THE ROLE OF PAROLE OFFICER FOR CLIENTS IN PROBATION OFFICE IN A SYSTEMATIC LITERATURE REVIEW (SLR)

Yasmin Azzhara Jannata^{*a**}, Eko Rizqi Purwo Widodo^{*a*}

^{a)}Muhammadiyah Malang University, Malang, Indonesia

*)Corresponding Author: yasminazzharaj@gmail.com

Article history: received 13 June 2024; revised 21 June 2024; accepted 21 July 2024

DOI: https://doi.org/10.33751/jhss.v8i3.10092

Abstract. This study aims to classify topics and concepts related to the research on the role of Community Counselors on Clients in Correctional Centers. Through descriptive analysis using Vosviewer and Nvivo-12 plus software, 286 Scopus indexed articles published by major publishers such as Emerald, MDPI, Sage, ScienceDirect, Springer, Taylor, Francis, and others were obtained. This research shows 50 concepts and is categorized into 11 groups. The dominant themes in the articles are Probation, Prison Officers, Parole Officer, Social Work, Probation Officers, Community Correctional Practices, Parole System, Core Correctional Practices, Community Correction, Rehabilitation, Probation Conditions. It is expected to help future researchers to develop this study. This method uses PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses). The role of community supervisors and correctional centers in each article taken from the Scopus database has almost the same results from each country. There is no comparison and further research needs to use a comparative analysis approach involving the Scopus and Web of Sciences (WoS) databases and use later years' articles.

Keywords: the role of the parole officer; parolee; probation office

I. INTRODUCTION

Crime is a phenomenon that occurs in society and cannot be separated from everyday life. Crime is an act that is unethical, violates the law, or goes against the values and norms recognized by law. Crime has various forms such as theft, murder, physical violence and various things that violate the law. The form of criminal act is of course handled according to applicable law, based on the provisions contained in the Criminal Code (KUHP). After carrying out various trial processes, the prisoner will be placed in the Correctional Institution (LAPAS). Every prisoner certainly has potential that can be developed, so guidance is needed to be able to direct prisoners in a more positive direction. After prisoners are declared free or on parole, they will carry out guidance and coaching provided by the Correctional Center (BAPAS). The Correctional Center is a technical implementation unit (UPT) from the Ministry of Law and Human Rights which is technically under the Directorate General of Corrections which has the function of carrying out community guidance, assistance and supervision. According to [1] BAPAS is responsible for guiding clients through the correctional process, including coaching in prison, parole decisions, and community integration programs for clients returning to society.

The term for prisoners who have been released and are currently being supervised at the Correctional Center has changed to become Correctional Client. A Correctional Center client here is someone who has undergone a judicial process or legal process and has received a decision by a court that has permanent legal force. Based on this court decision, the Correctional Center has the authority to be responsible for providing guidance to correctional clients. The guidance provided to clients can be tailored to the client's problems and needs and can include a combination of various types of guidance to meet the client's needs. In Bares & Mowen's article[2] correctional clients are usually referred to as "returnees" because it refers to individuals who return from detention and integrate into society after detention. According to the article by Galleguillos [3] relationships with correctional clients are important because they can build trust and relationships, as well as more effective supervision. In the Correctional Center there are officers, namely community counselors who have technical expertise and skills in social work (Social Works) and other scientific disciplines, especially legal science, which are relevant to their work. In the article by Bares & Mowen [2] Community Counselors or what are called Parole Officers will provide support and supervision to parolees, helping them reintegrate into society and reducing the possibility of re-offending. Meanwhile, according to Marlina [1] the involvement of community counselors and BAPAS ensures a holistic approach to restorative justice with an emphasis on rehabilitation, community reintegration and conflict resolution through dialogue and consensus.

Research using Systematic Literature Review has been widely used, but there is still a lack of research on the role of social mentors. It is hoped that this research will be able to provide updates by using the results of the analysis to produce a concept for the study of the Role of Community Guidance based on the articles that have been reviewed.

II. RESEARCH METHOD

We conducted a systematic review of existing literature on the Role of Community Counselors in Correctional Services in Correctional Centers in the Review Systematic literature review (SLR) has become an important activity related to the literature because of the analysis and synthesis of articles that support it. In this research, content analysis was applied to study the evolution of publications and journals, their impact on the field, and the relationship between articles and their references. This study went through four stages. In Stage 1, the questions that will be discussed in the systematic literature review (SLR) are formulated. In stage 2, relevant articles were located and selected from the existing literature and according to evaluation criteria. In Stage 3, data is analyzed and synthesized using various methods appropriate to the research. In Stage 4, the results and significant consequences of the proposed conceptual framework are explained.

This research aims to examine various scientific articles that discuss the role of community counselors for correctional clients in correctional centers that have been published in reputable international journals. In addition, the review articles in this research are directed at conceptualizing the study of the Role of Community Guidance for Correctional Clients in Correctional Centers which is explained through the following research questions: (1) What are the relationships and grouping of themes in the Study of the Role of Community Guidance for Correctional Clients in Correctional Centers? Correctional Center? (2) What is the dominant theme in the study of the Role of Community Counselors for Correctional Clients in Correctional Centers? (3) The relationship between study topics: The Role of Community Counselors for Correctional Clients in Correctional Centers? (4) What type of mapping was used in the study of the Role of Community Counselors for Clients in Correctional Centers? (5) What concepts are used in the study of the Role of Community Counselors for Clients in **Correctional Centers?**

Article search goes through 4 (four) stages. First, article identification was carried out using publishing or publishing software, using the Scopus database. At this stage, the keywords "Probation office, Parole officer" are entered into the article search column in the publish or perish application, and the publication year is limited to 2019-2024. This search yielded the display of 286 articles relevant to the topic. The second stage is article verification. Here the articles are entered into an excel table, and verified based on relevance criteria, H-index of articles and field studies that emphasize the Role of Community Counselors for Correctional Clients. Of the 286 verified articles, they were selected based on the availability of full text article. Here, the full text is downloaded from the database of each journal that publishes it.

The mapping stages in this study were carried out through the following process; first, full text articles were imported into VOSviewer and NVivo 12 plus software. This process is carried out to obtain data groups, and to visualize the study theme network. Meanwhile, Nvivo 12 plus software was used to input study topics, relationships between study themes, and study mapping, based on the focus of each article analyzed. Second, articles are managed in Nvivo 12 plus software, by classifying them based on author name, year, journal and publisher. Next, this classification is carried out using the NVivo 12 plus database import feature

The data analysis and conceptualization stages are the literature review stages that produce data that can answer research questions. At this stage, data analysis focused on cluster analysis, dominant topics, the relationship between each theme, and mapping research themes to the Role of Community Guidance in Clients based on the 286 articles analyzed. Finally, this analysis is aimed at producing a concept of the role of community counselors for clients at the Correctional Center in a Systematic Literature Review which was formulated based on the articles reviewed.

This research uses the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method. There were 286 journals obtained via Scopus with the keywords Probation and Parole officer. Then it was filtered by a range of journal publication years from 2019 to 2024 to become 99 journals. Of the 99 journals, they were re-selected based on the criteria in the title and resulted in 76 journals. After that, the journals were selected again by matching abstracts that matched the criteria, totaling 65 journals, while those that did not match totaled 11 journals. We arrived at the final selection and determined 50 relevant journals.



Figure 1. Diagram Prisma

III. RESULTS AND DISCUSSION

Relationships and Grouping of Themes The Role of Community Guidance

This section outlines several visualizations and concepts from 286 specific articles related to this research topic. In addition, a review of the papers using VOSviewer revealed that there are 11 concept groups (see Table 1). Figure 2 shows the concept names derived from the cluster view. A list of the most important concepts for each cluster is then displayed using color coding. The goal is to identify as many frequently discussed topics as possible so that they can be utilized for future research. If you look at Figure 1, you can see that there are 11 (Eleven) colors and 11 (Eleven) clusters.



Figure 2. Theme relationships in the Role of Community Guidance

Identification in the form of mapping in Figure 1 is useful for researchers, especially those who are just starting research. If researchers find an interesting topic in the field, they can find it and use the research to read articles on the topic and use the help of these studies. In cluster 1, the related concept is Cognitive Programs; Community Supervision; Correctional Training Programs; Future of Probation; Probation; Supervision Outcomes; Treatment Services. The Probation theme can be found in the article by Esthappan [4] which examines changes in probation practices related to individual case planning, youth involvement, family and community involvement, racial, ethnic, and inclusion equity. The theme of probation can also be found in the article by Norman & Ricciardelli [5] The probation article discusses the operational and organizational pressures faced by PPOs (Probation and Parole Officers) in Ontario. This includes exposure to direct or indirect traumatic human events, administrative tasks and paperwork, lack of resources, interpersonal relationships, and tension. Meanwhile, the article by Oostermeijer [6] states that probation officers supervise people who have been placed on probation by order of the court, while parole officers supervise people who have been released on parole from correctional facilities. In cluster 2, Behavior Rating Scale; Latent Profile Analysis; Prison Behavior; Prison Misconduct; Prison Officers; Recidivism; Risk Assessment. a related concept is the concept related to Prison Officers, an example of which can be found in the article by Hausam [7] In general, in this article the role of prison officers or what can be called prison officers, in the systematic assessment of prisoner

behavior is considered to provide benefits for risk management, treatment planning. , and evaluation of prison treatment programs. Meanwhile, in the article Oostermeijer [6] explains that prison officers have an important role and are responsible for the supervision, care and control of individuals in detention settings such as prisons or detention centers.

For example, when researchers look for literature related to the concept of parole officers in cluster 3, the research that can be used as a reference is Bares & Mowen's [2] article examining parole officers as a social support mechanism during re-entry from prison. Existing research suggests that parole officers can be an important source of social support for returning individuals. Meanwhile, in the article Hughes & ten Bensel [8] explain that Parole officers play an important role in the reintegration process for older parolees, overcoming economic and management barriers and providing unique resources for health and housing. Other articles courtesy of Cnaan & Woida [9] The importance of probation officers in the reintegration process and the challenges they face in balancing law enforcement and support to reduce recidivism rates among former prisoners.

Table 1. Grouping of	Themes in the	he Role of O	Community
Guidance			

Cluster	Concept Name	Total
Cluster 1	Cognitive Programs; Community Supervision; Correctional Training Programs; Future of Probation; Probation; Supervision Outcomes; Treatment Services	7
Cluster 2	Behavior Rating Scale; Latent Profile Analysis; Prison Behavior; Prison Misconduct; Prison Officers; Recidivism; Risk Assesment	7
Cluster 3	Client/ Officer Relationship; Community Corrections; Parole Officer; Prison reentry; Remote Supervision; Social Support; Women	7
Cluster 4	Assessment; Children in Conflict with the Law; Criminal Justice; Health; Power; Social Work	6
Cluster 5	Caseload; Compliance; Probation Officers; Social Development; Social Inclusion	5
Cluster 6	Community Correctional Practices; Criminal Justice Staff; Mental Health; Parole Officers; Social Stigma	5
Cluster 7	Parole; Parole Officials; Parole System; Rehabilitating Offenders	4
Cluster 8	Core Correctional Practices; Staff Training Aimed to Reducing Recidivism; Training Programme	3
Cluster 9	Burnout; Community Correction; Literature Review	3
Cluster 10	Home Visits; Rehabilitation; Supervision	3
Cluster 11	Probation Conditions; Probation Officers	2

Dominant Theme

Word frequency query. find out which words appear most frequently in research survey data. Therefore, this analysis tool allows researchers to classify words with similar meanings into groups. Based on the results of data analysis of 286 articles, the dominant themes considered by previous researchers were the topics of Probation, Prison Officers, Parole Officers, Social Work, Probation Officers, Community Correctional Practices,



Praole System, Core Correctional Practices, Community Correction, Rehabilitation, Probation Conditions. Therefore, this can be interpreted as a research focus on this theme. This is explained in more detail (Figures 3 and 4), especially for words in bold.



Figure 3. Dominant Themes in the Role of Community Guidance

Answering this second research question, it is necessary to pay attention to words such as Probation, Prison Officers, Parole Officer, Social Work, Probation Officers, Community Correctional Practices, Parole System, Core Correctional Practices, Community Correction, Rehabilitation, Probation Conditions (Figure 4). Figure 3 is obtained from the Vos Viewer software and visualizes that there is a dominant theme in the 50 articles, namely probation. Likewise, in the Nvivo 12 plus software in Figure 4 the striking colors indicate that the theme of probation is often found in the articles that have been collected.



Figure 4. Dominant Themes in the Role of Community Guidance

Categorization of the Role of Community Guidance

Based on analysis with NVivo 12 plus sourced from 286 Scopus indexed articles, the Probation study covers 11 clusters and there are 11 main topics: Probation, Prison Officers, Parole Officer, Social Work, Probation Officers, Community Correctional Practices, Parole System, Core Correctional Practices, Community Correction, Rehabilitation, Probation Conditions (Figure 5) and (Table 2). Figure 5 shows that each box has a different size, the larger the size the more often the theme is present in existing articles.



Figure 5. Categorization of Community Guidance Roles

The Social Work research topic in cluster 4 discusses assessment; Children in Conflict with the Law; Criminal Justice; Health; Power; Social Work. The concept of Social Work can be found in the article by Smith [10] explaining that Social workers contribute to the development and implementation of gender-specific probation and parole requirements, recognizing the unique needs of female probation and parole participants. In another article written by Ruhland [11] states that probation officers view themselves as Social Workers who are rooted in Social Welfare and focus on care and rehabilitation. The social worker theme in other articles is also found in Gxubane's [12] article which explains that Probation officers have been recognized in the Social Work specialty. Social Workers or especially probation officers have an important role in alleviating poverty and unemployment for young people by carrying out entrepreneurship programs.

The Probation Officer Research Topic in cluster 5 discusses several themes, namely: Caseload; Compliance; Probation Officers; Social Development; Social Inclusion. The concept of Probation Officers found in the article by Viglione [13] states that probation officers have a positive attitude towards staff training aimed at reducing re-detention to improve the supervision process. In the article Esthappan [4] discuss that probation officers also have responsibilities or roles in the juvenile justice system and are involved in various juvenile justice decisions. According to Audick [14] probation officers play a very important role for clients in providing advice, support and guidance during clients' difficult times.

The Community Correctional Practices research topic in cluster 6 discusses 5 (five) themes, namely Community Correctional Practices; Criminal Justice Staff; Mental Health; Parole Officers; Social Stigma. This theme can be found in Galleguillos [3] article discussing Community Correctional Practices which highlights the implementation of remote technology to explore how officers carry out interactions with clients using evidence-based practices online. Meanwhile, in the article by Galouzis [15] community-based orders are increasingly common in contemporary correctional practice and will experience a shift from "Mass Detention" to "Mass Supervision". The Parole System Research Topic in cluster 7 discusses the theme, namely Parole; Parole Officials; Parole System; Rehabilitating Offenders. This theme can be found in Letlape & Dube's [16] article discussing the parole system

OPENOACCESS

which aims to rehabilitate offenders and overcome recidivism by reintegrating clients into society. In the article Zarkasi [17] explain that the parole system is closely related to community research conducted by probation and parole officers, involving the systematic collection and analysis of data related to prisoner services and client guidance.

Table 2. Summary of Word Frequency Queries from the Role	
of Community Guidance	

Word	Length	Count	Weighted Percentage (%)
Probation	9	7068	001
Supervision	11	4219	001
Officers	8	4201	001
Justice	7	3266	000
Community	9	2819	000
Officer	7	2602	000
Criminal	8	2376	000
Offenders	9	1857	000
Recidivism	10	1612	000
Correctional	12	1541	000
Support	7	1394	000
Offender	8	1390	000
Training	8	1386	000
Behavior	8	1301	000
Treatment	9	1293	000
Corrections	11	1180	000
Assessment	10	1070	000
Practices	9	1028	000
Probationers	12	974	000
Analysis	8	952	000
Caseload	8	929	000
Individual	10	927	000
Clients	7	926	000
Reported	8	904	000
Evidence	8	865	000
Related	7	856	000
Results	7	842	000
Relationship	12	834	000
Rehabilitation	14	819	000
Individuals	11	818	000
Services	8	803	000
Federal	7	662	000
Criminology	11	623	000
Violence	8	619	000

Relationship Between Topics The Role of Community Guidance

The results of a review of 286 articles using Nvivo 12 plus show that there is a strong relationship between the topics of Probation, Prison Officers, Parole Officers, Social Work, Probation Officers, Community Correctional Practices, Parole System, Core Correctional Practices, Community Correction, Rehabilitation, Probation Conditions.

Table 3. Relationship between the Role of Community Guidance

Code A	Code B	Pearson Correlation Coefficient
Role Probation Officer	Probation	0,99851
Role Probation Officer	Prison Officers	0,99822
Role Probation Officer	Parole Officer	0,99100
Role Probation Officer	Social Work	0,99032
Role Probation Officer	Probation Officers	0,98686

Role Probation Officer	Community Correctional	0,97868
	Practices	
Role Probation Officer	Parole System	0,97447
Role Probation Officer	Core Correctional Practices	0,96868
Role Probation Officer	Community Correction	0,96253
Role Probation Officer	Rehabilitation	0,95944
Role Probation Officer	Probation Conditions	0,95634

Even though this relationship has different correlation coefficient values (Pearson Correlation Coefficient), Probation and the eleven study topics confirm that this study is a study that cannot be separated from the topics of Probation, Prison Officers, Parole Officers, Social Work, Probation Officers, Community Correctional Practices, Parole System, Core Correctional Practices, Community Correction, Rehabilitation, Probation Conditions (Figure 6).

Items clustered by word similarity



Figure 6. Topic relationships: The Role of Community Guidance

This Core Correctional Practices topic discusses 3 (three) themes, namely Core Correctional Practices; Staff Training Aimed at Reducing Recidivism; Training Programme. This theme can be found in Viglione & Labrecque's [18] article Core Correctional Practices emphasizing the importance of implementing evidence-based practices to improve outcomes in community corrections settings. In an article by Lawrence & Yelderman [19] they discuss that core correctional practices are guidelines for correctional officers and treatment providers to build positive relationships with clients. In the problem in the article by Boulger [20] about substance use disorders in America, Core Correctional Practices have the goal of improving outcomes for individuals on probation to prevent overdoses and support recovery.

This Community Correction topic discusses 3 (three) themes, namely Burnout; Community Corrections; Literature Review. This theme can be found in the article. Examples of articles such as Page & Robertson [21] Community corrections officers (CCOs) experience work-related difficulties (WRD)

due to their exposure to emotionally charged material, such as police reports and victim statements, which contain details of traumatic crimes and violence committed by or against their clients. In another article by Viglione [22] the focus is more on training community corrections staff to reduce re-arrest and increase supervision processes in the community. This article by Zettler & Medina [23] discusses the use of contact with probation officers as a key element of supervision in correctional institutions and highlights the impact of missed contact on re-arrest during probation. This Rehabilitation topic discusses 3 (three) themes, namely Home Visits; Rehabilitation; Supervision. There are examples of articles such as Fernando [24] which mentions probation in France hoping for active efforts for rehabilitation to apply for release. Another article by Letlape & Dube [16] explains that the article focuses on the rehabilitation of offenders in the parole system in British community corrections in South Africa and the challenges faced by parole such as drug addiction, lack of appropriate rehabilitation centers and social stigma. In the article Hughes & ten Bensel [8] Probation officers play an important role in the rehabilitation process of elderly offenders after incarceration, with an emphasis on transition and supervision of the rehabilitation process. This Probation Conditions topic discusses 2 (Two) themes, namely Probation Conditions; Probation Officers. The concept of Probation Conditions can be found in Ruhland's article [11] which states that probation conditions include compliance with various requirements for successful completion of the probation period, such as supervision and achievement of goals.

Mapping the Study Themes on the Role of Community Guidance

The results of the review of 286 articles using the matrix framework feature and NVivo 12 plus, the project map feature show that in general studies on the role of parole officer theme are interconnected for 12 main topics. Figure 7 below shows that the Probation Officer research theme has very broad, complex and interrelated dimensions. Figure 7 is the Probation Officer Model which was formulated based on the connectedness of the Probation Officer study field, consisting of input, process and output.



Figure 7. Role Model of Community Guidance

IV. CONCLUSIONS

In discussing the Role of Community Counselors for Clients in Correctional Centers (BAPAS), it covers 11 Clusters, namely Probation, Prison Officers, Parole Officers, Social Work, Probation Officers, Community Correctional Practices, Parole System, Core Correctional Practices, Community Correction, Rehabilitation, Probation Conditions. There are 52 concepts from 286 articles obtained through databases such as Scopus. Vosviewer also shows that each Probation cluster has 7 concepts, Prison Officers has 7 concepts, Parole Officer has 7 concepts, Social Work has 6 concepts, Probation Officers has 5 concepts, Community Correctional Practices has 5 concepts, Parole System has 4 concepts, Core Correctional Practices has concepts, Community Correction has 3 concepts, 3 Rehabilitation has 3 concepts, Probation Conditions has 2 concepts. The role of community counselors from various journals and countries has the same thing, namely having responsibility in terms of mentoring, coaching, supervision, providing social support and motivation to clients to return to society and empowering clients to avoid repetition. BAPAS also has a very big role as a forum for clients to develop themselves according to the client's needs and skills and return to society and become productive and independent people. This conclusion shows how important the role of Community Supervisors is in the process of rehabilitation and reintegration of clients into society, and the importance of broader and deeper research to optimize the function and effectiveness of such guidance. The limitation of this research is that the articles reviewed only come from the Scopus database. the SLR method is effective in identifying, categorizing and thoroughly analyzing the role of Community Mentors, and provides recommendations for future research development. Therefore, comparative data does not yet exist and future research should use a comparative analysis approach including the Scopus and Web of Sciences (WoS) databases.

REFERENCES

- [1] Marlina, M. Mulyadi, and Nurmalawaty, "The rule of law and the role of correctional centres (BAPAS) in creating restorative justice," *Int. J. Innov. Creat. Chang.*, vol. 11, no. 6, pp. 415–424, 2020.
- K. J. Bares and T. J. Mowen, "Examining the Parole Officer as a Mechanism of Social Support During Reentry From Prison," *Crime Delinq.*, vol. 66, no. 6–7, pp. 1023–1051, 2019, doi: 10.1177/0011128719881599.
- [3] S. Galleguillos, C. Schwalbe, and D. Koetzle, "Building accountability and client-officer relationships through videoconferencing: Exploring best practices for community corrections," *Eur. J. Probat.*, vol. 15, no. 2, pp. 97–119, 2023, doi: 10.1177/20662203231165372.
- [4] S. Esthappan, J. Lacoe, J. M. Zweig, and D. W. Young, "Transforming Practice Through Culture Change: Probation Staff Perspectives on Juvenile Justice

Reform," *Youth Violence Juv. Justice*, vol. 18, no. 3, pp. [16] 274–293, 2020, doi: 10.1177/1541204020901761.

- [5] M. Norman and R. Ricciardelli, "Operational and organisational stressors in community correctional work: Insights from probation and parole officers in Ontario, Canada," *Probat. J.*, vol. 69, no. 1, pp. 86–106, [17] 2022, doi: 10.1177/0264550520984253.
- [6] S. Oostermeijer, A. J. Morgan, A. M. Ross, T. Grimmond, and N. J. Reavley, "Stigmatising attitudes of probation, parole and custodial officers towards people with mental health issues: A systematic literature review and meta-analysis," *Leg. Criminol. Psychol.*, vol. 28, no. 1, pp. 165–199, 2022, doi: 10.1111/lcrp.12227.
- J. Hausam, R. J. B. Lehmann, and K. P. Dahle, "A Person-Centered Approach to Prison Behavior Based on Officers' Observations: Relations to Risk, Prison Misconduct, and Recidivism," *Front. Psychiatry*, vol. 11, no. 1, pp. 1–26, 2020, doi: 10.3389/fpsyt.2020.00241.
- [8] M. H. Hughes and T. ten Bensel, "Stuck in their Ways': Examining Parole Officers' Perceptions on Guiding Older Offenders through the Reentry Process," Am. J. Crim. Justice, vol. 47, no. 2, pp. 287–305, 2022, doi: 10.1007/s12103-021-09613-0.
- [9] R. A. Cnaan and K. Woida, "Power, anxiety, and relationships between returning citizens and parole officers," *J. Soc. Work*, vol. 20, no. 5, pp. 576–598, 2020, doi: 10.1177/1468017319852692.
- [10] M. Smith, N. R. Gartner, and B. N. Cooley, "Officer Supervision Styles and Female Probationer/Parolee Recidivism," *Correct. Policy, Pract. Res.*, vol. 8, no. 3, pp. 119–145, 2020, doi: 10.1080/23774657.2020.1833793.
- E. L. Ruhland, "Social worker, law enforcer, and now bill collector: Probation officers' collection of supervision fees," *J. Offender Rehabil.*, vol. 59, no. 1, pp. 44–63, 2020, doi: 10.1080/10509674.2019.1671571.
- [12] T. Gxubane, "The role of probation officers in enhancing innovative and sustaiable youth entrepreneurship programmes," *Youth Voice J.*, vol. 9, no. February, 2019.
- J. Viglione, L. M. Alward, and D. C. L. Sheppard, "Staff Training Aimed at Reducing Rearrest: Probation officer attitudes and experiences," *Eur. J. Probat.*, vol. 12, no. 3, pp. 238–264, 2020, doi: 10.1177/2066220320976101.
- [14] J. Audick, "Supervision of probation during the crisis' An investigation by the Bewährungs-und Gerichtshilfe Baden-Württemberg," 2020, [Online]. Available: www.bgbw.landbw.en
- [15] J. J. Galouzis, D. Meyer, and A. Day, "Associations Between Parole Outcomes and Characteristics of People Under Supervision, Supervising Officer, and Supervising Office," *Crim. Justice Behav.*, vol. 47, no. 10, pp. 1228–1243, 2020, doi: 10.1177/0093854820946418.

- 6] O. W. Letlape and M. Dube, "The Parole Officials' Views Concerning the Parole System in Rehabilitating Offenders: Experiences from Brits Community Correction Centre in South Africa," *Soc. Sci.*, vol. 12, no. 7, 2023, doi: 10.3390/socsci12070410.
- 17] M. F. Zarkasi, N. Azisa, and Haeranah, "Implications of Renewal System of Criminal Justice Based on the Principles of Restorative Justice on The Role of Probation and Parole Officer," *Khazanah Huk.*, vol. 4, no. 1, pp. 29–44, 2022, doi: 10.15575/kh.v4i1.17354.
- [18] J. Viglione and R. M. Labrecque, "Core Correctional Practices in Community Supervision: An Evaluation of a Policy Mandate to Increase Probation Officer Use of Skills," *Int. J. Offender Ther. Comp. Criminol.*, vol. 65, no. 8, pp. 858–881, 2021, doi: 10.1177/0306624X20981045.
- [19] T. I. Lawrence and L. A. Yelderman, "Attitudes toward substance use among females on parole: the effects of relationship quality between parole/probation officers and female offenders," *Psychol. Crime Law*, no. December, pp. 1–21, 2022, doi: 10.1080/1068316X.2022.2155649.
- [20] J. K. Boulger, K. Hinami, T. Lyons, and J. Nowinski Konchak, "Prevalence and risk factors for opioid related mortality among probation clients in an American city," J. Subst. Abuse Treat., vol. 137, 2022, doi: 10.1016/j.jsat.2021.108712.
- J. Page and N. Robertson, "Extent and predictors of work-related distress in community correction officers: a systematic review," *Psychiatry*, *Psychol. Law*, vol. 29, no. 2, pp. 155–182, 2021, doi: 10.1080/13218719.2021.1894259.
- [22] J. Viglione, L. M. Alward, and R. M. Labrecque, "Probation Officer Attitudes Towards Staff Training Aimed at Reducing Rearrest," *Fed. Probat.*, vol. 85, no. 2, pp. 37–44, 2021.
- [23] H. R. Zettler and J. C. Medina, "Missed Officer– Probationer Contacts and Its Influence on Rearrest," *Crim. Justice Policy Rev.*, vol. 31, no. 3, pp. 374–394, 2019, doi: 10.1177/0887403419828092.
- [24] R. Fernando, "Desistance from crime and probation supervision: Comparing experiences of English and French probationers," *Probat. J.*, vol. 68, no. 2, pp. 224–242, 2021, doi: 10.1177/02645505211012062.
- [25] S. Nikartas, J. Paliauka, and A. Tereškinas, "Policininkas ar socialinis darbuotojas? Probacijos pareigūnų profesinių vaidmenų tyrimas," *Filos. Sociol.*, no. 2, pp. 126–132, 2021, [Online]. Available: https://talpykla.elaba.lt/elabafedora/objects/elaba:102552862/datastreams/MAIN/c ontent
- [26] A. J. Breno, A. Bhati, T. VanDeinse, A. Murphy, G. S. Cuddeback, and F. S. Taxman, "Effective Probation Strategies to Respond to Signals of Poor Progress on Community Supervision," *Crim. Justice Behav.*, vol. 50, no. 8, pp. 1140–1162, 2023, doi: 10.1177/00938548231165278.
- [27] Ł. Wirkus, A. Babicka-Wirkus, R. Opora, and K.

Stasiak, "Burnout among probation officers in Poland and the role of preferred styles of coping with stress," *Int. J. Environ. Res. Public Health*, vol. 18, no. 1, pp. 1–18, 2021, doi: 10.3390/ijerph18010355.

- [28] A. Sturm, V. de Vogel, and M. J. H. Huibers, "Two sides of the working alliance: A qualitative study from the perspective of both probationers and probation officers," *Eur. J. Probat.*, vol. 14, no. 1, pp. 40–59, 2022, doi: 10.1177/20662203211056486.
- [29] D. Jauk-Ajamie and A. Blackwood, ""I Grow Every Day, like Plants." An Evaluation of a Gardening Program for Women in a Residential Community Corrections Setting," *Women Crim. Justice*, vol. 34, no. 1, pp. 64–87, 2024, doi: 10.1080/08974454.2022.2053031.
- [30] K. Hail-Jares, "Weighing Words: The Impact of Nonvictim Correspondence on Parole Board Decisions," *Justice Q.*, vol. 38, no. 4, pp. 678–700, 2019, doi: 10.1080/07418825.2019.1639790.
- [31] C. O. Ugwuoke, O. J. Eze, A. S. Ojonugwa, A. B. Mohammed, A. Linus, and A. Aroh, "Armed Robbery Attacks and Everyday Life in Nigeria," *Int. J. Crim. Justice Sci.*, vol. 15, no. 1, pp. 127–141, 2020, doi: 10.5281/zenodo.3824382.
- [32] B. L. Baber *et al.*, "December 2021 Federal Probation," no. December, 2021.
- [33] E. B. Gil, "El papel de los Delegados de Ejecución en la ejecución penal en la comunidad¿ gestores o agentes de rehabilitación?," *InDret*, no. March, 2019.
- [34] J. Viglione, L. M. Alward, and R. M. Labrecque, "Probation Officer Attitudes Towards Staff Training Aimed at Reducing Rearrest," *Fed. Probat.*, vol. 85, no. 2, pp. 37–44, 2021.
- [35] C. Westaby, J. Phillips, S. Ainslie, and A. Fowler, "Pushed from above and pushed from below": Emotional labour and dual identities amongst senior probation officers in England and Wales," *Eur. J. Probat.*, vol. 15, no. 1, pp. 40–59, 2023, doi: 10.1177/20662203221144119.
- [36] A. K. Waters *et al.*, "Identifying Multilevel Community Supervision Challenges to Inform Diversion Approaches for People With Mental Illnesses," *J. Contemp. Crim. Justice*, vol. 39, no. 4, pp. 513–536, 2023, doi: 10.1177/10439862231189418.
- [37] B. Terpstra and P. Mulvey, "Specialty Probation Officers as Street-Level Bureaucrats: Exploring How Discretion Is Perceived and Employed on a Mental Health Caseload," *Int. J. Offender Ther. Comp. Criminol.*, vol. 66, no. 6–7, pp. 670–693, 2022, doi: 10.1177/0306624X21990783.
- [38] D. Hummer and J. Byrne, "Higher Education and the Recruitment, Training, and Retention of Community Corrections Personnel in the Coming Era of Criminal Justice Reform," *Fed. Probat.*, vol. 85, no. 2, pp. 3–9, 2021.
- [39] T. Meredith, S. R. Hawk, S. Johnson, J. P. Prevost, andG. Braucht, "What Happens in Home Visits? Examining a Key Parole Activity," *Crim. Justice*

Behav., vol. 47, no. 5, pp. 601–623, 2020, doi: 10.1177/0093854820910173.

- J. J. Galouzis, D. Meyer, and A. Day, "Associations Between Parole Outcomes and Characteristics of People Under Supervision, Supervising Officer, and Supervising Office," *Crim. Justice Behav.*, vol. 47, no. 10, pp. 1228–1243, 2020, doi: 10.1177/0093854820946418.
- [41] A. K. Matz and N. Lowe, "An Exploration of Correctional Counselor Workloads in a Midwestern State," *Prison J.*, vol. 100, no. 6, pp. 769–786, 2020, doi: 10.1177/0032885520968247.
- [42] G. Mathlin, M. Freestone, and H. Jones, Factors associated with successful reintegration for male offenders: a systematic narrative review with implicit causal model, no. 0123456789. Springer Netherlands, 2022. doi: 10.1007/s11292-022-09547-5.
- [43] A. Wilson, B. K. Applegate, and R. M. Bolin, "Evidence-Based Practices in Community Corrections: Officers' Perceptions of Professional Relevance and Personal Competence," *Am. J. Crim. Justice*, vol. 47, no. 1, pp. 117–139, 2020, doi: 10.1007/s12103-020-09581-x.
- [44] M. Sibisi and A. Warria, "Challenges experienced by probation officers working with children in conflict with the law in the Johannesburg Metro Region (South Africa)," *Child. Youth Serv. Rev.*, vol. 113, no. March, p. 104949, 2020, doi: 10.1016/j.childyouth.2020.104949.
- [45] K. D. Martin and H. R. Zettler, "An Examination of Probation Officer Tasks by Officer-Caseload Type," *Crim. Justice Policy Rev.*, vol. 32, no. 7, pp. 693–717, 2021, doi: 10.1177/0887403420980823.
- [46] I. S. Hamilton and D. A. S. Pearson, "A systematic review examining the use of media as an offencerelated behaviour in recidivism of offenders," *Aggress. Violent Behav.*, vol. 56, no. February, pp. 1–7, 2021, doi: 10.1016/j.avb.2020.101517.
- [47] A. Matczak, "The penal narratives of community sentence and the role of probation: The case of the Wrocław model of community service," *Eur. J. Probat.*, vol. 13, no. 1, pp. 72–88, 2020, doi: 10.1177/2066220320976105.
- [48] E. B. Gil, "Blay2019Supervisinpenalenlacomunidad," no. December 2019, 2020.
- [49] E. M. Norman, D. L. L. Polaschek, and N. J. Starkey, "Executive function in individuals who are compliant and non-compliant with the conditions of a community-based sentence," *Psychiatry, Psychol. Law*, vol. 30, no. 2, pp. 161–176, 2023, doi: 10.1080/13218719.2021.2003268.
- [50] C. Brooker, C. Sirdifield, and R. Marples, "Mental health and probation: A systematic review of the literature," *Forensic Sci. Int. Mind Law*, vol. 1, no. November 2019, p. 100003, 2020, doi: 10.1016/j.fsiml.2019.100003.