

# Staff Motivation in an Irish Context

A Case study of Motivation, Engagement, and  
Culture Change

# Current Status

- Economic downturn
- National Austerity Measures
- IPS National Body – funded by Central Government
- IPS efficiencies
- A1 Salary Budget

2009 = €254.7 M      2015 = €230.6 M

€24.1 M Reduction by way of salary reduction and diminution of employee numbers

- Organisational Change Programme

# Legislation, Regulation & Oversight

- Prison Act 2007
- Prison Rules 2007
- Prison Rules 1996 – Code of Discipline
- Department of Justice
- Inspector of Prisons
- C.P.T. [European Committee for Prevention of Torture & Inhumane or Degrading Treatment or Punishment]
- Ombudsman for Children
- I.P.R.T. – Irish Penal Reform Trust

# Prison Officer Profile

- Employment Contracts
- Future Demographic
- Future Millennials (1980 – 2000)  
Generation Y – associated motivational challenges
- Challenging (Motivation)

# Crisis as a Catalyst for Change

- Detention of Children in Prisons
- St Patricks Institution
- Negative Reports – Ombudsman & IOP

*“A combination of, inter alia, weak management, the culture in the prison, the inattention to human rights norms, prisoners on protection and the prevalence of drugs means that St. Patricks has not lived up to the mission statement of the Irish Prison Service.” Inspector of Prisons (2012)*

*“Many officers working in St. Patricks have not been adequately trained to deal with young people. Training to deal with the cohort of prisoners who are accommodated in St. Patricks requires more than that which is given to officers who have to deal with adult male prisoners in other prisons.” Inspector of Prisons (2012)*

- Closure Order / Decision
- Next Steps to address Deficiencies
- Legislative changes through statutory instruments
  - Section 17(3) of the Criminal Justice Administration Act, 1914
  - S.I. No. 51 of 2013 Prisons Act, 1972 (Section 3) ORDER, 2013
  - S.I. No. 138 of 2013 - Prisons Act 1972 (Section 2)
  - S.I. No. 512 of 2013 - Prisons Act 1933 (Section 2 [1])
  - Section 3 of the Prisons Act, 1970 (No. 11 of 1970) Detention of Offenders (Wheatfield) Regulations, 2012
  - Section 2(1) of the Prisons Act 1933 (No. 51 of 1933) Wheatfield Closure
  - Section 2, Prisons Act 1970 – Wheatfield designation as Place of Detention

# Technical vs. Adaptive Change

- Target Cultural Change amongst Prison Officers and Young Detainees
- Significant Financial and Time commitments
- New practices for selection and approach
- Address the Core Cultural issues to improve understanding and engagement
- Targeted staff Selection and Training
- Significant Industrial Relations Obstacles

# The Change Programme Challenges

- Staff Selection & Training
- Partner with Identified Experts  
(University of Ulster)
- Engage & Motivate staff in face of criticism
- Satisfy Minister of Real Improvements
- Show Tangible Improvements in Culture and Engagement



# The Application of Theory in Practice

- Overcoming Resistance
- De-bias Prison Officers – Public Commitment  
Kahenman, Slovic and Tversky (2008)
- The 4 Drivers of Motivation Nohria, Groysberg and Lee (2008)
  - **Creating our own Reality** - **The Drive to Defend** - **Shape Culture** and **Job Design**
- Smart Power Nye (2009)
  - **Coercion** - **Inducement** - **Attraction** - **Cooption**
- Creative Coalitions
  - *“collaboration that is conscious, planned, and focused on generating new ideas builds excitement and produces a creative conspiracy”* Thompson (2013)
    - **model used to establish a counter-culture to drive change**

# Multi-Faceted Approach

- No one tool / theory would be successful
- Tool Selection was key
- The A.B.C. Model Blanchard (2002)  
**Antecedent - Behaviour (Performance) - Consequence**
- Reaching and Changing Frontline Employees  
*“communicating facts not values, targeting supervisors (to carry message of effective change) and communicating face to face”* Larkin and Larkin (1996)
- Thinking Environments Kline (2009)

# Key Performance Indicators

- Reduced Prisoner Complaints
- Reduced Prisoner Disciplinary Transgression
- Increased Prison Officer and Prisoner engagements
- Improved & Positive audit or Oversight Reports

# Current Status

- Prisoner Complaints

- St Patricks Institution: 2011 – 2012 **62** [18 -20 age group]
- ✓ Wheatfield POD: 2013 – 2014 **15** [18 -20 age group]

- Prisoner Disciplinary reports

- St. Patrick's Inst. Average **13** Reports per prisoner 2011 – 2012  
Population average 204 (17 – 20)
- ✓ Wheatfield POD Average **4** reports per prisoner 2013 – 2014  
Population average 141 (17 -20)

# Current Status

- Staff and prisoners verbatim feedback

*“In St Patricks it was like talking to a wall” in Wheatfield “I’M on an enhanced landing so the officers here are better, they treat you better.” From Campbell & Chapman U.U. (2014)*

*“ The training provoked thought about their behaviour and its causes”*

*“It was clear that prison officers and other staff are committed to their own professional development. We see this as a commitment to provide a better service and to be seen as professionals” From Campbell & Chapman U.U. (2014)*

- Feedback from specialist training facilitator

*“The young men said they came into regular contact with between 10 – 15 officers every week.. The spontaneous response across the groups was to give officers an 8 out of 10 rating.”*

*“In Wheatfield they felt the physical environment was better and that, overall, officers in Wheatfield were more responsive and respectful” Campbell & Chapman U.U. (2014)*

# Current Status

- Latest Oversight Reports
- *“I am also pleased to note that the training of all relevant personnel has either been completed or is ongoing. The interaction between staff and the boys is clearly influenced by the training being provided.”* Inspector of Prisons. (April 2014)
- *“We found the trip to be very informative and a positive step forward for this cohort. The cultural changes are clear to be seen and it is obvious that you and your team have worked hard to bring that about.”* Ombudsman for Children. (April 2014)

# Questions / Discussion ?

