

Enhancing Community Supervision through use of Evidence-based Practices: *Preparing Supervision Staff to Advance Behavior Change*

Crime and Justice Institute

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What is the Office of Justice Programs?

- The Office of Justice Programs (OJP) provides grant funding, training, research, and statistics to the criminal justice community.
- OJP is one of three grant-making components of the Department of Justice along with the Office on Violence Against Women (OVW) and the Office of Community Oriented Policing Services (COPS).

Office of Justice Programs

BJA - Bureau of Justice Assistance

BJS - Bureau of Justice Statistics

NIJ - National Institute of Justice

OVC - Office for Victims of Crime

OJJDP - Office of Juvenile Justice and Delinquency Prevention

SMART - Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking

U.S. Department of Justice Bureau of Justice Assistance

BJA works with communities, governments, and nonprofit organizations to reduce crime, recidivism, and unnecessary confinement, and promote a safe and fair criminal justice system.



**BJA Director
Karhlton F. Moore**



Five Major Strategic Focus Areas

Improve public safety through measures which build trust with the community and ensure an effective criminal justice system

Reduction in recidivism and prevention of unnecessary confinement and interactions with the criminal justice system

Integration of evidence-based, research-driven strategies into the day-to-day operations of BJA and the programs BJA administers and supports

Increasing program effectiveness with a renewed emphasis on data analysis, information sharing, and performance management

Ensuring organizational excellence through outstanding administration and oversight of all of BJA's strategic investments

Fund – Invest diverse funding streams to accomplish goals.

Educate – Research, develop, and deliver what works.

Equip – Create tools and products to build capacity and improve outcomes.

Partner – Consult, connect, and convene.

Office of Juvenile Justice and Delinquency Prevention (OJJDP)

OJJDP provides national leadership, coordination, and resources to prevent and respond to youth delinquency and victimization.

OJJDP helps States, localities, and Tribes develop effective and equitable juvenile justice systems that create safer communities and empower youth to lead productive lives.



OJJDP



OJJDP Administrator
Liz Ryan

Track News and Updates on Social Media

#ReentryMatters

#SecondChanceMonth

#SecondChanceMonth23



Enhancing Community Supervision through use of Evidence-based Practices: ***Preparing Supervision Staff to Advance Behavior Change***

Jasmine Jackson and Valerie Meade

April 11, 2023

Presenters



Jasmine Jackson
Youth Justice Manager
Crime and Justice Institute



Valerie Meade
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Crime and Justice Institute

About the Crime and Justice Institute (CJI)

- CJI bridges the gap between research and practice with data-driven solutions that drive bold, transformative improvements in adult and youth justice systems
- CJI provides nonpartisan policy analysis and practice assessment, capacity and sustainability-building technical assistance, research and program evaluation, and educational activities throughout the country

Improving Community Supervision National Training and Technical Assistance Program

- TTA fully funded through the Office of Juvenile Justice and Delinquency Prevention (OJJDP) to local community supervision agencies to meet the goals of the Second Chance Act.
- **“Community Supervision”** includes youth placed on supervised probation at the time of disposition and youth released from a juvenile facility under juvenile corrections or juvenile court jurisdiction and placed on aftercare supervision.

Improving Community Supervision National Training and Technical Assistance Program

- Program Goals:
 - improve community supervision practices
 - produce better outcomes for youth and communities
 - reduce recidivism
 - improve public safety

Overview

- Enhancing Community Supervision
 - What are Evidence-Based Practices?
- Effective Case Management and Community Supervision Tools
 - Principles of Effective Intervention (PEI)
 - Cognitive Interaction Skills (CIS)
 - Motivational Interviewing (MI)
 - Graduated Responses (GR)
- It's All Connected!

Learning Objectives:

- Learn best practices and strategies for improving how staff engage with youth and families;
- Learn how all various evidence-based tools used in supervision fit together; and
- Understand the importance of blending use of these tools together seamlessly.

Enhancing Community Supervision

What are Evidence-Based Practices?

Why is enhancing community supervision necessary?

A **more effective alternative** to confinement but also a **major driver** of youth incarceration

Ineffective, non-evidence-based practices are **pushing youth deeper** into the youth justice system

Left unaddressed, these practices do not hold youth accountable or support rehabilitation and **produce poor outcomes** for youth, families, and communities

What do we mean by “evidence?”

Anecdotal evidence:
stories, opinions,
testimonials, case studies,
etc.

These often makes us feel good, but **may not be accurate**

Empirical evidence:
research, data, results
from controlled studies,
etc.

These have a **much higher level of accuracy**, although they sometimes don't make us “feel good”

Evidence-Based Practices



Effective Case Management: Tools to Encourage Long-Term Behavior Change

What is Effective Case Management?

- Effective Case Management (ECM) strategies focus on **prosocial change** rather than only compliance
- ECM hinges on creating an **individualized case plan** based on the youth's situation with steps that are easy to follow
- ECM builds off other evidence-based practices and tools

What is Effective Case Management?

- Rather than a “one size fits all” approach to case planning, individualized case plans coupled with other effective supervision strategies have been shown to significantly reduce technical violation and new arrest rates

Source: Blasko, Souza, Via, Del Principe, & Taxman, 2016

Community Supervision Tools Used to Encourage Long-Term Behavior Change

Principles
of Effective
Intervention

Cognitive
Interaction
Skills

Motivational
Interviewing

Graduated
Responses

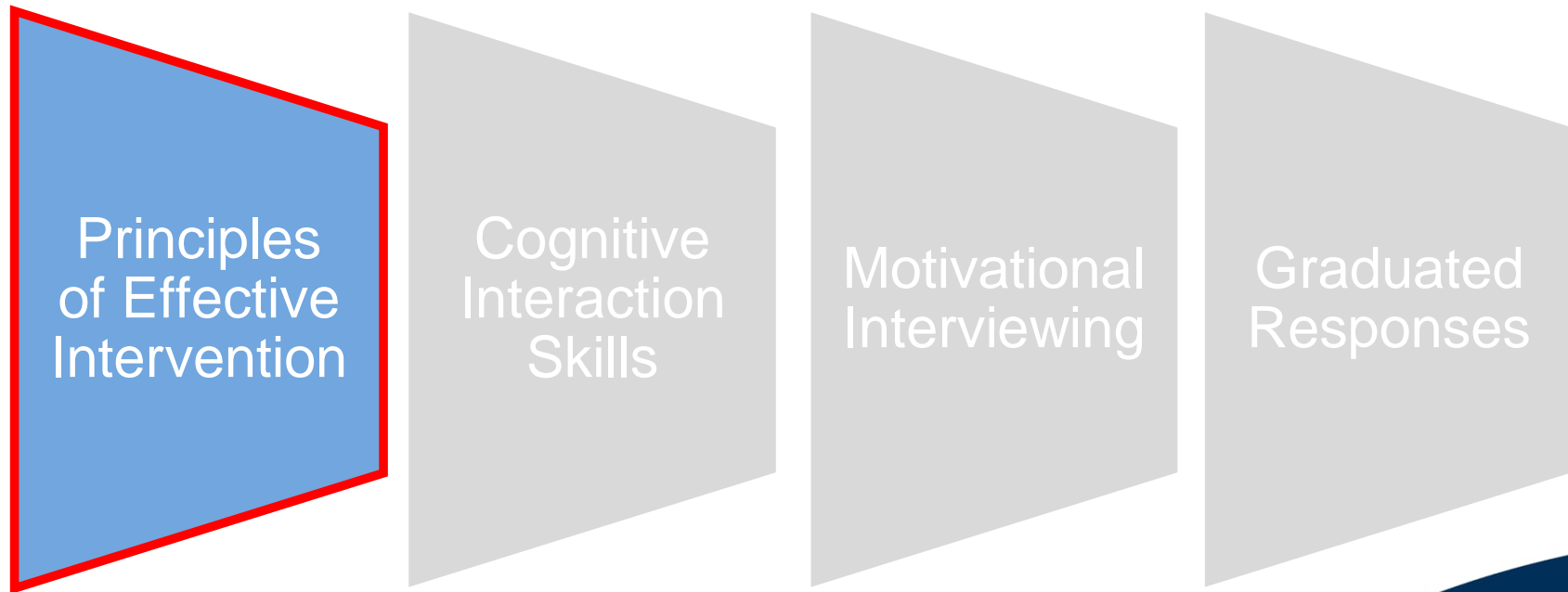


Question for the Chat:

- **Which of these evidence-based practices are you least familiar with?**
 - Principles of Effective Intervention (PEI)
 - Cognitive Interaction Skills (CIS)
 - Motivational Interviewing (MI)
 - Graduated Responses (GR)

Principles of Effective Intervention (PEI)

Community Supervision Tools Used to Encourage Long-Term Behavior Change





Question for the Chat:

- What are **red flags** that would indicate to you that a youth may be likely to engage in future delinquent behavior?

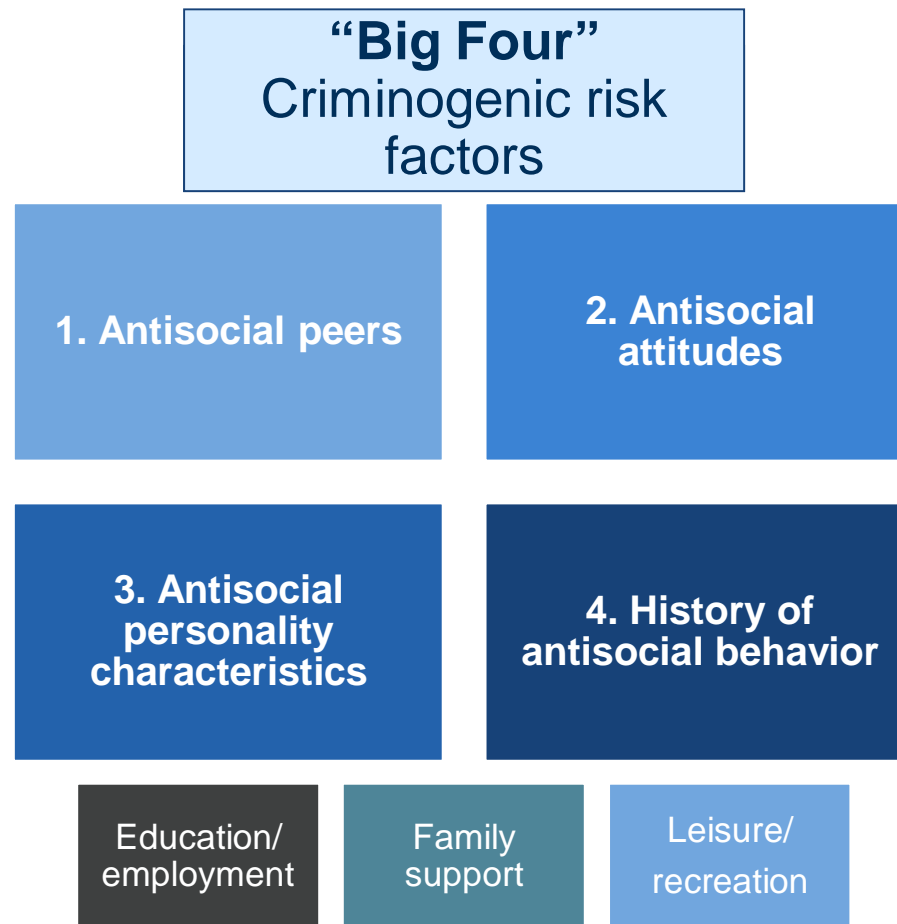
Principles of Effective Intervention



Risk Principle

- The Risk Principle tells us **WHO** to target
- The Risk Principle says: target those youth with higher probability (higher risk) of recidivism

Need Principle

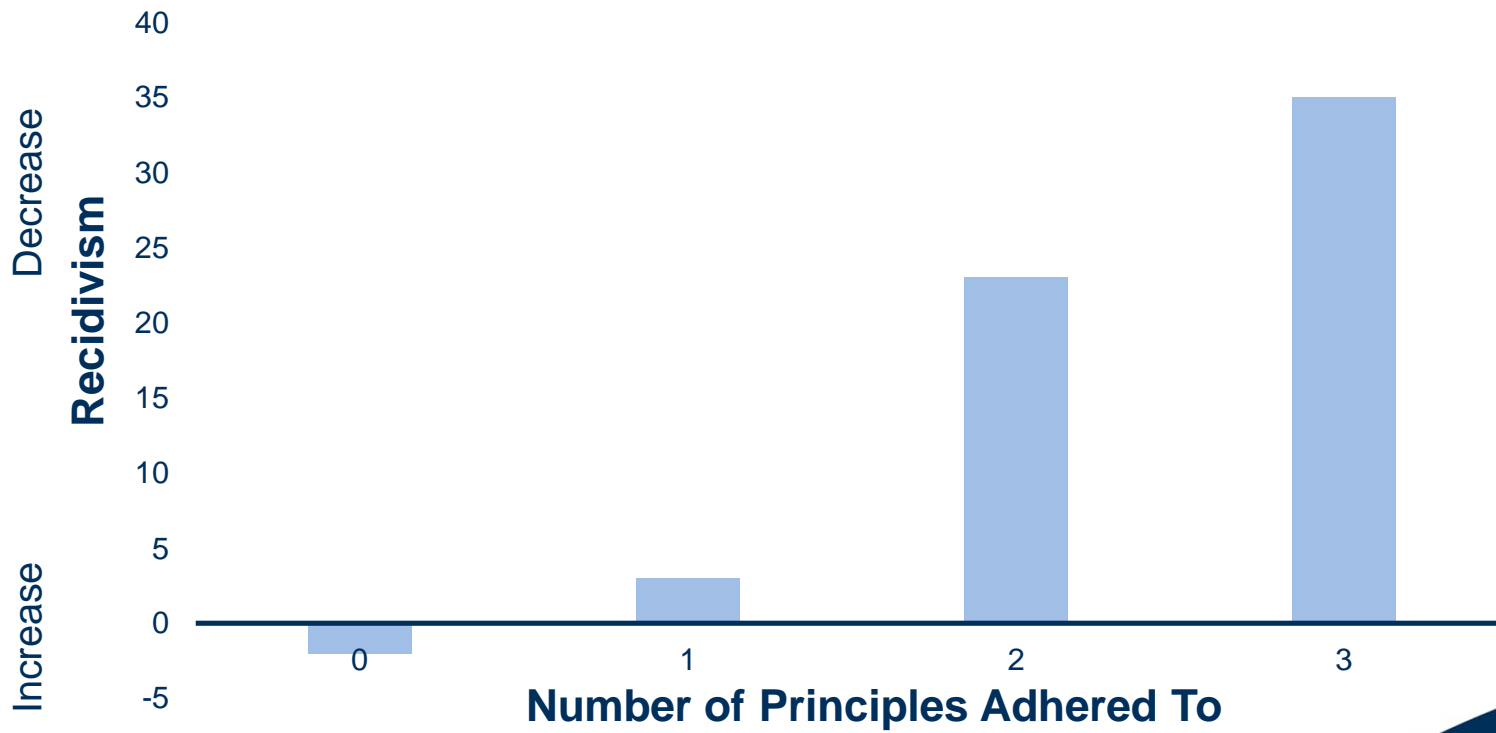


Source: Viglione and Labrecque, 2021

Responsivity Principle

- The Responsivity Principle tells us **HOW** to target
 - What gets in the way of the youth benefiting from supervision and treatment?
 - Consider individual learning styles and barriers to interventions
- Examples: trauma, mental illness, motivation, transportation, gender, language, or culture

Fidelity Principle



Source: Latessa, et al., 2013



Question for the Chat:

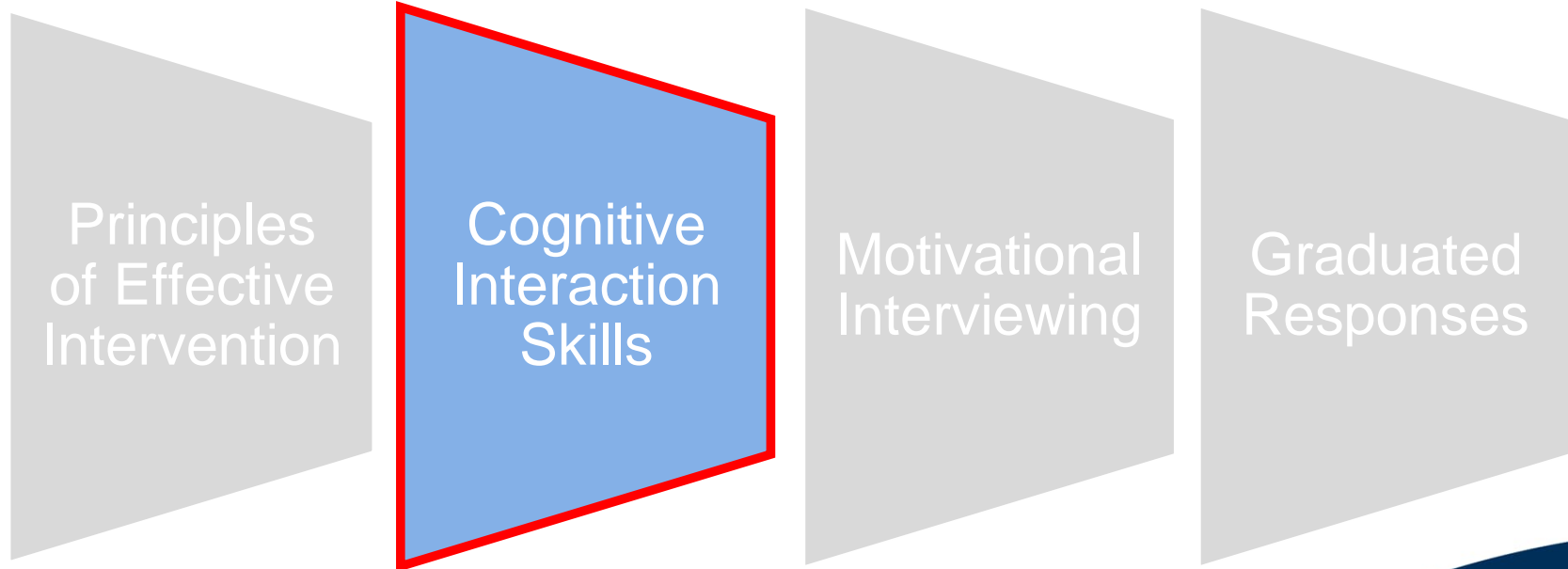
- **On a scale of 1-5, how would you rate your agency's fidelity when adhering to the risk, needs, and responsivity principles?**

How does PEI improve community supervision practices?

- Use of **risk** and **needs** assessments give us information about:
 - Necessary level of supervision or intervention
 - Specific criminogenic needs to target with interventions
- Addressing **responsivity** factors can decrease barriers to intervention
- **Fidelity** monitoring and coaching can ensure interventions are done as intended

Cognitive Interaction Skills (CIS)

Community Supervision Tools Used to Encourage Long-Term Behavior Change



Cognitive Interaction Skills

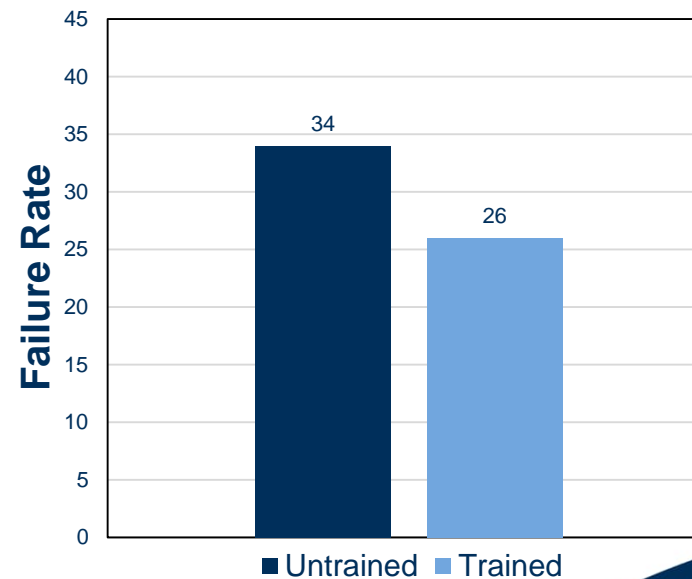
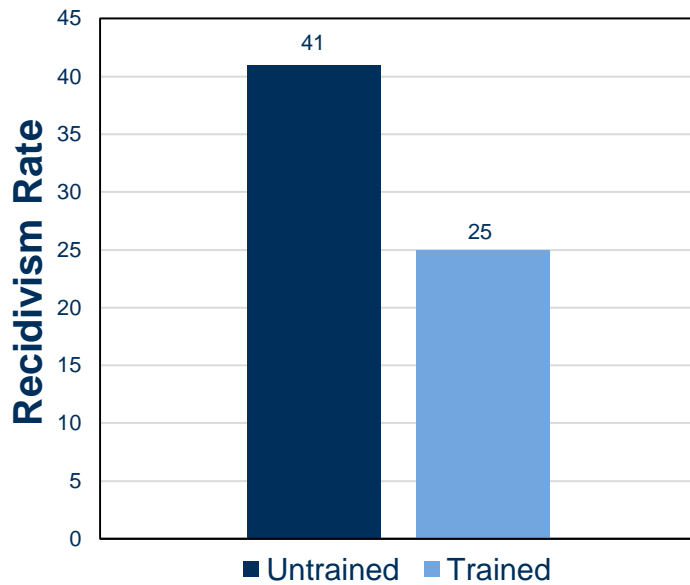
- Cognitive Interaction Skills (CIS) are cognitive-behavioral approaches that can be used in **ALL interactions with youth**
- Improve staff's ability to **target criminogenic needs** with the youth on their caseloads and contribute to improved outcomes
- Skills that staff should **use and model** when interacting with youth, both **IN and OUT of a formal setting**

Cognitive Interaction Skills



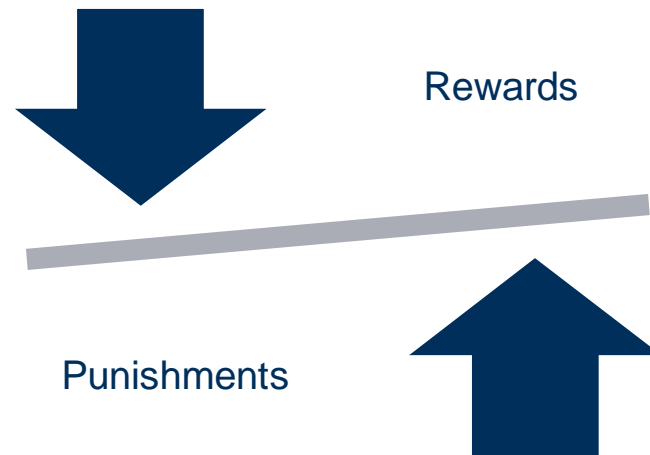
Cognitive Interaction Skills

Research has shown that individuals supervised by staff trained in CIS have lower recidivism rates

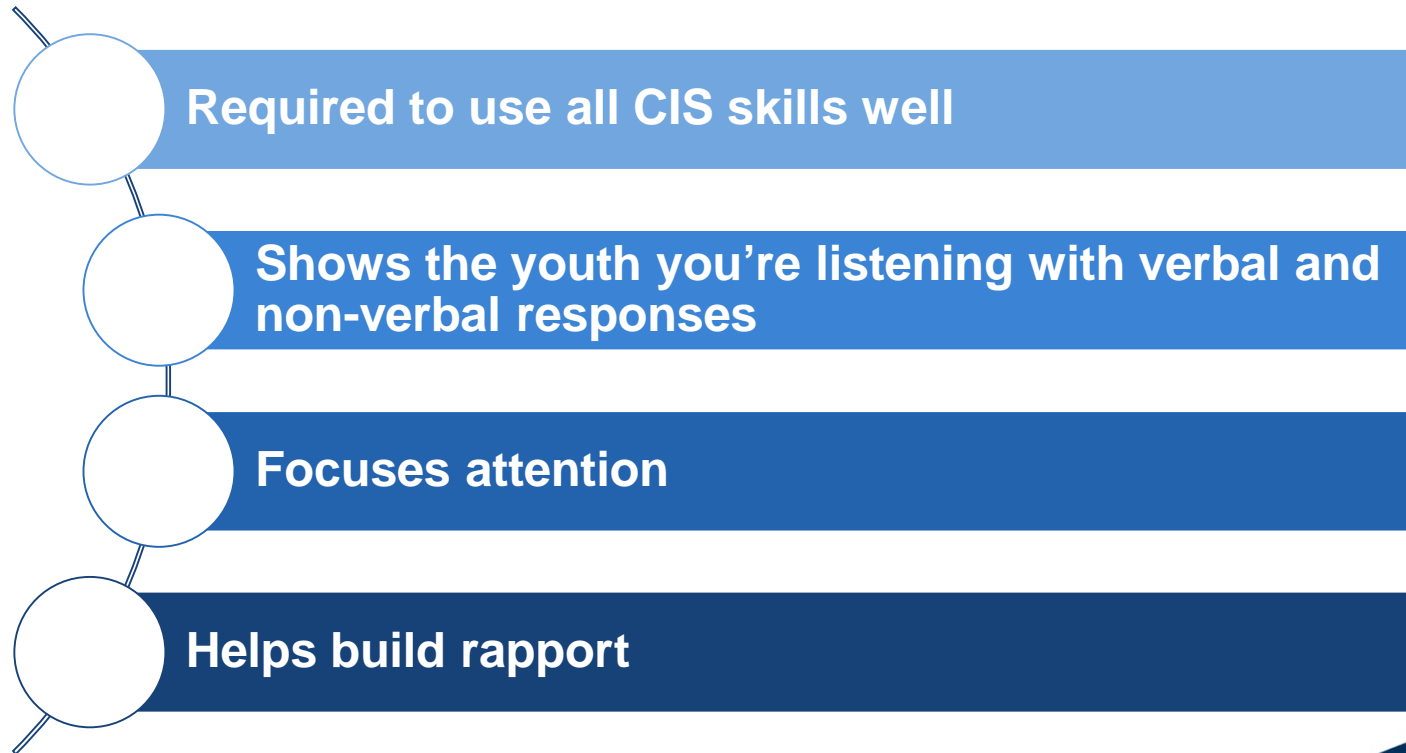


Modeling Prosocial Behavior

- Staff must be a **model** of behavior we want to teach
- The youth must see that prosocial behavior has **rewards** that are meaningful to them



Active Listening



Giving Feedback

Youth are more likely to use prosocial skills if they received simple, direct, and speedy feedback on their skill performance



Source: Lovins et al., 2018

Role Clarification

- Clearly describe the youth's disposition and the rules of the supervision
- Clearly describe staff's role and expectations
- Clearly describe the youth's roles and expectations



Effective Use of Authority

- Intended to lay out a clear plan for success for the youth
- Helps the youth understand:
 - Expectations
 - Consequences for noncompliance
 - Rewards for compliance
- Acknowledges the youth's right to choose behavior

Steps for Effective Use of Authority

- 1 • Use a firm but fair approach
- 2 • Focus on the behavior and not the individual
- 3 • Clearly define rules and consequences if the rules are broken
- 4 • Clearly define opportunities for prosocial behavior and what rewards can be earned
- 5 • Reward positive behavior and/or administer consequences for rule violations

Effective Use of Reinforcement & Disapproval

Reinforcement	Disapproval
<ul style="list-style-type: none"> Promptly identify and focus on the behavior being reinforced 	<ul style="list-style-type: none"> Promptly identify the problematic behavior and provide a clear, firm explanation why
<ul style="list-style-type: none"> Provide sincere verbal praise with a statement linked to the behavior 	<ul style="list-style-type: none"> Ask the youth to identify short term consequences for continuing this behavior
<ul style="list-style-type: none"> Ask the youth to identify short term benefits for continuing this prosocial behavior 	<ul style="list-style-type: none"> Ask the youth to identify long term consequences for continuing this behavior
<ul style="list-style-type: none"> Ask the youth to identify long term benefits for continuing this prosocial behavior 	<ul style="list-style-type: none"> Return to verbal praise as soon as the behavior is corrected

Cognitive Restructuring Tools

$$A + B = C$$

- Cognitive restructuring techniques help address antisocial thinking patterns and show how thoughts are linked to behavior
- The purpose of these techniques is to help youth learn to recognize risky thoughts and feelings to help them change their thoughts to change their behavior



Question for the Chat:

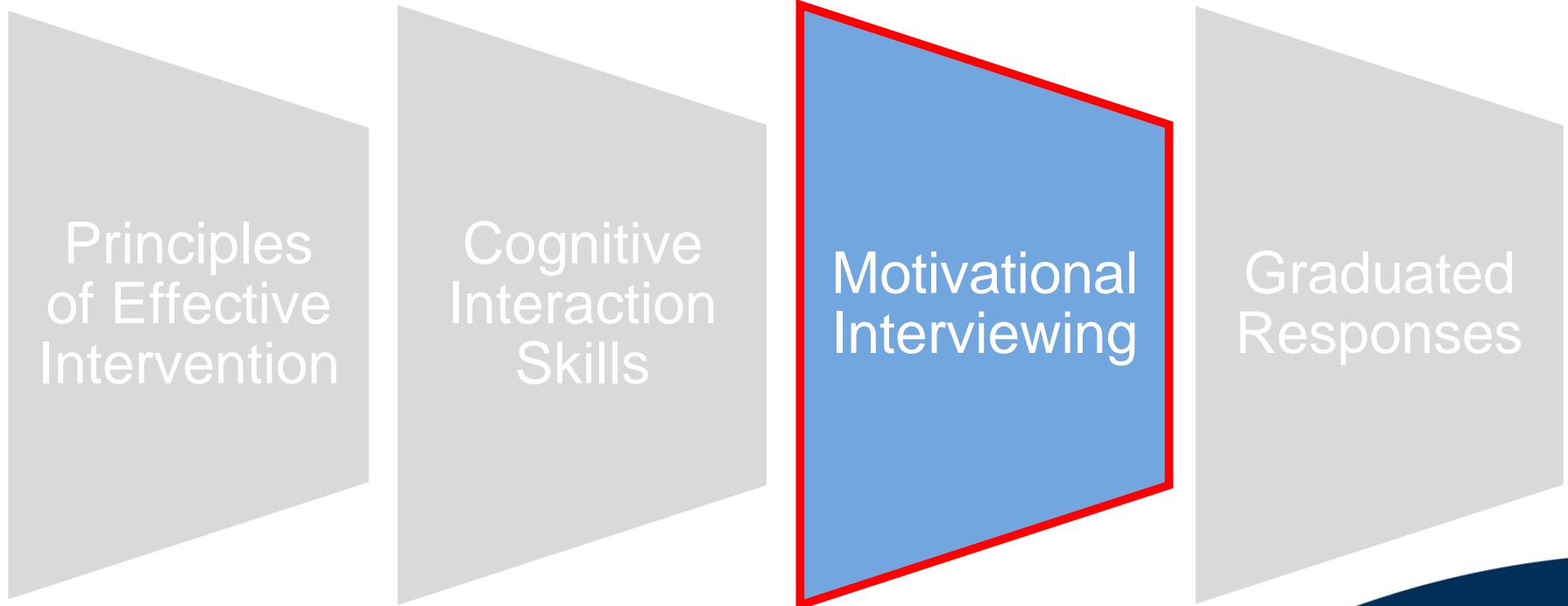
- **True or False**
 - **Effective use of reinforcement increases the likelihood that a positive behavior continues by reinforcing the behavior regularly and tying the behavior to larger patterns of prosocial behavior of positive traits**

How does CIS improve community supervision?

- CIS can help staff be **more effective in targeting criminogenic needs** and ultimately reducing recidivism
- Use of these skills can be **built into case plans**
- Effectively using these skills **shifts the focus** from compliance with conditions to prosocial behavioral change
- These skills also allow for **effective response** to violations of conditions

Motivational Interviewing (MI)

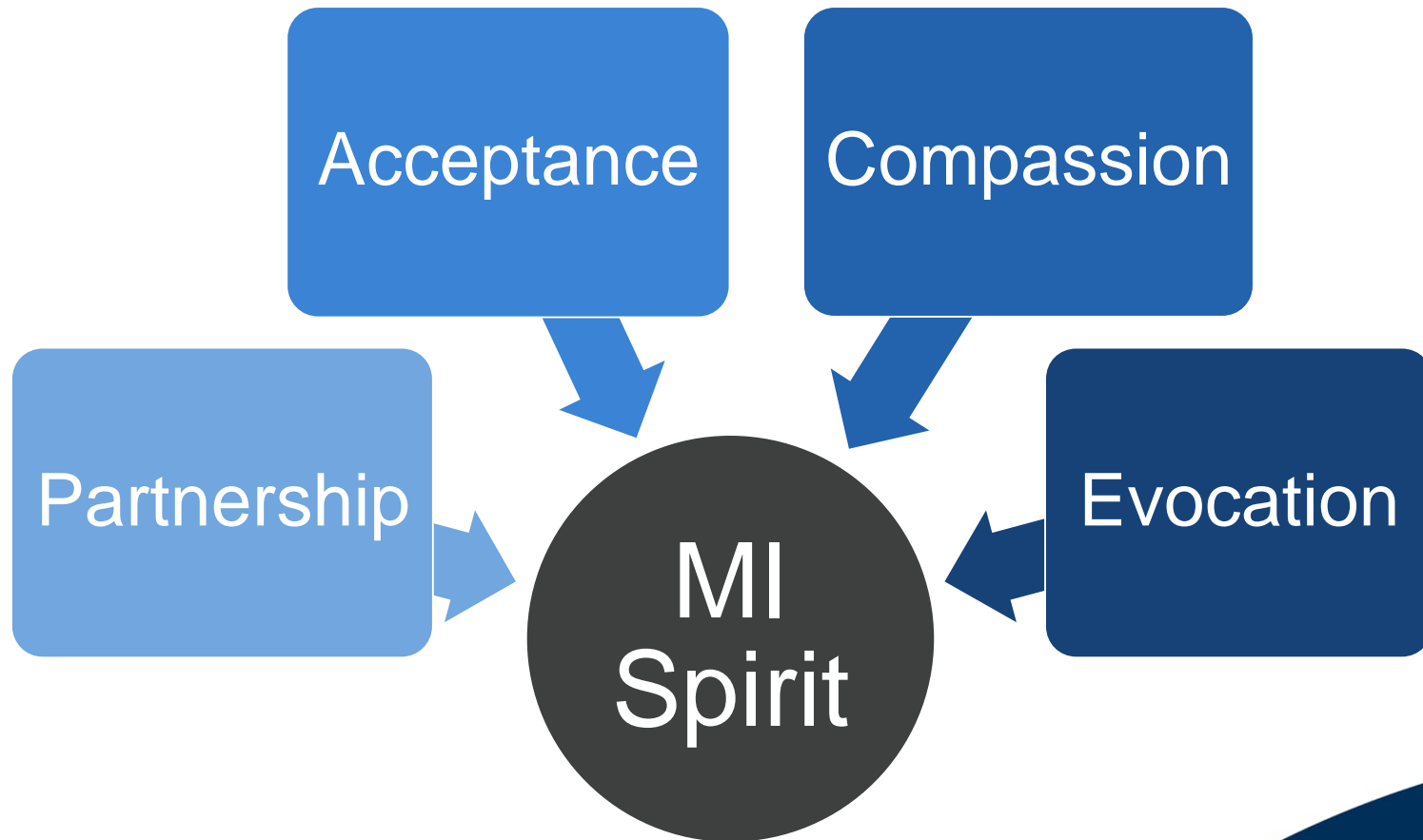
Tools Used to Encourage Long-Term Behavior Change



What is Motivational Interviewing?

**...a collaborative conversation style
for strengthening a person's own
motivation and commitment to
change.**

-- Miller & Rollnick, 2013



Motivation as an Interpersonal Process

- Working to develop motivation should be more cooperative than adversarial – more like dancing than wrestling

Wrestling

- All parties expend a lot of energy
- Both parties are tired at the end
- There is always one person who feels defeated

Dancing

- All parties are working simultaneously
- They are moving together
- There is usually a leader
- No one feels like they have “lost”

Key Processes of Motivational Interviewing



Source: Miller 2012

Basic Strategies of MI: OARS

- **O**: Ask open ended questions
- **A**: Affirm
- **R**: Listen reflectively
- **S**: Summarize



How does Motivational Interviewing improve community supervision?

- Motivation to change is a **key factor in the success of other interventions**
- Using MI can **improve a youth's motivation** to change
- MI addresses **WHY** people change, CIS helps teach people how to change
- When applying graduated responses, MI can help the youth **explore how the behavior fits within their goals**

Graduated Responses

Tools Used to Encourage Long-Term Behavior Change

Principles
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Responses

Graduated Responses

- Graduated responses are the use of incentives and sanctions to encourage prosocial attitudes and behaviors
- Emphasize responding appropriately to all behaviors (both positive and negative) in a way that will promote prosocial behavior
- Responses to behavior should be proportional to the behavior

How to Effectively Use Graduated Responses

- Use role clarification
- Use effective use of authority
- Ask what incentives and sanctions would be motivating
- Respond immediately
- Use incentives 4 to 5 more times than sanctions
- Apply therapeutic responses
- Choose community-based responses when possible

Appropriately Responding to Youth Behaviors

INCENTIVES	SANCTIONS
Effectively using incentives to reinforce prosocial behavior encourages the youth to continue the behavior	Effectively using sanctions to discourage antisocial behavior is also important
<p>Incentives should be:</p> <ul style="list-style-type: none"> • Delivered objectively • Focused on the behavior • Used 4 to 5 times more often than sanctions 	<p>Sanctions should be:</p> <ul style="list-style-type: none"> • Immediate • Delivered objectively • Focused on the behavior, not the person

Question for the Chat:



- **How often should you use incentives more than sanctions to encourage prosocial behaviors?**

How do Graduated Responses improve community supervision?

- CIS skills **enhance** graduated responses
- Cognitive restructuring tools can be **used in conjunction** with other therapeutic responses
- **Therapeutic responses** can shape case plan updates
- Motivational interviewing can **help identify the internal drive** behind someone's behaviors



It's All Connected!

What is Effective Case Management?

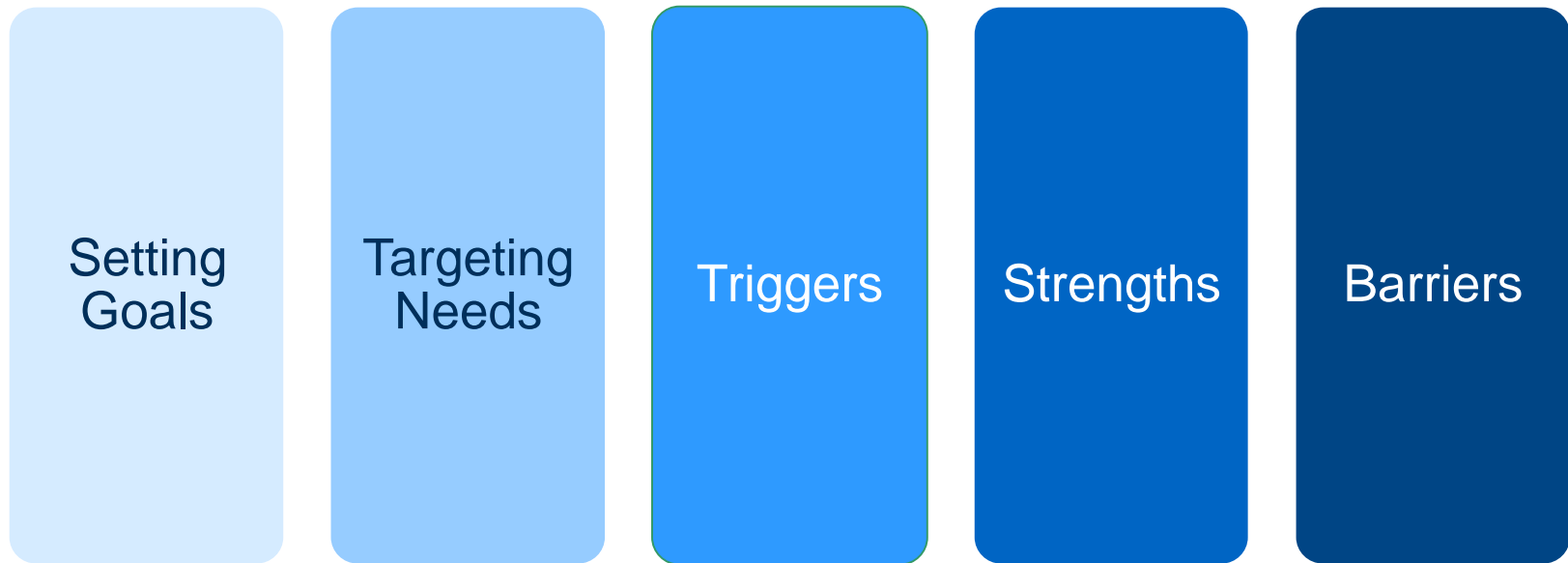
- Beyond compliance management, Effective Case Management focuses on leveraging long-term behavior change
- Hinges on creating an individualized case plan based on the youth's situation with steps that are easy to follow
- Builds on Principles of Effective Intervention
 - Cognitive Interaction Skills, Motivational Interviewing, and Graduated Responses can be used in case management practices

Developing Case Plans

- Case plan goals address the specific problem or need area



Areas to Consider in Case Planning



Characteristics of Effective Case Management

Individualized

Team-based

Flexible

Sustainable

Clear

Identifies
benefits

Considerations for Reviewing a Case Plan

- Ask about progress
- Celebrate success
- Discuss ways to overcome struggles
- Discuss changes to the case plan
- Practice new skills
- Offer encouragement

Wrap Up

Summary

- There are many evidence-based tools community supervision staff can use (such as PEI, CIS, MI, and graduated responses)
- These tools can improve case management and create behavior change
- Through using these tools, you can strengthen your approach to community supervision

Questions?



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Thank you!

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