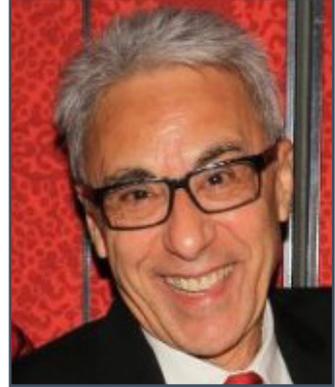


FOREWORD

ADVANCING CORRECTIONS: WELCOMING DISRUPTIONS TO THE STATUS QUO

Frank J. Porporino, Ph.D., Editor, *ICPA Advancing Corrections*

This is only the second issue of *Advancing Corrections*. Since I have the privilege of serving as Editor, my point of view is perhaps a tad biased. But I leave it to readers to judge for themselves how well *Advancing Corrections* is already achieving its aim - to become the premiere practitioner-oriented professional journal for the global corrections community. This issue includes 15 original papers with authors from Canada, America, the UK, the Netherlands, Australia and Africa. The response to the last Call for Papers was overwhelming and with the support of our international Editorial Board, we could choose 'la crème de la crème' for our readers. In a number of cases, 'la crème' that we are presenting in this issue was made significantly tastier through the review process. Authors and reviewers are learning from each other and our readers are ultimately benefiting. The mix of authors we have been able to attract is also encouragingly representative of the community of corrections professionals we want to engage – academics and/or researchers, consultants, senior corrections officials, including a few heads of service, front-line practitioners, public and private sector – all with something interesting to say, perhaps said a bit differently in each case, but said with honesty, thoughtfulness and some scholarly substance.



This issue of *Advancing Corrections* tries to focus broadly on the theme of 'leadership' in corrections – what does it mean, how do you do it, why does it matter, where do we need it most ... etc. The Views & Commentaries section presents five perspectives on leadership from corrections professionals with quite different backgrounds, yet a common thread runs through these reflections. The most effective leaders are well informed (discerning evidence-seekers), courageous (with gumption to stand by the evidence in the face of ideological twists and turns), and innovative (willing to shake up the status quo and manage new challenges with workable solutions). Gendreau and Paparozzi, two of among the most respected ambassadors for the most prominent research-informed paradigm in our field (i.e., the Risk-Needs-Responsivity framework), give us a no-holds-barred conclusion that without this kind of leadership, all of our accumulated evidence will make little difference for practice. Phil Wheatley, retired Director General of the English Prison Service and then the even more complex National Offender Management Service, is a corrections professional who knows of what he speaks. Wheatley notes that leaders in corrections will inevitably have to endure an 'emotionally charged and politically contentious atmosphere'. But he is sanguine about the possibility of doing more than just surviving, and working instead to realize full-spectrum 'prison regimes that support desistance'. Among the cogent practical lessons that he outlines for us, he suggests that it is 'absolutely essential that leaders in corrections know the detail of their business well'. Don Head, who now has the distinction of being the longest-standing Commissioner of Corrections in Canadian history, speaks personally about what it means to stick to the principles of 'transformational leadership'. Don focusses particularly on the changing nature of the correctional workforce and concludes that the very real

differences in 'generational' values and expectations of staff will demand that leaders 'adopt totally different approaches to engagement, communication, recognition, and creating new challenges and opportunities for advancement'. He gives us a set of action-oriented examples of how Corrections Canada is trying to achieve this.

Peter Hennephof, General Director of the Dutch Custodial Institutions Agency, has had to face a rather unique situation in the last number of years. Due to significant government-wide cost-cutting, his agency has had to work towards drastically reducing the prisoner population, thereby leaving the system with more prison space, and more staff than was needed. Peter outlines not just the kind of focussed leadership needed to orchestrate this unprecedented change but the underlying philosophy that was adopted to "Invest in the motivation of staff through encouraging innovation on the one hand, and investing in expertise and pride of the staff on the other". The final paper in the 'Views and Commentaries' section of this issue gives us a refreshingly different perspective about what is possible when we galvanize the efforts of prisoners and help them realize their own potential as change agents. Jackline Mwendu and Rabia Pasha, two in-the-trenches corrections professionals working with the African Prisons Project (APP) in Kenya and Uganda, speak to us about how the APP has worked to lead change, untraditionally, through supporting and profiling prisoners 'as agents of change, leaders and role models, who can impact on the overall management and programming of prisons'. They recount the stories of two prisoners in particular to highlight the depth and breadth that this kind of prisoner leadership can take and how it can perhaps informally, but importantly, transform the prisoner-prison officer relationship.

This issue's Featured Articles section delves as well into the realm of 'leadership for change' in corrections, but more from the position of 'change towards what?'. There is no dispute that we live in times of 'disruptive innovation' -- and that transformative technology and radical new ideas for how to do things differently (Airbnb, Uber, Amazon, Facebook ... etc.), are altering the way we live. A fundamental question we can pose is whether corrections is in need of some of this 'disruptive innovation', and if so in what ways. The Featured Articles in this issue I think begin to help us probe the question.

The lead article is by Jeremy Travis, perhaps as impeccably qualified and respected a voice for progressive criminal justice policy in America as is possible. Jeremy is currently President of John Jay College of Criminal Justice and was formerly Director of the US National Institute of Justice. In his paper he tackles the core issue of mass incarceration in America not just with substantial scholarly depth (giving an overview of the 2014 landmark report from the National Research Council of the National Academy of Sciences), but with an obvious personal level of commitment in working towards an 'exit-strategy' from this well-known American reality. Travis admits that it is sometimes difficult to remain optimistic. He eloquently concludes that "We can nibble around the edges, work with politicians to change sentencing laws, deepen our understanding of punitiveness in America, even adopt new crime prevention strategies, but one imperative – a moral and historical imperative – remains: We need to come to terms with the racial damage caused by the era of mass incarceration." Said in a different way, what may be needed is some fundamental 'disruptive innovation' focussed on achieving racial reconciliation and genuine social justice. I suppose I would add that many other countries dealing with high rates of incarceration for certain disadvantaged minority groups need to do the same.

The remaining papers in the Featured Articles section deal with a range of other challenges for corrections that could use some 'disruptive innovation'. In a wonderfully well articulated paper, Yvone Jewkes calls for a turn to 'an architecture of hope' in the evolution of custodial design for new prisons, in the UK and elsewhere. She gives us some compelling reasons to abandon prison design that produces 'non-places for non-people' – 'brutalist boxes' that can only be regarded as 'expressions of a pervasive loss of public compassion for the excluded offender'. Steve Carter continues in a similar vein to focus on the need for more innovative and sensitive prison design, but in this instance, as 'sensitive' to the particular and quite unique needs of women offenders. Steve outlines a comprehensive set of Design Principles that should be adhered to for new correctional environments for women. He then describes a case study that nicely illustrates how 'effectively informed leadership can influence design decisions in a participatory approach' where staff members, managers and offenders all become consultants in the process.

Failure to turn 'what we know' into 'what we do' is perhaps one of the most unfortunate realities in corrections. Implementation blockages and derailments are common place. Michael Clark uses the example of Motivational Interviewing, a well grounded and evidence informed approach, to highlight what an emerging 'implementation science' tells us we need to attend to, at each stage of implementation, if we are to be reasonably successful in doing it right. This is an area where some 'disruptive innovation' in corrections could pay some huge dividends. Toon Molleman and Karin Lasthuizen, an applied researcher and an academic, join forces in presenting some convincing data from their Dutch Prisoner survey suggesting that how prisoners are treated (in prison) can have a significant bearing on how committed they may become in working on their reintegration. Prisoners will be more positive about their reintegration if they are dealt with respectfully, given an opportunity to work on personal improvement plans, retain some sense of autonomy and see the possibility of involvement in meaningful activities. This isn't rocket science of course, but it is another sort of call towards some 'disruptive innovation' that takes us away from the 'over-securitization' of our prisons.

The last two articles in this section cover two very different areas where there is justification to leapfrog our efforts in a new direction. Charlotte Boyce, Justin Trounson and Jeffrey Pfeifer review the reasons for, and the potential benefits of, a more purposeful 'connection to culture and community in promoting Indigenous engagement in educational pursuits while incarcerated'. Coming from an Australian perspective, but relevant as well for a number of other jurisdictions, they argue that finding ways to help Indigenous individuals sustain their interest in educational pursuits is a correctional responsibility we should take much more seriously. Finally, Alphonzo Albright, a consultant with years of experience in the Information Technology field, stretches our thinking by suggesting we work towards a much more comprehensive data-sharing capability within criminal justice and beyond; a 'Corrections Data Doctrine' for more focused analysis, prediction and disruption of the wide array of security threats that are emerging in our new world of cultural extremism and radicalization.

As with our first issue, the last section of Advancing Corrections is devoted to examples of Practice Innovation in Corrections -- giving us an opportunity to profile what is going on in a given agency/ jurisdiction that might be of interest broadly to others. For this issue we include three papers from the Correctional Service of Canada that highlight the range of change initiatives that are keeping CSC on the A-list of modern correctional agencies around the world. Standing still and remaining self-

congratulatory about ones past achievements is no longer an option in corrections, and the CSC is a good example of a correctional agency that remains attuned to new developments and responsive to new challenges. The three papers in this section speak to what CSC is doing in creating a quite sophisticated 'analytical culture' focused on measuring performance (Larry Motiuk), the significant recent transformation of their correctional officer training program (Sylvain Mongrain), and the fundamental shift in how Information and Communication Technology (ICT) is now playing a much more 'strategic enabling role' in helping to lead change in how correctional services are delivered (Simon Bonk and Ted Reinhardt). Corrections Canada was once upon a time my 'home' and many years later I can't but remain impressed by their steady march forwards towards a truly professional, leading edge correctional agency.

So this is Advancing Corrections the second issue. I once again want to extend a special thanks to the members of the Editorial Review Board for their efforts. It is certainly easier to dedicate oneself to something when others join you in doing the same. I also want to once again welcome your comments. We want to serve your needs and we invite you to share your thoughts. If you have compliments to give, they will be appreciated, and if you have constructive critical feedback to provide, it will be respected. After the first issue, I was hopeful that the ICPA global corrections community could sustain production of a practitioner-oriented journal like Advancing Corrections. I am now now quite confident that it can.