in your experience with probation and parole?

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