

Summaries

Justitiële verkenningen (Judicial explorations) is published eight times a year by the Research and Documentation Centre of the Dutch Ministry of Security and Justice in cooperation with Boom Lemma uitgevers. Each issue focuses on a central theme related to judicial policy. The section Summaries contains abstracts of the internationally most relevant articles of each issue. The central theme of this issue (no. 4, 2012) is *Professionals en protocollering*.

The supporting role for professionals in evidence-based crime prevention

B. Rovers

The role of professionals in evidence-based crime prevention is a topic of discussion. The dominant view in the criminal justice field is that professionals are to support and faithfully execute evidence-based treatment programs based on risk factors for future crime. In other disciplines we find alternative approaches to evidence-based practice (EBP) in which the professionals, and more specifically features of the working alliance between professional and client, are considered to be the treatment program. In general, these approaches focus on treatment motivation and behavioural change. 'Common factors' like faith in outcome, trust between professional and client, et cetera, are considered as specific treatment factors. Empirical evidence shows that this may be a more fruitful approach towards effective interventions. The article looks into the scientific background of both perspectives and explains the key differences. It is concluded that EBP in criminal justice can gain from a (research) perspective in which professionals play a more central role.

Sources of professional effectiveness; on responsibility and space of probation workers

A. Menger and A.G. Donker

In this article, the authors question the relation between professionalism in Dutch probation work and the tendency to create protocols for work processes that used to be under the rather autonomous control of the professionals themselves. Starting point is the professionalism model of De Jonge, placing professional space as key element of pro-

fessionalism under the restriction that there is an acknowledged societal position as well as an explicitly recognized knowledge base for the professional. A brief historical overview of the probation work itself and the way it has been organized over the decades is described, resulting in the identification of five decisive developments in the initial (but recently changing) perception among Dutch probation workers of gradually restricted professional space despite the growing body of knowledge.

The role of hope for group workers in a youth prison

M.J. Geenen

The relationship between group workers and their pupils in a youth prison influences treatment outcome. A positive relationship stimulates treatment motivation and readiness for change. The aim of this study was to review the role of hope in a correctional institutional setting for youth. Hope is defined as having a goal and a positive outcome expectation. Hope keeps group workers positive, motivated and inspired to overcome difficulties, and the hope of group workers stimulates pupils to openly reflect on the past, reconsider future possibilities, and become motivated to change their behaviour. There are obstacles, however, which hamper the hope of group workers and may instead trigger negative expectations, cynicism, and despair. Key elements for dealing with potential negative influences on a hopeful orientation are leadership and training. Also conscious reflection on one's acts, thoughts and feelings can help group workers to deal with resistance reactions and aggression, and to remain hopeful.

Police cops and the use of violence

M. Gieling and E.J. van der Torre

The ideologies of community policing are central to the work of the Dutch police. The aim is to combine a focus on relations with the community with law enforcement, including the use of physical force. The balance has shifted, however, in favour of social relations. This article reports on the findings of a recent study among executive police officers. It is shown that the physical demands of police work are neglected in the selection and education of policemen and -women. Furthermore, there is a need for improving the training of standard procedures and interventions with respect to the use of physical force. In addition, it is found that a majority of the respond-

ents feel that the use of force – in a correct way and in appropriate situations – is underappreciated by those in higher positions, while at the same time the issue of avoidance behaviour is not addressed.

Features of high reliability organizations

K.M. Sutcliffe

Academic and professional disciplines, such as organization and management theory, psychology, sociology and engineering, have, for years, grappled with the multidisciplinary issues of safety and accident prevention. This article examines a domain of research on system safety – the high reliability organization (HRO) paradigm. HROs operate in hazardous conditions, but have fewer than their fair share of adverse events. HROs, traditionally found in the domain of aviation and aircraft carriers, are committed to safety at the highest level and adept a special approach to its pursuit. The attributes and operating dynamics of the best HROs provide a template on which to better understand how safe and reliable performance can be achieved under trying conditions.

Highly reliable organizing in Dutch public prosecution

H. de Bruine, H. Fijn and P. de Beer

This article deals with possibilities for the Public Prosecutor's Office in the Netherlands to learn from high reliability organizations (HROs). The authors draw a picture on the basis of information, gathered between 2008 and 2010. While dealing with mistakes or faults much emphasis is often laid upon a professional attitude, written handbooks and discipline as essential conditions. The experience with HROs shows that at the same time mental processes are needed for fast detection and containment of developing problems. These mental processes, heaped together as 'collective mindfulness', refer to the picking up of weak signals and the resilient reacting upon incidents. The authors show to what extent the Public Prosecutor's Office makes use of these processes. The level of training and education and the 'hands on' mentality of the average Public Prosecutor build a firm foundation for reliability. Reflection and to what extent knowledge is shared seem liable for improvement. Adapting (elements of) the HRO philosophy may prove an effective way to foster the actual exchange and use of knowledge within the Public Prosecutor's Office and thus raise its reliability.