

# SUSTAINING CHANGE EFFORTS IN PROBATION AND PRETRIAL: THE ROLE OF ORGANIZATIONAL CULTURE AND QUALITY ASSURANCE

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# Objectives

- Understand how attention to organizational development assists with successful policy and practice change
- Learn different models of change management
- Learn how to communicate change
- Begin to develop strategies to manage change within your own jurisdiction

# Introductions/Getting Started

- Name
- Where you are from and your role working with probation and/or pretrial
- Identify a key challenge you have experienced with implementing change
- Identify if you have had conversations about organizational culture or readiness for change in your organization

# The Integrated Model

Implementing  
effective correctional  
management of  
offenders in the  
community.



# What is Organizational Development?

- Human Resource activities (e.g. recruiting/hiring staff, promotions, performance evaluations, training)
- Creating positive organizational culture
- Increasing thoughtful communication
- Quality Assurance

# How to change organizational culture

- Assessment
- Intervention
- Monitoring and Measuring Performance
- Adjust Interventions as needed

# Assessing Organizational Culture

- What:
  - Readiness for Change
  - Organizational Climate
- How:
  - Existing assessment tools
  - Surveys

# Communicating Change

- Create key change messages
- Identify important audiences
- Target messages to audiences
- Use the most effective form of communication for each audience
- Repeat messages frequently
- Evaluate message “uptake”



# Rethinking Resistance

- Set change expectations
- Allow time to adapt
- Identify influence leaders
- Build implementation teams including champions, influence leaders & “nay sayers”
- Listen to all sides
- Create messaging that responds to concerns

# Assessing and Sustaining Change: The Role of Quality Assurance

- How do we know if a policy or practice has been implemented as intended?
- How do we know the impact of what we are doing?
- How do we ensure that we maintain these efforts after initial implementation?

# What does this look like in your jurisdiction?

- Are these elements you have considered as you have implemented your SJC strategies?
  - If yes, what has worked?
  - What do you need to continue to pay attention to?
- How might these strategies help with your implementation of your SJC strategies?

# Tools for Assessing Organizational Culture

- Likert Organizational Climate Survey
- TCU Survey of Organizational Functioning
- Self-Assessment: Continuum of Implementation of EBP



[SafetyAndJusticeChallenge.org](https://SafetyAndJusticeChallenge.org)