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# Leading probation organization into next stage of organizational development

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# Some facts about probation in Latvia

- The State Probation Service (SPS) is a public organization under supervision of the Ministry of Justice
- Founded in year 2003
- The SPS has a centralized structure. General policy and standards are set by the headquarters (HQ)
- Probation officers are civil servants
- Any person above the age of criminal responsibility (14 years) can become client of SPS
- Number of staff in 2017: 399 (HQ=64)
- Number of clients: ~18 000 per year (17 991 in 2016)





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# Challenges of previous years

- Implementation of the Criminal law amendments (entering into force in 01.04.2013):
  - *significant increase of SPS role within penal policy*
  - *implementation of combined punishments*
  - *implementation of the additional punishment - probation supervision (since 2015)*
- Implementation of the electronic monitoring
- Probation officers take over some functions of court
- Validity evaluation, improvement and implementation of the risk and needs assessment (RNA) tools
- Evaluation and improvement of organisation and facilitation of treatment programs
- Improvement of interinstitutional cooperation regarding work with sex-offenders and violence offenders
- The attraction of the higher number of volunteers and NGOs for the integration of the probation clients into the society
- Improving ICT solutions for institution



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## Operational goals

1. To reduce staff turnover by improving both material and non-material motivation
2. To recruit lacking personnel and to develop potential of existing personnel
3. To improve external communication – to become open for society and facilitate dispersion of myths
4. To improve organizational structure and processes of institution

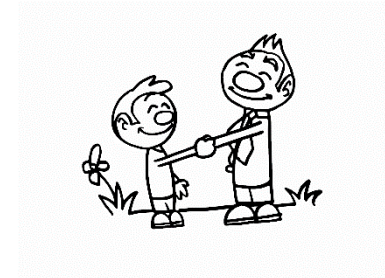


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# 1. Reduction of staff turnover & improving motivation

## ***Small things with serious outcomes...***

- Personal greetings from DG for every employee on his birthday and nameday



Some first reactions from employees:

*„Wow! Many Thank's! It's unexpected!”*

*„Thank you, Boss! I'm really surprised! Have a nice day!”*

*„Thank you, director! You are welcome to the birthday cake!”*

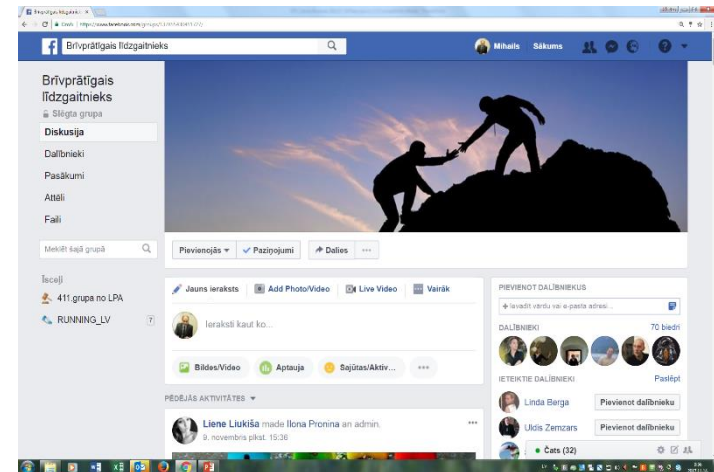


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# 1. Reduction of staff turnover & improving motivation

- Supportive communication with employees in social networks

- 1) Encouraging employees to create profiles
- 2) Closed groups of professional communities
- 3) Like, repost & comment





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# 1. Reduction of staff turnover & improving motivation

- Collective institutional traditions







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# 1. Reduction of staff turnover & improving motivation

- Trainings of mid- and high-level managers on leadership and management





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# 1. Reduction of staff turnover & improving motivation

- Regular trainings and support measures for the staff





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# 1. Reduction of staff turnover & improving motivation

- Reviewing of workload and implementing measures to equate actual workload:
  - \* reassessment processes
  - \* balancing workload
- Less bureaucracy:
  - \* linking SPS IS with other institutions IS
  - \* electronic documents
  - \* self-service solutions inside of institution
- Improvement of work conditions





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# 1. Reduction of staff turnover & improving motivation

- Dialog and understanding between SPS, MoJ, Labour Union of probation officers and other stakeholders





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# 1. Reduction of staff turnover & improving motivation

- Discussions with MoJ and responsible Parliament's commissions





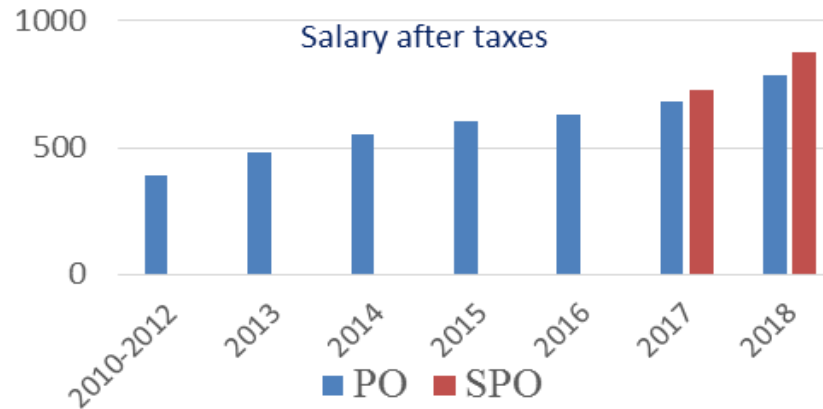
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# 1. Reduction of staff turnover & improving motivation – some results

Joint priorities with Labour Union un MoJ regarding salaries:

- 2014 + 10%
- 2015 + 20%
- 2016 + 25%
- 2017 + 35%
- 2018 + 50%

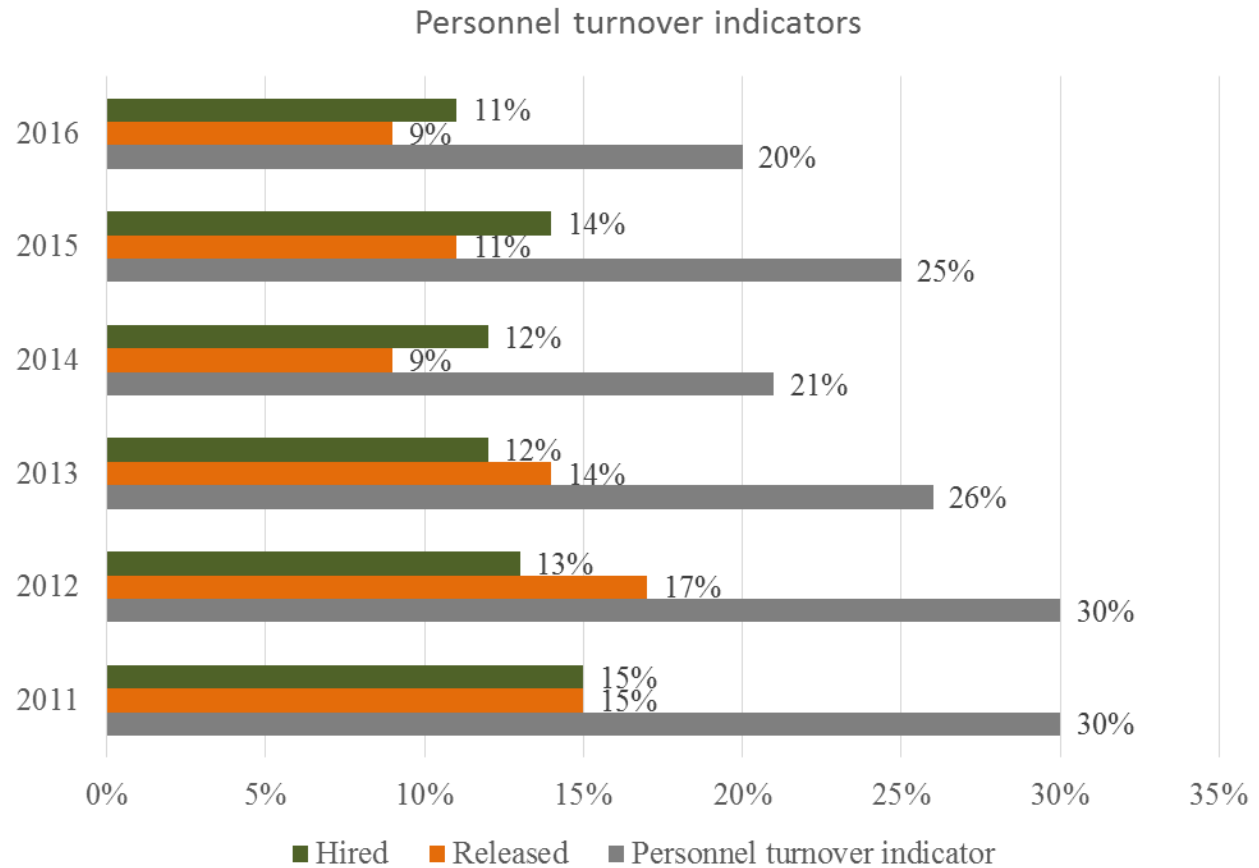
Results:





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# 1. Reduction of staff turnover & improving motivation – some results



Released of duty in 2016 – 35, hired – 44  
*Released of duty in 2015 – 44, hired - 53*



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## 2. Recruitment and development of personnel

- Manager of Public Relations
- Strengthening team of researchers
- ICT specialists & outsourcing IT services
- Recruitment of personnel's psychologist
- Development of existing specialists in order to implement new initiatives



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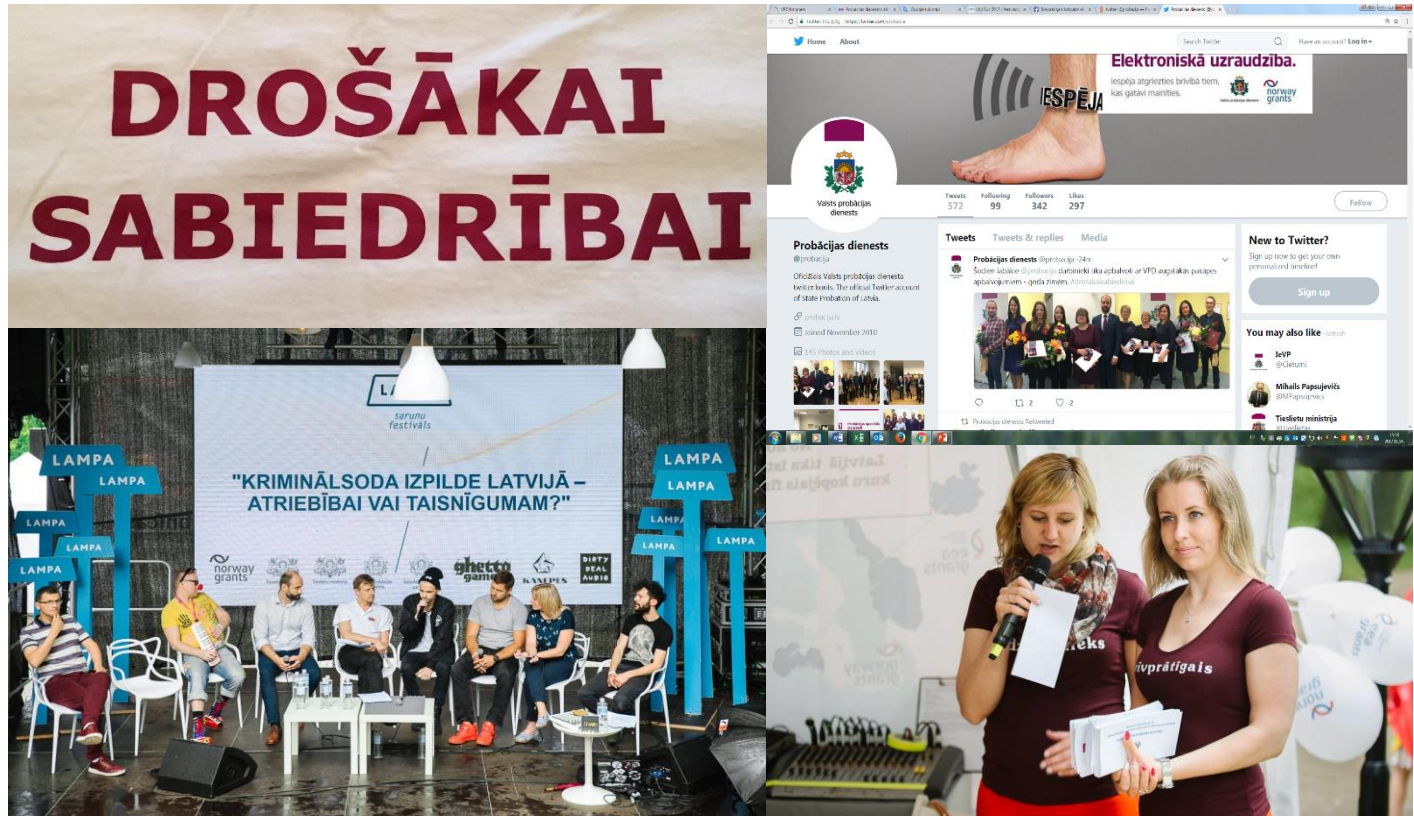
### 3. Improvement of external communication

- Changing slogan from «We can! We know how! We do!» to «State Probation Service – for safer society»
- We are becoming active on social networks Twitter (@probacija )
- We follow principle – institution is open to society
- Communication Strategy of SPS 2014-2016:
  - External and internal communication
  - Regional communicators
  - Internet and Intranet content development opportunities for personnel
  - Probation TV
  - Proactive and qualitative communication regarding sensitive issues – sex-offenders, violent offences, rehabilitation of probation clients etc.



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### 3. Improvement of external communication





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## 4. Processes and structure of institution

- Digitalization of document management and other linked processes (DocLogix, HoP, Horizon, Moodle, PLUS, NEVIS)
- New standardized positions of PO and Senior PO – job duties are for specific position, not specific person
- Changed governance structure:
  - 6 regions in total & decentralization
  - Introduction of principle «1:6» – manager vs employees
  - Improved structure of HQ to deal with nowadays challenges in a more efficient manner



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# We start together!





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# We finished together!





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# We are ready together for new challenges!





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# Thank You!

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