Research Brief

Effects of Words @ Work training on perceptions of offender rehabilitation and job experiences among Corrective Services Industries (CSI) overseers

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AIM

To examine whether completion of Words @ Work (W@W) training in addition to FMI training had enhanced effects on CSI staff perceptions of offender rehabilitation and experiences of their jobs, relative to completing FMI training alone.

FINDINGS AND CONCLUSIONS

CSI overseers completed a survey before participating in the baseline FMI training (n = 187). This survey was completed again an average of 12 months later by overseers who had also completed W@W training (n = 12) and those who completed FMI training only (n = 15).

We found substantial evidence of a significant positive change in attitudes towards prisoners and ability to support offenders' rehabilitation over time among CSI overseers who completed both FMI and W@W training. There was also anecdotal support of a positive change in perceptions about the motivation to support offenders' rehabilitation and organisational job demands among this group of CSI staff. In comparison, analyses offered anecdotal support for a significant improvement in attitudes towards prisoners among CSI overseers with FMI training only.

Causal effects of W@W were estimated by comparing the magnitude of change in survey responses between staff who completed both training programs and those who completed FMI only. Bayesian analyses of interaction effects showed anecdotal evidence in support of differences in motivation and ability to support offenders' rehabilitation across groups, where staff who completed FMI and W@W tended towards greater improvement over time than those who completed FMI only. However, this evidence was not of sufficient strength to permit conclusions about the presence of statistically significant effects.

We concluded that while the results showed some positive indications for the benefits of W@W, particularly in relation to CSI overseers' perceptions of offender rehabilitation, there was insufficient statistical evidence for or against a causal effect of W@W on staff outcomes. Future study would allow for more definitive conclusions by addressing significant limitations associated with staff sampling.

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INTRODUCTION

The aim of offender rehabilitation has traditionally been viewed as the responsibility of specialised teams who apply Risk-Need-Responsivity (RNR) principles to the delivery of structured programs and services to inmates (Bonta & Andrews, 2016). While programs based on RNR principles can be effective in reducing reoffending, Mann (2019, p.7) argues that the impact of these programs is "maximised when all other aspects of the culture promote pro-social thinking and identity."

One of the central aspects of a rehabilitative prison culture is the relationship between custodial staff and inmates (Liebling et al., 2011; Mann et al., 2018; Tonkin, 2016). These interactions have the potential to benefit both inmates and staff provided a 'relational but secure' communication style is adopted by staff (Ricciardelli & Perry, 2016). For staff, a 'relational but secure' communication style promotes rapport building with inmates as a means of creating relationships based on trust and respect (Ricciardelli & Perry, 2016). Such rehabilitative approaches by staff have also been found to improve their perceptions of job satisfaction and reduce job stress (Dowden & Tellier, 2004; Shannon & Page, 2014; Tait, 2011). For inmates, this communication approach promotes a renewed sense of hope, personal control over their own lives and improves their perception of staff as being honest, non-judgemental, and trustworthy (Mann et al., 2018; Ricciardelli & Perry, 2016)

Rehabilitative culture in prisons requires a holistic approach, meaning that staff at all levels within the prison have the potential to support or inhibit reoffending outcomes (Mann et al., 2018). One such way of promoting a rehabilitative culture is through Five Minute Interventions (FMI). FMI was developed in the United Kingdom as a relational approach encouraging custodial officers to apply a specific set of skills to turn their everyday interactions into rehabilitative opportunities (Tate et al., 2017). The application of skills such as building trust confidence and rapport, active listening and Socratic questioning aims to inspire hope among inmates and encourage self-efficacy (Kenny & Webster, 2015; Mann et al., 2018).

Corrective Services NSW has been implementing FMI training for all custodial staff across the state. The training has been attended by a range of different staff, including custodial officers, services and programs officers, case management officers, Corrective Services Industries (CSI) overseers, staff providing education and vocational training, and administrative and executive staff. Drawing on longitudinal self-report survey data, studies have indicated that FMI can have both short- and long-term effects on improving staff attitudes towards prisoners and their perceived motivation and ability to support offenders' rehabilitation (Barkworth et al., 2021; Howard et al., 2021; Lobo et al., in preparation). A recent study utilising qualitative data from in-depth interviews with staff who have completed FMI training further found that staff particularly valued the insights gained from training sessions that included a mix of staff from across the centre, as it enabled them to understand interactions with inmates from the perspective of a range of different custodial roles (Barkworth et al., in preparation). However, staff also indicated some interest in the practical application of FMI skills that were specific to their own roles when asked about their expectations for refresher training (Barkworth et al., in preparation).

The Words @ Work (W@W) training program is one example of role-specific training that was designed for CSI overseers. CSI overseers have relatively distinctive roles in the custodial environment that may influence their understanding and application of FMI skills, relative to other staff groups. For example, overseers are responsible for supervision and training of inmates while they are engaged in employment, which often involves regular interactions over extended periods of time. While overseers' roles and work contexts are not considered therapeutic, there are unique opportunities for mentorship and the growth of prosocial relationships and communications.

W@W is complementary to the primary FMI training and was developed with the aim of reinforcing the goals of FMI for CSI overseers. As such, the W@W training session is designed to elaborate on the application of FMI skills in specific interactions between overseers and inmates. Staff attending the training are also provided with EQUIPS (Explore, Question, Understand, Investigate, Practice and Succeed) activity posters to display in their workshops. These posters detail five complementary tools that overseers can draw on in combination with FMI skills (e.g., riding the wave, thinking about thinking). Overseers are presented with a series of role specific hypothetical interactions with inmates and engage in role-play using a combination of FMI skills and EQUIPS tools. They are also required to complete a mandatory prerequisite online course that provides them with additional information on concepts and language used in rehabilitative programs delivered by Corrective Services NSW.

AIMS

The current study aims to examine whether W@W training for CSI staff had an impact on perceptions of inmates and job-related outcomes. It was anticipated that W@W training for CSI staff delivered after the original FMI training would further improve factors that were considered direct targets of both FMI and W@W training, as well as perceptions of job stressors and satisfaction that have previously been linked with rehabilitative orientations (e.g., Dowden & Tellier, 2004; Farkas, 1999; Misis et al., 2013).

Utilising repeat measures survey data, we examined whether there were changes in attitudes towards prisoners, and perceptions of ability and motivation to support offenders' rehabilitation, job demands, job stress and job satisfaction among CSI staff who completed both FMI and W@W training. Where change was observed, we also assessed whether the magnitude of this change was larger than for CSI staff who completed FMI training only.

METHODS

A repeat measures quasi-experimental design was used in this study. The sample was derived from all CSI staff who completed a baseline paper and pen survey and consented to future contact at the commencement of their FMI training in 2020. A total of 187 CSI staff with baseline scores were invited to participate in a follow-up survey administered using the online survey platform Alchemer. Among the CSI staff who were sent the follow-up survey, 99 had completed W@W training while the remaining 88 were yet to receive the training. The final sample consisted of 27 CSI staff who completed both the baseline and follow-up surveys; 12 were trained in W@W (referred to as the FMI+W@W group) and 15 were yet to receive the training (referred to as the FMI only group). Table 1 provides a breakdown of the characteristics of the two groups of CSI staff.

The average time between pre-training and post-training surveys for the FMI+W@W group was 13 months (M=13.08; SD=2.39), and was not significantly different to the average time between surveys for the FMI only group (M=12.33; SD=1.71; t=-.948; p=.352).

Table 1. Characteristics of CSI staff in the FMI+W@W and the FMI only groups

Variable	FMI+W@W (n=12)		FMI only (n=15)	
	M(SD)	%	M(SD)	%
Age	54.9(6.0)	-	46.3(12.1)	
Gender				
Male	-	83.3	-	93.3
Female	-	16.7	-	6.7
Length of Service	16.2(10.9)	-	11.9(11.9)	-

The self-report measures administered at baseline and follow-up included:

- Attitude towards prisoners (ATP)

  A 36-item measure developed by Melvin et al. (1985) that assessed general attitudes towards prisoners. This study used the adapted 11-item version (see Kjelsberg et al., 2007; Barkworth et al., 2021). Higher scores indicated more rehabilitative attitudes towards prisoners.

- Motivation and ability to support offenders' rehabilitation

  An 11-item measure developed by CRES to assess staff perceptions of their own motivation (e.g., 'I am motivated to help offenders change their criminal attitudes') and ability (e.g., 'I have the skills I need to help offenders achieve positive and prosocial goals') to support offenders' rehabilitation.

  Exploratory Factor Analysis (EFA) showed these items loaded onto two factors, with 7-items measuring motivation and the remaining 4-items measuring ability (Barkworth et al., 2021).

- Correctional Officer Job Demands (COJD)

  A 10-item measure developed by Brough and Williams (2007) to measure staff perceptions about their level of stress with organisational job demands (6 items; e.g., 'understaffing and resource inadequacy') and operational job demands (4 items; 'possibility of violence from offenders').

- Job stress

  A 6-item measure adapted from the original 57-item measure developed by Cullen et al. (1985) through their work with custodial officers. The items measure the extent that staff agree or disagree with statements about general stress (e.g., 'When I'm at work, I often feel tense or uptight').

- Job satisfaction

  A 9-item short form of Warr et al.'s (1979) job satisfaction scale that measured staff satisfaction or a range of aspects related to their job.

To assess the impact of W@W training on staff outcomes, we examined patterns of change in responses across surveys for those who completed both FMI and W@W training, and compared these to staff who completed FMI training only. The small sample size of both groups indicated that there was insufficient power to perform traditional statistical analyses. Such analyses increase the likelihood of Type II errors in the reporting of results (i.e., accepting no significant difference when there is a significant difference) (Button et al., 2013; Smith et al., 2002). Bayesian analysis provides a solution for Type II errors by

enabling statistical inferences to be drawn from small samples in a similar way to large samples (Dienes & McLatchie, 2018; Nathoo & Mason, 2016; van den Bergh et al., 2020).

Two sets of Bayesian analyses were conducted in lieu of traditional options. The first was a Bayesian equivalent of the paired samples t-test to assess the level of evidence of significant differences in scores from baseline to follow-up for each measure. This was conducted separately for each staff group. The second was a Bayesian two-way repeated measures ANOVA. This analysis formed the crux of the current study as it allowed an assessment of whether change in scores over time differed significantly between the two staff groups and could therefore be specifically attributed to the W@W training over FMI training alone.

Unlike traditional approaches, Bayesian analyses use information to make inferences about the probability of a statistically significant change. This is expressed as Bayes factors, which are mapped to a hierarchy of evidence that indicates the strength of the findings (Jeffreys, 1961). Table 2 provides the range of Bayes factors and the hierarchy of evidence with which to interpret them. Bayes factors that approach 100 or above indicate very strong or decisive evidence of the probability for a significant difference, while Bayes factors that approach zero provide evidence for the probability of no significant difference.

Table 2. Bayes factors and their corresponding hypothesis interpretations

BF10 (score key)	Support for hypothesis
<0.01	Decisive evidence for H0
0.01–0.03	Very strong evidence for H0
0.03–0.10	Strong evidence for H0
0.10–0.33	Anecdotal evidence for H0
1	No evidence
1–3	Anecdotal evidence for H1
3–10	Substantial evidence for H1
10–30	Strong evidence for H1
30–100	Very strong evidence for H1
>100	Decisive evidence for H1

Note. H0 = null hypothesis; H1 = alternative hypothesis

FINDINGS

Changes in survey responses among CSI staff trained in FMI and W@W

Figure 1 provides the average scores on each measure at baseline and follow-up for CSI staff who completed both FMI and W@W training. Descriptive statistics show a change in scores over time in the expected direction on four of the seven measures. That is, staff reported more positive attitudes towards prisoners, an increase in motivation and ability to support offenders' rehabilitation, and a decrease in perceived stress associated with organisational job demands after FMI and W@W training compared to before. The remaining measures did not change in the expected direction; there were slight increases in their scores on the operational job demands measure and on job stress, while job satisfaction remained unchanged from baseline to follow-up.

Table 3 presents the results from the Bayesian paired samples t-tests conducted with CSI staff who completed both FMI and W@W training. The results indicated substantial evidence of a significant improvement over time in attitudes towards prisoners and ability to support offenders' rehabilitation. However, the Bayes factors for motivation to support offenders' rehabilitation and organisational job

demands indicated only anecdotal support of a significant improvement over time. On the other hand, the Bayes factors showed no evidence in support of meaningful change in operational job demands, job stress or job satisfaction.

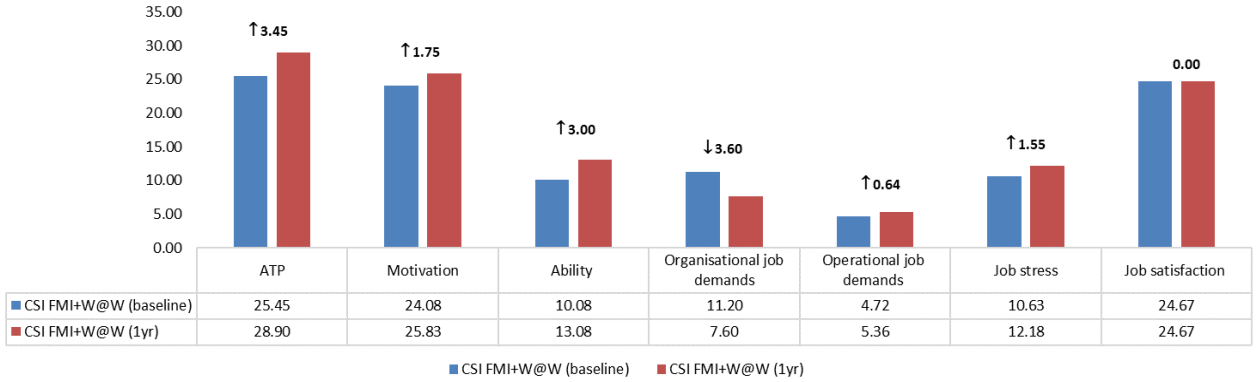

Figure 1. Change in average scores between baseline and follow-up on each measure among the FMI+W@W trained group of CSI staff

Table 3. Magnitude of change in outcome scores among the FMI+W@W trained group of CSI staff

Measure	BF10
Attitude towards prisoners (ATP)	7.215**
Motivation to support offenders' rehabilitation	1.982*
Ability to support offenders' rehabilitation	5.624**
Organisational job demands	1.696*
Operational job demands	0.558
Job stress	0.550
Job satisfaction	0.287

*Anecdotal evidence; **Substantial evidence

Changes in survey responses among CSI staff trained in FMI only

Figure 2 provides the average scores on each measure at baseline and follow-up for CSI staff who completed FMI training only. Descriptive statistics show a change in scores over time in the expected direction on three of the seven measures. Like their W@W-trained counterparts, these CSI staff reported more positive attitudes towards prisoners, increased ability to support offenders' rehabilitation and fewer organisational job demands. Similarly, they also reported increased scores on the operational job demands measure and on job stress. Unlike their W@W counterparts, these CSI staff also reported slightly lower motivation to support offenders' rehabilitation and lower job satisfaction over time.

Table 4 presents the results from the Bayesian paired samples t-tests. While changes in each of the measures were indicated through descriptive statistics, the Bayesian results did not produce evidence between the ranges of substantial and decisive to support significant change in any of the measures over time. However, anecdotal evidence of a significant difference in attitudes towards prisoners over time was identified for this group of CSI staff.

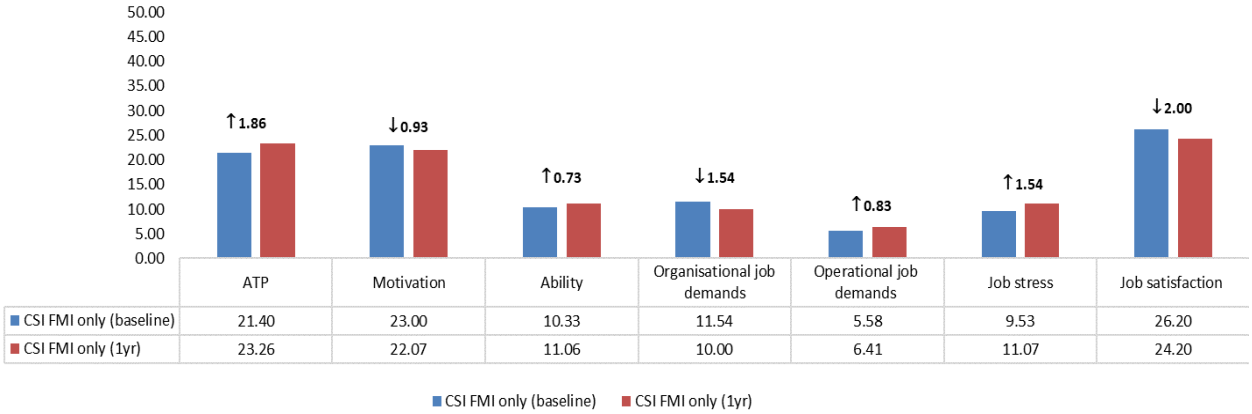

Figure 2. Change in average scores between baseline and follow-up on each measure among FMI only trained CSI staff

Table 4. Magnitude of change in outcome scores among FMI only trained CSI staff

Measure	BF10
Attitude towards prisoners (ATP)	1.073*
Motivation to support offenders' rehabilitation	0.270
Ability to support offenders' rehabilitation	0.357
Organisational job demands	0.459
Operational job demands	0.366
Job stress	0.376
Job satisfaction	0.509

*Anecdotal evidence

Can the change in scores between the two groups be attributed to W@W training?

Table 5 shows the results from the Bayesian two-way repeated measures ANOVAs. The Bayes factors indicated significant evidence in support of a main effect of time, after controlling for group. There was strong evidence of a significant improvement in staff attitudes towards prisoners and substantial evidence of a significant increase in perceived ability to support offenders' rehabilitation among all CSI staff over time.

There was also substantial evidence of a significant difference between groups on motivation to support offenders' rehabilitation, after controlling for time. This indicated that CSI staff who completed both FMI and W@W training had more motivation to support offenders' rehabilitation than CSI staff who had completed FMI training only, on average across the two rounds of surveys. There was also some evidence that staff who had completed both FMI and W@W training had more positive attitudes towards prisoners than staff who had completed FMI training only, on average across surveys. This evidence was anecdotal but approaching substantial, in accordance with Bayes hierarchy of evidence guidelines.

The Bayes factors could not confirm evidence between the ranges of substantial and decisive for an interaction effect between time and group on any of the measures. However, there was anecdotal evidence of an interaction effect between time and group on motivation to support offenders' rehabilitation. As observed from the descriptive statistics, CSI staff who completed both FMI and W@W training showed a larger average positive change in perceived motivation to support offenders' rehabilitation over time, relative to staff who completed FMI training only. There was also weak anecdotal evidence of an

interaction effect for ability to support offenders' rehabilitation, whereby staff in the FMI+W@W group reported increased ability over time whereas those in the FMI only group reported decreased scores on the measure.

Table 5. Bayesian interaction and main effects on each outcome measure for CSI staff trained in FMI+W@W compared to CSI staff trained in FMI only[1]

Measures	BF10		
	Time	Group	Time*Group
Attitude towards prisoners (ATP)	16.00**	2.91	0.50
Ability to support offenders' rehabilitation	4.02*	0.50	1.01
Motivation to support offenders' rehabilitation	0.31	3.10*	2.57
Organisational job demands	1.17	0.46	0.45
Operational job demands	0.56	0.59	0.16
Job stress	0.92	0.52	0.36
Job satisfaction	0.41	0.38	0.47

**Strong evidence; *Substantial evidence

CONCLUSIONS

This study aimed to examine whether completion of role-specific W@W training complementary to FMI training enhanced target outcomes relating to CSI staff perceptions of offender rehabilitation and experiences of their jobs. To achieve this, we examined change in responses on a range of survey measures before and after training for staff who completed both FMI and W@W, and compared these to staff who completed FMI only.

The pattern of results derived from this study provided some indications that W@W provided additional benefits for CSI staff when compared to FMI alone. For staff who completed both FMI and W@W training, there was substantial evidence of improvement in attitudes towards prisoners and perceived ability to help offenders rehabilitate over time, as well as anecdotal evidence for improved motivation for offenders' rehabilitation and declines in stress associated with organisational job demands. These changes tended to be of greater magnitude compared to those observed for staff in the FMI only group. Consistent with this, there was also anecdotal evidence for group x time interaction effects, characterised by greater improvement in perceived motivation and ability to support offenders' rehabilitation among staff in the FMI+W@W group than those in the FMI only group.

The available evidence permits some consideration of how W@W may serve to enhance FMI training among CSI overseers. One interpretation is that W@W provides additional content or contextualising information that further improves the aggregate effects of training, relative to FMI alone. Another explanation is that because W@W training typically occurs several weeks subsequent to FMI, it may serve to increase the likelihood that gains made during FMI are maintained over time or incorporated into later staff responses as a result of recency effects. Previous research has indicated that CSI staff show particularly pronounced short-term improvements in perceived ability to support offenders' rehabilitation relative to other staff groups, as well as high magnitude increases in motivation for rehabilitation and attitudes towards prisoners in the weeks immediately following FMI training (Howard et al., 2021), which suggests that an important function of W@W may be towards the retention of those gains over time.

[1] In the absence of at least substantial evidence, post-hoc pairwise comparisons were not conducted.

It is important to note, however, that statistical evidence for the critical group x time interaction effects was weak and inconclusive. The Bayesian literature advises that anecdotal evidence for the alternative hypothesis implies that the study is too under-powered to be able to provide conclusive evidence of a statistically significant difference (Brydges & Bielak, 2020; Quintana & Williams, 2018). The power of the analysis is directly tied to the sample size used, suggesting that despite Bayesian analysis being less affected by errors often associated with a small sample, the sample size in the current study was not sufficient to definitively identify a significant change in outcomes that could be attributed to W@W specifically. Consequently, it is not possible to conclude from the current study whether W@W had a causal impact on CSI overseers' perceptions and experiences as indicated in their survey responses.

The small sample size was the primary limitation of this study, which was in turn attributable to a low rate of staff response to the post-training follow up survey. Sample size is a critical parameter for all traditional or frequentist statistical analysis; this necessitated use of Bayesian statistical analyses, due to their ability to draw reliable conclusions with limited error from small sample sizes. However, even the sample limits for the use of Bayesian analysis were shown in this study through the identification of anecdotal evidence of significant differences even at the individual group levels. It is likely that the strength of evidence for results, and subsequently of the conclusions raised by this study, would be supported by a larger sample.

Overall, W@W training aims to provide an environment for CSI staff who previously completed FMI training to appropriately select and practice FMI skills in role-specific situations. Our study provided some indications for the potential benefits of this training for CSI staff, particularly in bolstering their attitudes towards prisoners and perceived ability and motivation to help them rehabilitate. However, when placed within the context of all FMI-trained CSI staff, this study could not confirm the extent of the value added by the W@W training. Future evaluations of role-specific or FMI refresher training are needed to provide additional support for the effects of such training on outcomes for both inmates and staff.

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