



Immediate Feedback on Training (n=38)

On a scale of 1 (disagree) to 5 (agree) was the training effective?



Yes! Avg. Score 4.76

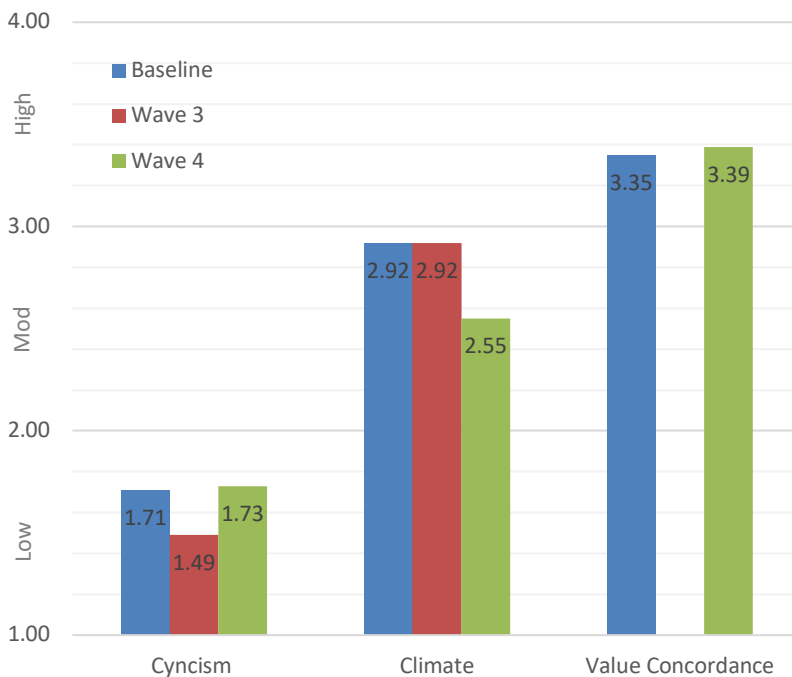
Who participated?

Baseline n=41, wave 2 n=38, wave 3 n=30, wave 4 n=52*

- **16 years** on the job
- **59% Male 39% Female 3%** prefer not to say
- **47% Upper Management, 39% Supervisors, 3% Probation Officers, 9% Other**

*Waves did not necessarily include the same respondents

Organizational Environments



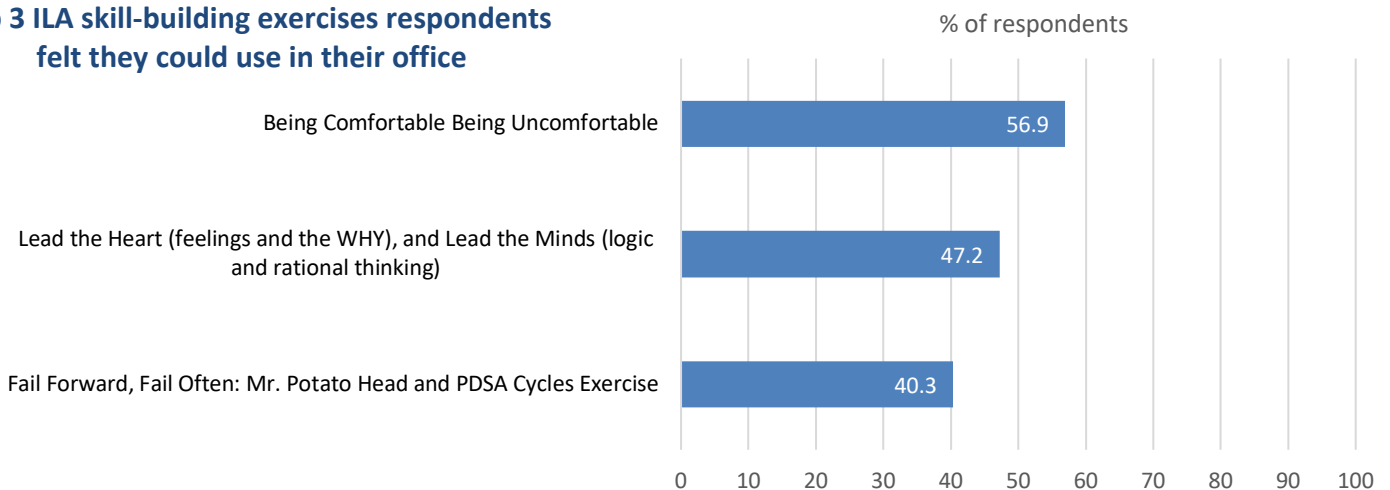
Organizational Environment Summary

Cynicism: Respondents express low cynicism on their agency's ability to change.

Climate: High/Moderate agreement that their agency fosters a learning environment.

Value Concordance: High agreement that their personal values align with their agency's values (asked at Baseline and Wave 4 only).

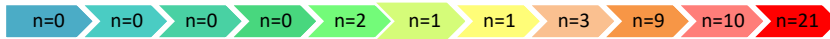
Top 3 ILA skill-building exercises respondents felt they could use in their office



Impact of COVID-19 from 0 (not at all) to 10 (a great deal)

On Operations

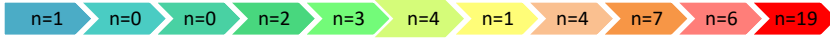
Able to use skills, knowledge, or techniques from the ILA training to cope with changes in operations that took place due to COVID-19?



Yes! 92%

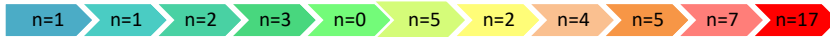
On management of clients

Are there COVID-related changes that should continue post-COVID?



Yes! 85%

On increasing work-related stress



Themes of COVID-related positive changes that should continue:

- 1. Increased flexibility:** working from home and flexible work hours, increased use of technology for video calls between staff, for contact visits, and for classes/visits with incarcerated individuals.
- 2. Sanitizing/health protocols:** cleaning and sanitation procedures, health screenings, mask wearing, and social distancing.
- 3. More substantive contacts with justice-involved individuals:** more focused on whole person, more purposive visits, fewer "just because" visits, less intensive supervision, working more with people with technical violations, and types of visit tailored to individual's needs.
- 4. Enhanced Communication and collaborative work environments:** work conditions that emphasize trust, "we're all in this together", and more regular communication.

How ILA Training Helped in Dealing with COVID:

Generally the training helped respondents be proactive in dealing with change because they were more patient with staff, better understood the nature of change, and felt more confident trying new things that might not work out. Major themes included the following:

1. Overall training improved ability to adapt to changes and think outside the box.
2. Being comfortable being uncomfortable enabled respondents to deal with the fluidity of change and try new things.
3. Failing forward, failing often and explaining the "why" helped create a learning atmosphere that welcomed new ideas.

