Evidence-Based Practices of Community Supervision:

Part 1, A Focus on Current Issues and Trends in Probation

This training session was developed by the American Probation and Parole Association, in partnership with the National Reentry Resource Center, and is made possible through funding by the Bureau of Justice Assistance, U.S. Department of Justice.

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A project of the CSG Justice Center

www.nationalreentryresourcecenter.org

- The resource center is continually updating its website with materials relevant to the reentry field.
- Sign up for the monthly NRRC newsletter to receive news about upcoming distance learning and funding opportunities.

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Speakers

Deena Corso, MS, LPC

Clinical Supervisor,

Multnomah County (OR) Department of Community Justice

Nathan Lowe, MS

Research Associate,

American Probation and Parole Association

Geraldine Nagy, PhD

Director,

Travis County (TX) Department of Community Supervision and Corrections Department

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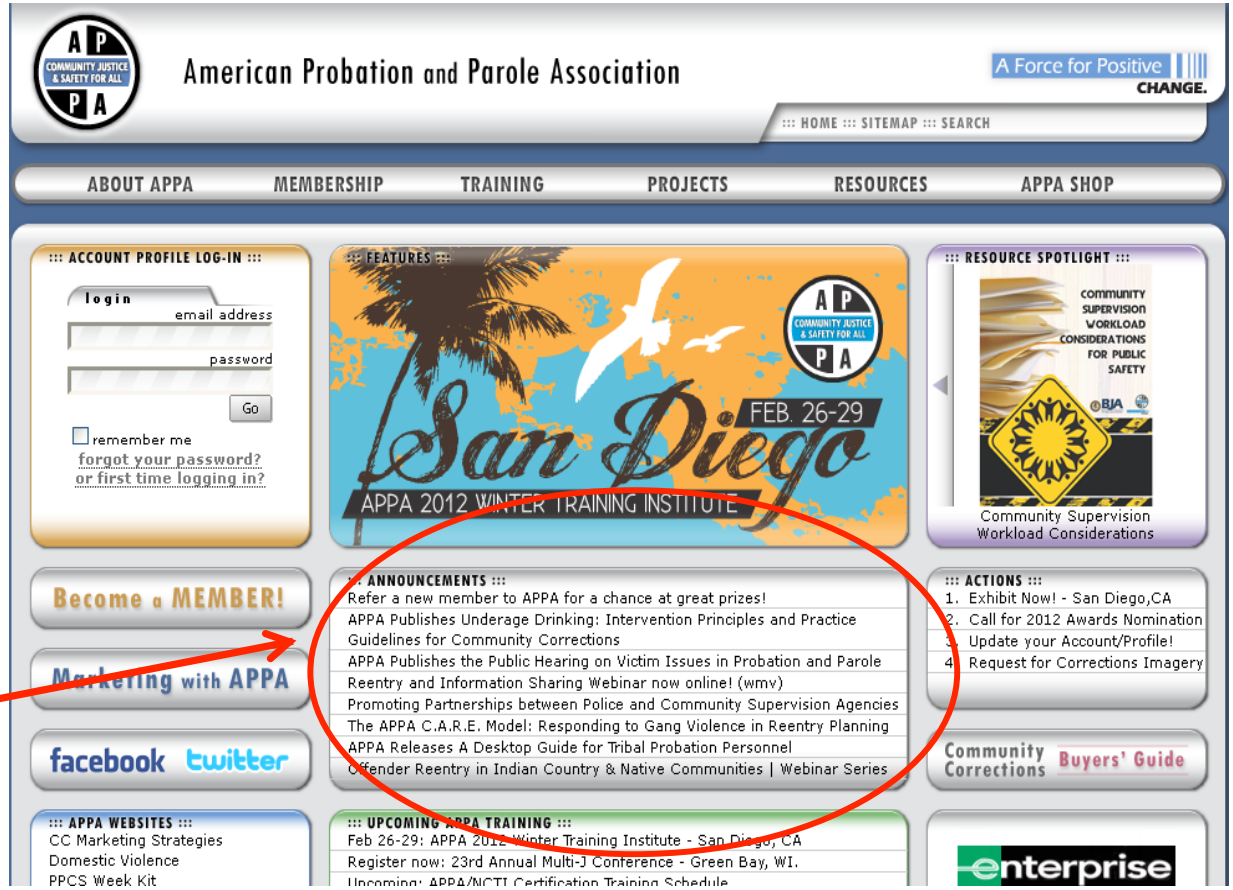
American Probation and Parole Association

www.appa-net.org

- Information about our specialized training, current projects, and next institute can be found on the website.
- APPA is currently conducting a membership drive called "Just 1."



Learning Objectives

The **goal** of this webinar is to educate community corrections professionals in both adult and juvenile sectors on the current trends of evidence-based practices (EBPs) of probation supervision.

By the conclusion of this webinar, participants will be able to:

- Understand the core elements of EBPs and probation supervision.
- Discuss the pros and cons of EBPs implementation.
- Recognize leadership qualities that are conducive to using a successful evidence-based approach.
- Identify at least two practices that they could implement to enhance probation supervision.

What are EBPs?

The objective, balanced, and responsible use of current research and the best available data to guide policy and practice decisions, such that outcomes for consumers are improved.

- Offenders
- Victims and Survivors
- Communities

fair, just, proportionate, and effective sanctioning goals

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Crime and Justice Institute at Community Resources for Justice (2009). *Implementing Evidence-Based Policy and Practice in Community Corrections*, 2nd ed. Washington, DC: National Institute of Corrections.

So, what's the point of EBPs?

- Reduces recidivism
- Upholds public safety
- Reduces costs
- Enhances collaboration

ESTABLISHES A CORE QUALITY ASSURANCE AND EVALUATION PROCESS

Principles of Effective Intervention

1. Assess Actuarial Risk/Needs
2. Enhance Intrinsic Motivation
3. Target Interventions
   - *Risk Principle*
   - *Need Principle*
   - *Responsivity Principle*
   - *Dosage*
   - *Treatment Principle*

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Principles of Effective Intervention

4. Skill Train w/ Directed Practice
5. Increase Positive Reinforcement
6. Engage Ongoing Support in Natural Communities
7. Measure Relevant Processes/Practices
8. Provide Measurement Feedback

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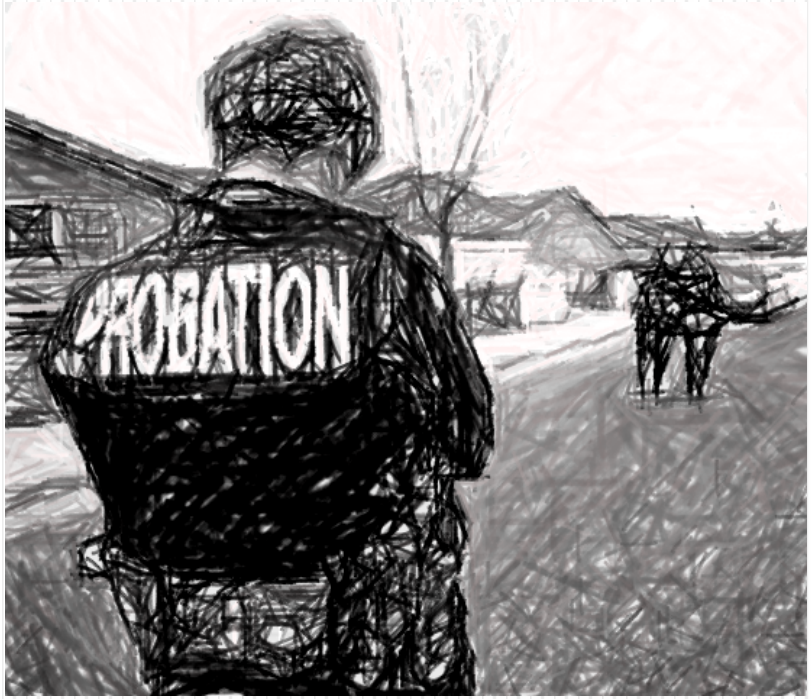
EBPs of Adult Probation

1. EBPs agency currently employs
2. Impact on outcomes?
3. Major challenges?
4. Essential elements for successful implementation?
5. Leadership styles/characteristics



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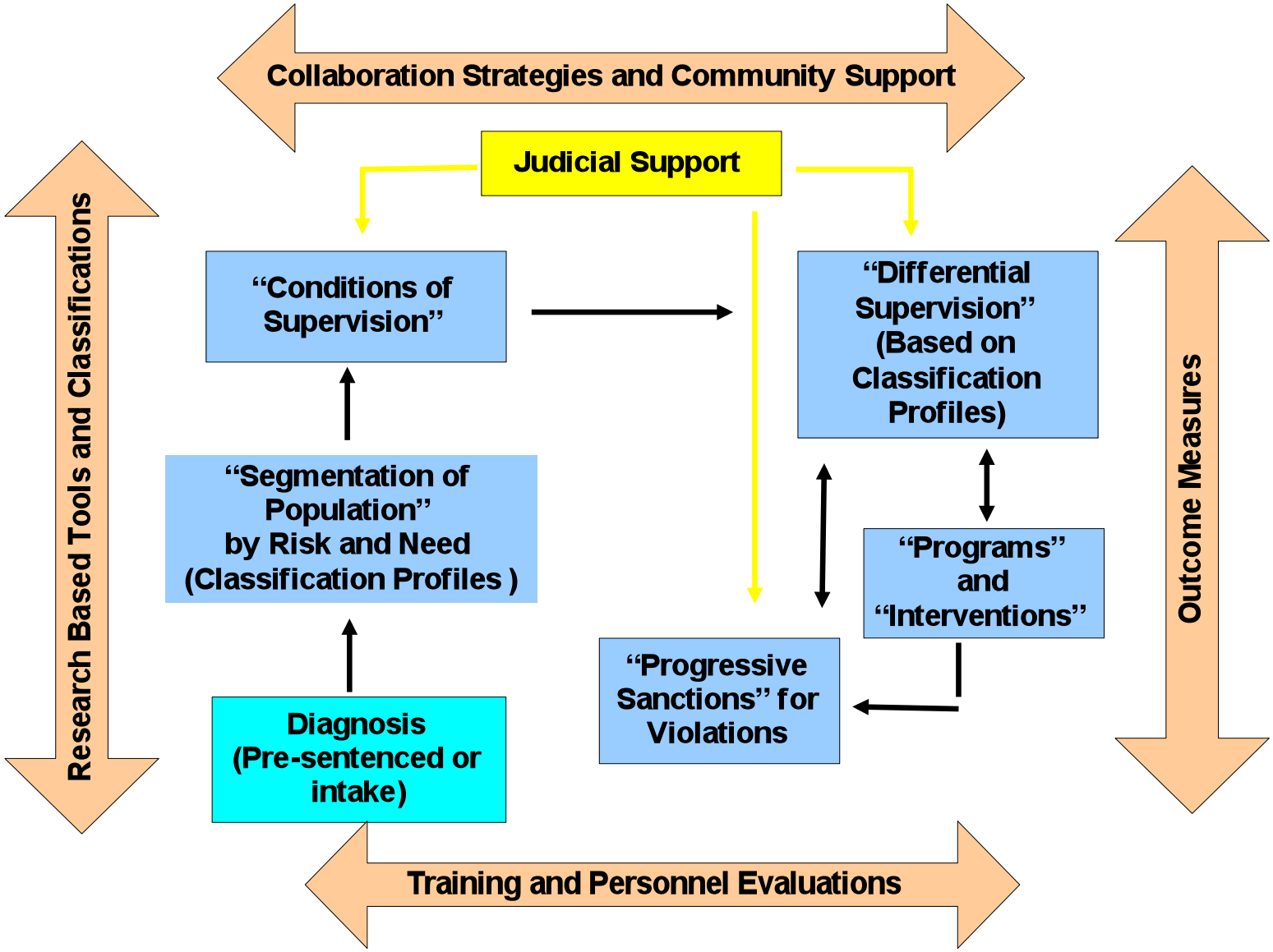
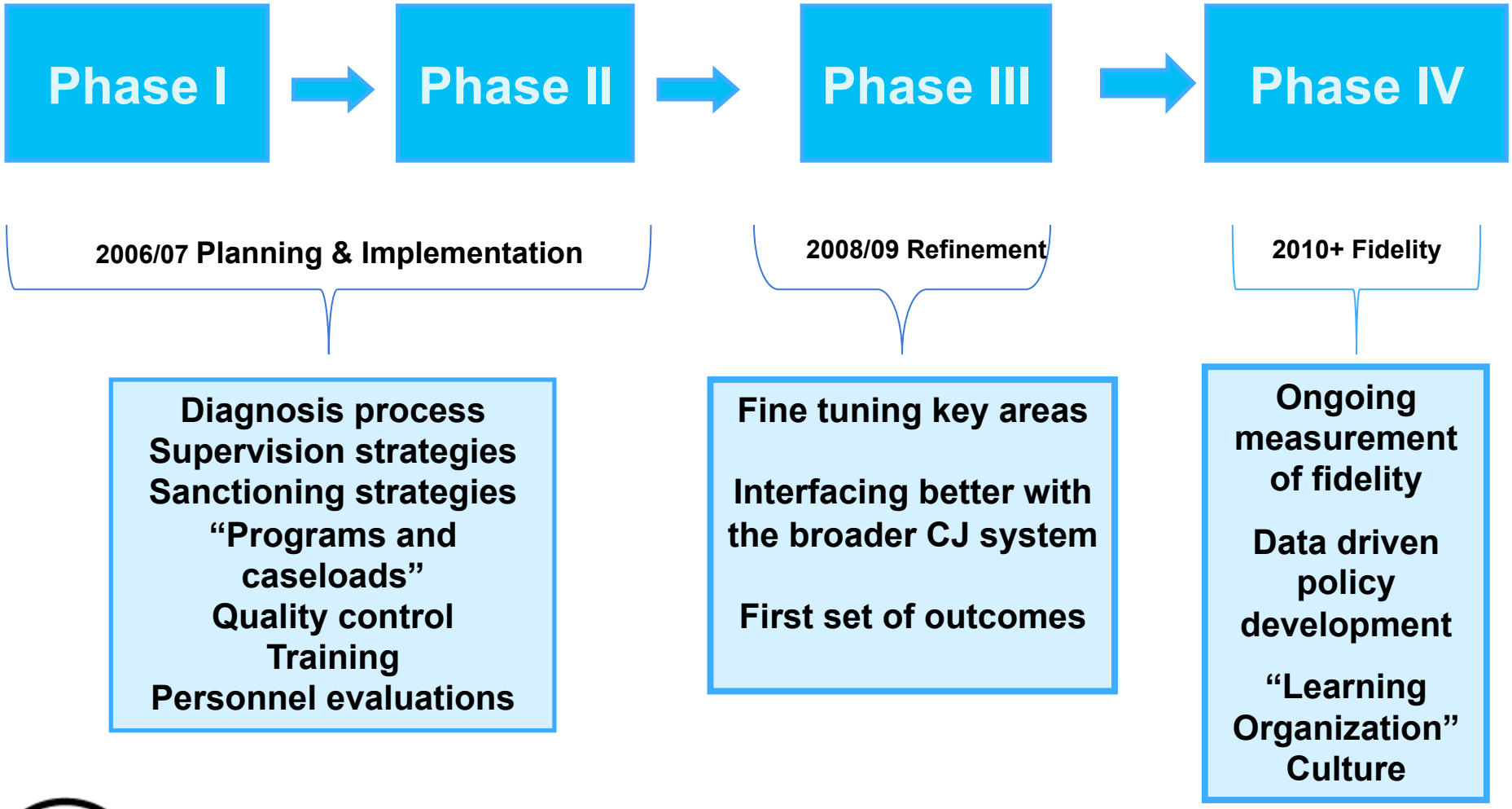
EBP in a Nutshell



Travis County EBP Phases



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Example 1: New Diagnostic Report

Before April 2, 2007	Implemented April 2, 2007
PSI A "biography" collected using inconsistent interview protocols, with the "story telling" effected by different writing styles and utilizing no proven diagnosis tools to assess offenders	**Diagnosis Report** Identifying the offender along risk and behavioral characteristics related to supervision success using proven assessment tools and with short narratives generated from assessment instruments

Based on the SCS protocol, the following shaded areas in the Potential Concern and Salient Problem categories indicate criminogenic risk factors placing this individual at greater risk of recidivating.

Domains	Not An Issue (NI)	Potential Concern (PC)	Salient Problem (SP)
Criminal Thinking/ Orientation	*First time offender. Pro-social*	*Negative environmental influences, peers etc. Escalating Criminal History*	*Lengthy criminal history. Entrenched criminal value system.* **●Lived off prostitution.** **●Nine prior offenses of theft, forgery, or burglary.** **●One prior felony term of probation revoked.**
Peer Relations	*Generally positive and associations with non-offenders*	*Occasional association with other offenders*	*Gang member or associates with other offenders/drug dealers. Easily influenced* **●Offenses were generally committed with accomplices.** **●Pimps or people around her made her commit the offenses she has in her prior history.** **●Now isolates herself because she admits she is easily influenced by people.** **●Thinks she is really weak and does whatever anyone tells her to do.**
Assaultive Behavior	*No evidence of emotional instability or assaultive behavior*	*Single prior episode of assaultive behavior*	*Current or multiple episodes of assaultive behavior*
Alcohol Use	*None or Social.*	*Occasional abuse, some disruption of functioning*	*Frequent abuse, serious disruption*

Example 2: New Supervision Strategies

- Redesign conditions of supervision and develop decision rules to adopt conditions
- Redesign supervision strategies to match diagnosis classifications
- Redesign field interview protocols to allow for motivational interviewing techniques
- Redesign format and protocol related to the development of supervision plans
- Redesign of documentation "chronos" to support new supervision strategies
- Automate new forms
- Strategy to reduce caseload in targeted areas
- Adopt new sex offender treatment protocol and supervision strategy
- Conduct mapping analysis to understand potential of neighborhood based caseloads
- DSHS MH, parole and probation integrated in one-stop service center

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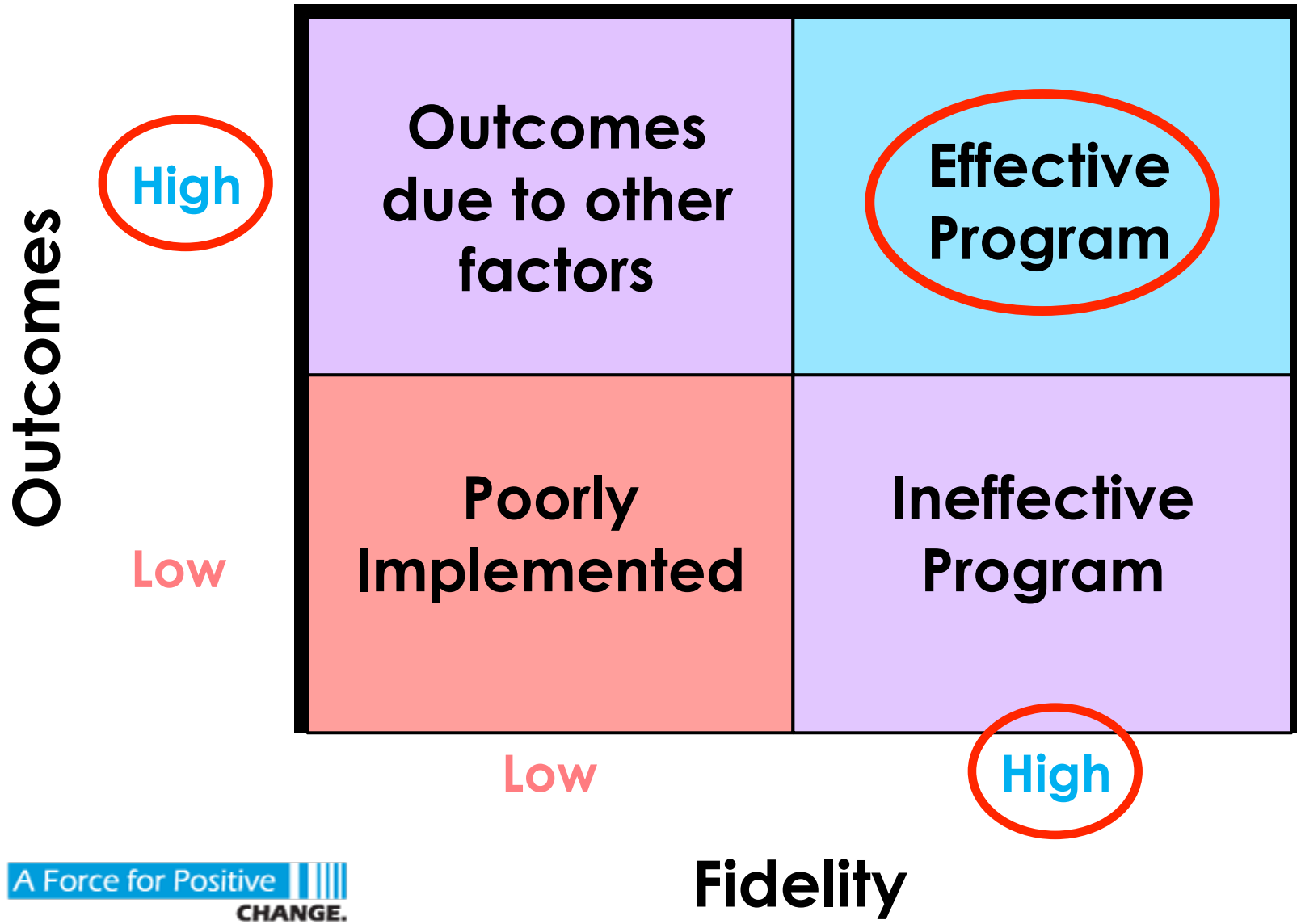
EBP Model: Fidelity and Outcomes



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EBP Impact on Re-Arrests (post YR1)

Test
Recidivism Outcomes

Percent re-arrested one year after placement in supervision				
Percent Rearrested One Year Later By Risk Level	Pre-TCIS Jan. to June 2006 N= 1,287	Transition Jan. to April 2007 N=734	Post-TCIS July to Oct. 2007 N=614	% Change in Rate Pre-TCIS to Past-TCIS
Low	26%	10%	6%	-77%
Medium	26%	18%	13%	-50%
High	34%	35%	31%	-9%
Overall	29%	26%	24%	-17%

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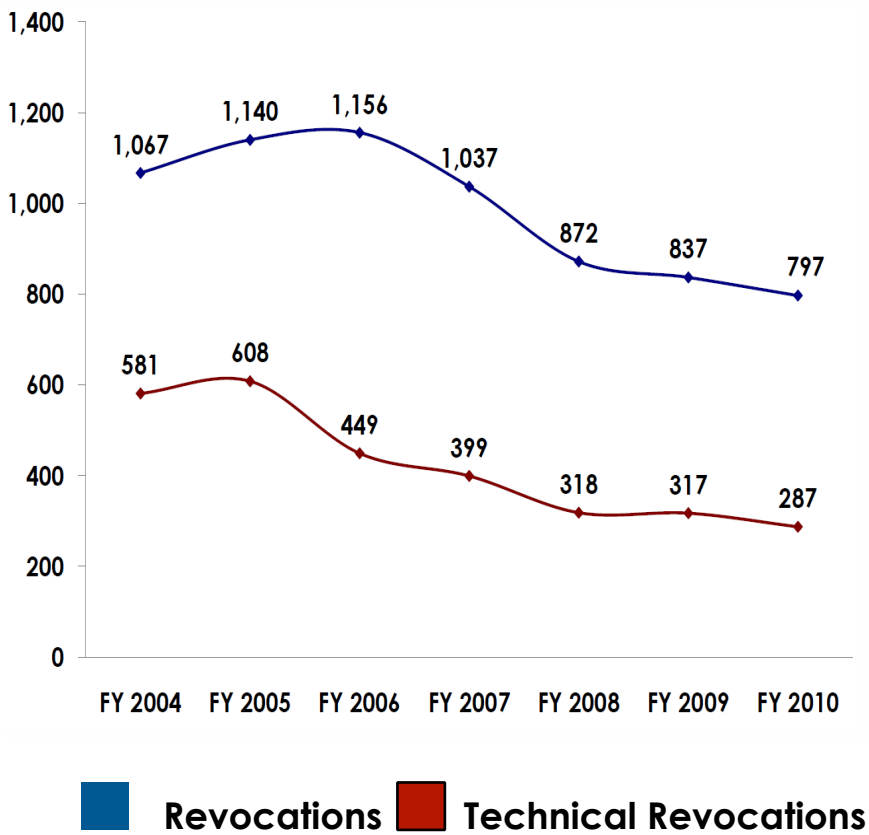
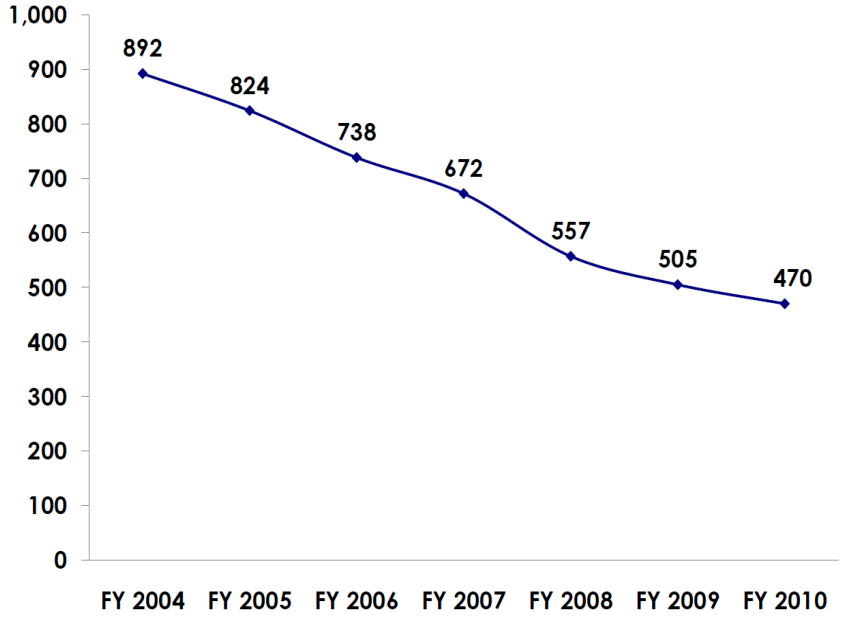
Revocations & Absconding

Revocations



New Felony Absconders



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Measuring Fidelity: EBP Elements & Implementation

Diagnostic Report
- -Risk
- -SCS
- -Criminogenic Domains

Interlude
- -Jail
- -Treatment
- -Abscond
- -Other

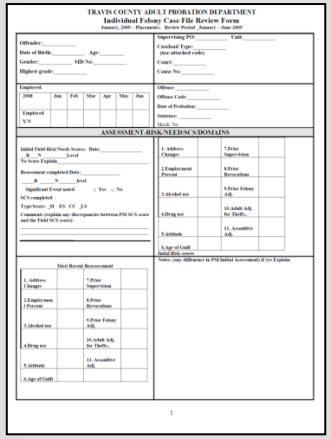
Supervision
- -Risk-need assessment
- -Correct Caseload
- -Supervision Plan
- -Motivational Interviewing
- -Contacts
- -Referrals

Sanctions / Incentives
- -Timely
- -Appropriate

Outcomes
- -Probation Completion
- -Abscond
- -Violations
- -Arrests
- -Revocation

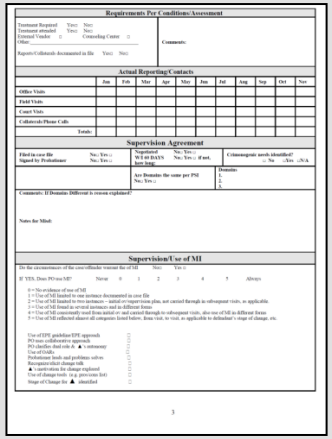
Case File Review Form – Fidelity to EBP

Diagnostic Report (PSI)

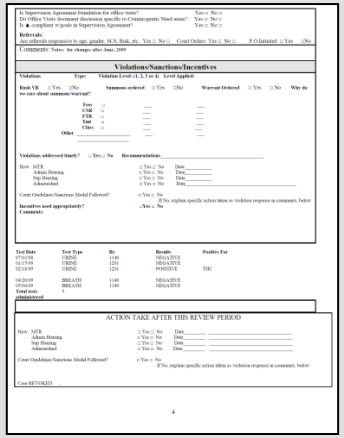


Interlude

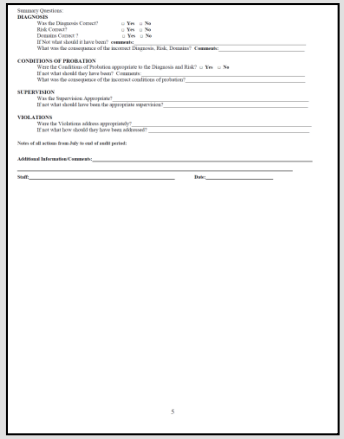
Supervision



Sanctions / Incentives



Outcomes



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Example: Supervision Agreement

3) On-Going Supervision

- Was offender placed on correct caseload?
- Was there a Supervision Agreement?
- Did officer address responsivity through motivational interviewing?

Supervision Agreement Completed - 85%

Was it signed by the probationer?	81%
Was it negotiated?	68%
Were Criminogenic needs identified?	87%
Domains same as Diagnostic Report?	76%
Was the Supervision Agreement the foundation for office visits?	84%
Criminogenic Need Areas discussed?	84%
Did the probationer make progress toward Supervision Agreement goals?	71%

Relationship of Supervision Agreement Quality to Outcomes

	Yes N = 116	No N = 27	Differences
Revoked	16%	26%	-10%
-New Offense	9%	26%	-17%
-Technical Violation	7%	0%	7%
Arrested	36%	48%	-12%
-Felony Arrest	36%	48%	-12%
-Misdemeanor	36%	48%	-12%

*Since N=small this should be interpreted as promising but not conclusive.

Common Challenges

- Misunderstanding of the term "EBP"
  - Not a program but a set of principles
- **Infrastructure** Not In Place
  - Correctional data systems incomplete or not designed to provide relevant measures
  - Lack of expertise at the local level to conduct or interpret research
- Funding/**Resources**
- Departments attempt to implement components without attention to **culture**
- Minimal involvement of **judiciary** and other CJ **stakeholders**

Leadership

- Engage staff and stakeholders
- Assess your organization's readiness for change and address organizational issues
- Strike a balance between big picture and detail
- Think strategically & systemically
- Decision-making skills are key
- Effective utilization of data is essential
- Pay attention to the pace of change

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Council of State Governments

Justice Center

August 2, 2011

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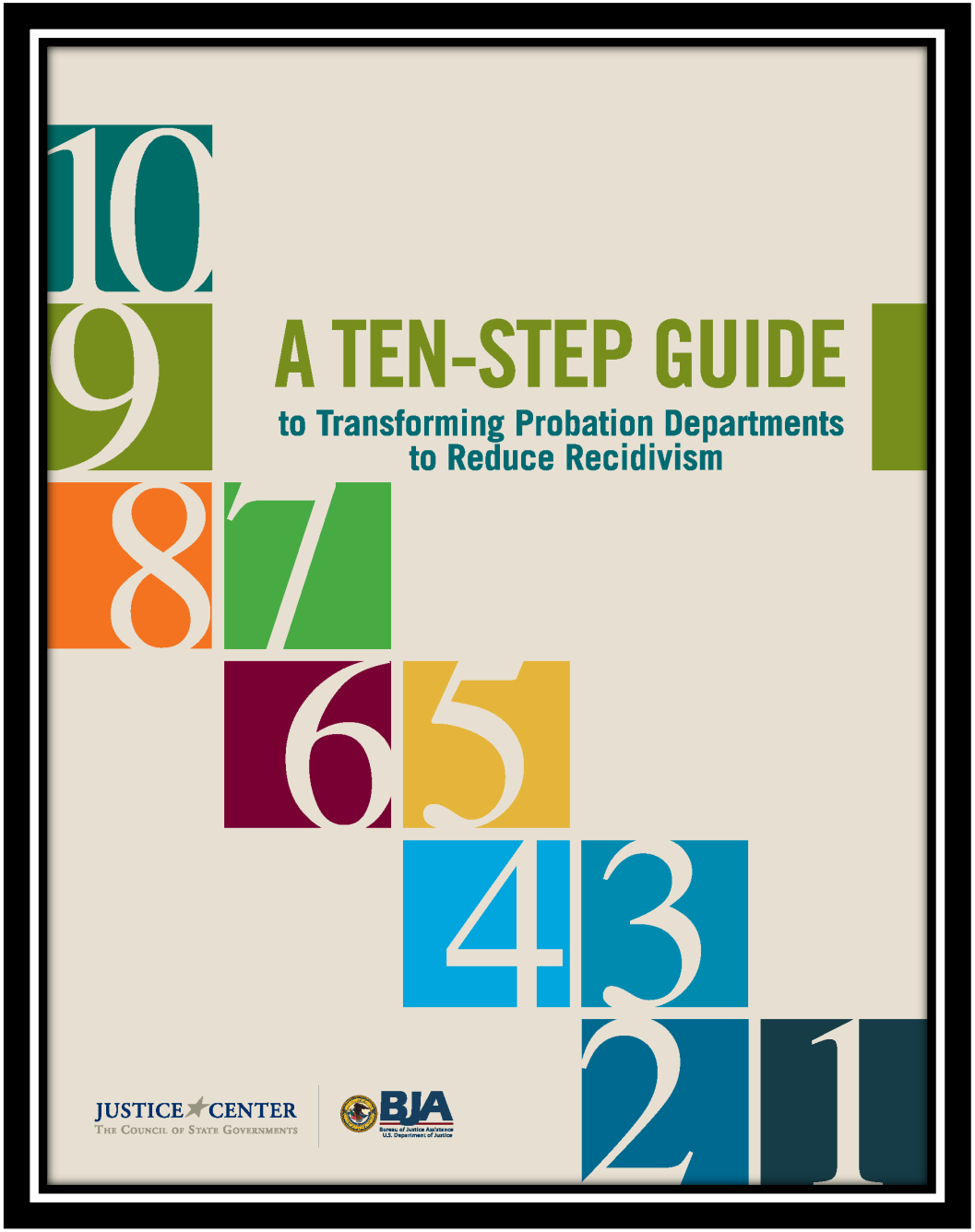

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EBPs of Juvenile Probation

1. EBPs agency currently employs
2. Impact on outcomes?
3. Major challenges?
4. Essential elements for successful implementation?
5. Leadership styles/characteristics

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Multnomah County, Oregon

- Oregon's most populous county with over 735,000 residents, including the state's most populous city, Portland.
- Race/Ethnicity:
  - 72.1% White (not Hispanic)
  - 10.9% Hispanic or Latino origin
  - 6.5% Asian
  - 5.6% Black
  - 1.5% American Indian/Alaskan Native or Native Hawaiian/Other Pacific Islander
- Persons under the age of 18 comprise 20.5% of the county's population.
- In 2009, the median household income was $50,604 and 15.1% of residents fell below the poverty line.

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MULTNOMAH COUNTY OREGON

Multnomah County's Juvenile Services Division

- The Department of Community Justice provides community supervision to both Adults and Juveniles.
- The Juvenile Services Division is comprised of three sections:
  1. Counseling & Court Services (probation)
  2. Custody Services (detention)
  3. Treatment Services

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EBPs in Juvenile Services

Counseling and Court Services (Probation)

- Risk-Based Case Processing (opposed to Offense Driven)
- Validated Risk Instrument (the JCP)
- Sanctions Grid and Service Options Based on Risk Level
- Functional Family Probation Services (FFPS)

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EBPs in Juvenile Services

Custody Services (Detention)

- RAI – Risk Assessment Instrument
- Detention Alternatives
  - *Community Detention / Electronic Monitoring*
  - *GPS*
  - *Shelter*
- Aggression Replacement Training (ART) –Skillstreaming
- Thinking for a Change (T4C)

EBPs in Juvenile Services

Treatment Services

- NCTI Skill Groups
- Global Appraisal of Individual Needs (GAIN)
- Multi-Dimensional Family Therapy (MDFT)
- Motivational Interviewing (MI)
- Stages of Change
- Truthought curriculum

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Impact of EBPs on Outcomes

- Significantly reduced juvenile probation population
- Created extremely small detention population
- Target limited resources to the highest risk youth
- Divert lower risk youth away from the justice system
- Juvenile crime has steadily declined
- Recidivism rates have remained steady

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Impact of EBPs on Outcomes

- Use actuarial instruments to assess risk and needs
- Refer youth and their families to services that address identified criminogenic needs
- Actively engage parents/caregivers in probation services
- Train probation officers to be "alliance-based" rather than fear-based
- Strongly emphasize the importance of quality assurance – both adherence measures as well as outcomes for youth and community

Major Challenges

- A LOT of work!
- Takes time to shift a culture
- Need absolute buy-in & commitment from "the top"
- Staff "resistance"
- Expensive (but cost-effective)
- Need to become experts and adopt the role of "coach"
- Requires involvement of partners/stakeholder
- Focus on Fidelity/Adherence
- Need some capacity for Quality Assurance

Essential Elements to Promote Effective Implementation of EBPs

- Build a Powerful Business Case
- Vision and Clarity
- Leadership & Accountability
- Specific Communications
- Increased Capability
- Integrated Planning and Teams to Affect Change
- Stakeholder Commitment
- Align Performance with Culture

Leadership

An "**eclectic**" approach works best

Helpful Characteristics:

- Transformational Leadership
- Participative/Democratic Leadership
- Servant Leadership

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Leadership Styles

Six Emotional Leadership Styles:

1. The Visionary Leader
2. The Coaching Leader
3. The Affiliative Leader
4. The Democratic Leader
5. The Pace-setting Leader
6. The Commanding Leader

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Goleman, D., Boyatzis, R. & McKee, A, (2002). *Primal Leadership: Realizing the Power of Emotional Intelligence*. Harvard Business Press.

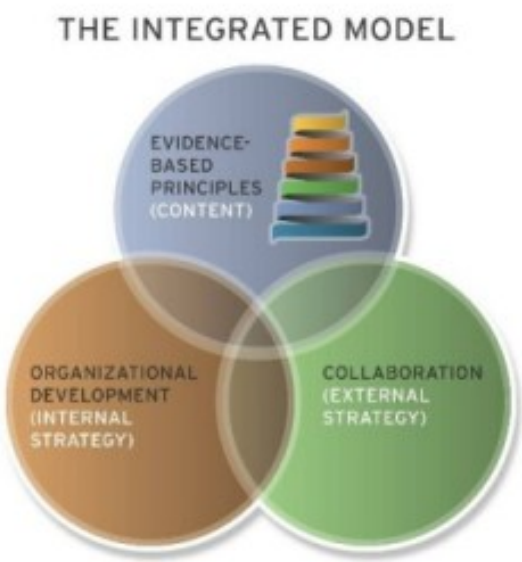
Let's Recap

- Use of EBPs have proven to be effective in reducing costs and recidivism, while maintaining public safety
- Must be cognizant of the challenges to implementing EBPs in your jurisdiction
- Specific elements are essential to successful implementation of EBPs
- Effective leaders must take a variety of stances

Useful Resource

Crime and Justice Institute's "EBP Integrated Model"

Available at: http://cjinstitute.org/projects/integratedmodel



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Questions...

...Comments

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For Additional Information

Nathan Lowe

859.244.8057 or nlowe@csg.org

Shawn Rogers

646.383.5745 or srogers@csg.org

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