



the NATIONAL REENTRY  
RESOURCE CENTER

— *A project of the CSG Justice Center* —

# How Organizations Implement and Sustain Evidence-Based Practices: Strategies, Tips and Tools

Brought to you by the National Reentry Resource Center, a project  
of the Council of State Governments Justice Center

With support from the Bureau of Justice Assistance, U.S.  
Department of Justice

# Speakers

- Angela Tolosa (moderator)  
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- Kathleen Gnall  
Independent Criminal Justice Consultant  
  
Background in research and evaluation, criminal justice policy development and implementation. Spent 17 years with PA Department of Corrections in multiple positions including the Deputy Secretary for Specialized Programs and Reentry.



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<http://csgjusticecenter.org/nrrc>

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## National Reentry Resource Center

### Federal Interagency Reentry Council

"Reentry provides a major opportunity to reduce recidivism, save taxpayer dollars, and make our communities safer."— Attorney General Eric Holder of the The Federal Interagency Reentry Council.

[Learn More](#)

QUICK LINKS

- NRRC Funding
- The Second Chance Act
- National Criminal Justice Initiatives Map
- What Works

- 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 at <http://csgjusticecenter.org/subscribe/>

# What Works in Reentry Clearinghouse

## Practitioners – Policymakers – Funders – Researchers

- *How do I find and **decipher** research?*
- *What are the **key takeaways** that I need to know?*
- *How do I know if the research is **reliable**?*
- *How do I determine the **relevance** of the research?*

<http://whatworks.csgjusticecenter.org/>

## What Works in Reentry Clearinghouse

The *What Works in Reentry Clearinghouse* offers easy access to important research on the effectiveness of a wide variety of reentry programs and practices. It provides a user-friendly, one-stop shop for practitioners and service providers seeking guidance on evidence-based reentry interventions, as well as a useful resource for researchers and others interested in reentry. To get started, click the button below for additional information about this project or how to use this site; or, click on a focus area topic on the left to begin exploring. You can also conduct a customized search by clicking the advanced search link on the right.

Click here for more information about the *What Works in Reentry Clearinghouse* and information on how to use this site

### Browse Focus Areas

- [Brand Name Programs](#)
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### Coming Soon

- Case Management and Comprehensive Programs
- Juvenile-Specific Interventions
- Supervision and Sanctions

### Search What Works

[Advanced Search](#)

Ratings Key		
High Rigor	Basic Rigor	
		Strong evidence of a beneficial effect
		Modest evidence of a beneficial effect
		No statistically significant findings
		Modest evidence of a harmful effect
		Strong evidence of a harmful effect

# Presentation Framework

*Begin with the End in Mind.*

Steven Covey

- Focus on providing practitioners with ideas, examples, strategies, best practices which can spark conversations, cause action and result in safer, healthier communities and better futures for justice-involved individuals.



*Whether you think you can or you can't; you're right.*

Henry Ford

# Presentation Overview

- INSPIRATION

- Questions and comments from webinar listeners, practitioners and clients;
- Experience in large, complex state prison system;
- Remarkable stories of criminal justice achievements in spite of trying circumstances;
- Stories of resilient organizations.
- Reviews of “Learning Organization” literature e.g. Peter Senge, Steve Jobs.





# The Journey Begins

- Think about the organizations you have worked for throughout your lifetime:
- Which ones stand out for you in a positive way?
- What is it about those organizations that you admired? That made you want to come to work every day?





# Most Common Response

- TRUST

*Trust means "I know that you will not—deliberately or accidentally, consciously or unconsciously—take unfair advantage of me."*

Douglas McGregor

- Trust the organization's leadership.
- Believe in the organization's mission and trust that will fulfill it.
- Trust the people they work besides.

*The glue that holds all relationships together - including the relationship between the leader and the led is trust, and trust is based on integrity.*

Brian Tracy

- Committed to the Greater Good.
- Concept of legitimacy – act in accordance with the espoused values of the organization.

# LEARNING ORGANIZATIONS

- Have a VISION...Purpose and Progress.

*If you can dream it, you can do it. Walt Disney*

- Compelling. Important. Inclusive.
- We're better than we were yesterday, but not as good as we'll be tomorrow.



# Noteworthy Vision Statements

- Substance Abuse and Mental Health Services Administration (SAMHSA)
  - Behavioral Health is Essential to Health. Prevention Works. People Recover. Treatment is Effective.
- Amazon
  - Our vision is to be earth's most customer-centric company; to build a place where people can come to find and discover anything they might want to buy online.
- Colorado Integrated Criminal Justice Information System
  - The vision of the Colorado Integrated Criminal Justice Information System is ***to provide the right information to the right people at the right time and place in the criminal justice process.***

# Values

- **Coca-Cola**
  - **Collaboration:** Leverage collective genius
  - **Integrity:** Be real
  - **Accountability:** If it is to be, it's up to me
  - **Passion:** Committed in heart and mind
  - **Diversity.** As inclusive as our brands
  - **Quality:** What we do, we do well
  - **Leadership:** The courage to shape a better future



*Next to the word, ok, coke is the most recognized word in the world.*

# Leadership

Characteristics of Great Leaders			
Character	Competent	Problem-solving Ability	Ability to Listen
Courageous	Passionate	Motivational	Innovative
Focused	Inspirational	Trustworthy	Generous

*A good leader is a person who takes a little more than his share of the blame, and a little less than his share of the credit.*

John C. Maxwell

# Characteristics of Learning Organizations

- Excellent organizations recognize their expertise and know what they don't know. Engage in partnership/relationship building.
- Seek feedback and input. Invite peers, partners, experts in to review policies and practices – aim is to get better.
- *Encourage employee input, involvement, innovation.*



# Characteristics of Learning Organizations

- *Focus on PRACTICE. Implementation is where the rubber meets the road.*
  - Invest in staff education, training, on-going learning.
  - Create opportunities to identify and share best practices.
  - Are data-driven. Measure. Collect. Analyze.
  - Create feed-back loops for Communication.
  - Act on findings to further Organization's Mission.



# Reentry Focus

- The organizations we lead, work with, work for are engaged in problem-solving efforts designed to:
  - Improve the probabilities that ex-offenders returning to communities will become and remain productive and law-abiding;
  - Improve the ability of disadvantaged communities with disproportionate numbers of residents under criminal justice supervision, to receive and assist offenders returning home from incarceration;
  - Enhance community safety and health by investing in proven crime prevention and early intervention programs, and utilizing evidence to effectively and efficiently respond to criminal behavior.



# Organizational Assessments

- The Baldrige Performance Excellence Program. Public/private partnership dedicated to performance excellence.
  - Offers criteria for small businesses, manufacturers, non-profits, healthcare, education, service and government.
  - <http://www.nist.gov/baldrige/>
- The National Institute of Corrections (NIC) developed a comprehensive business model specifically for corrections agencies which will allow them to achieve higher performance.
  - The Achieving Performance Excellence (APEX) system includes specific assessment tools.
  - <http://static.nicic.gov/Library/02528>
- Major systems initiatives including *Transition from Jail to the Community* and *Transition from Prison to the Community* include organizational assessments.

# Recidivism Reduction

- Create a Vision statement that is clear, concise and vivid.
  - Describes why the organization exists, what everyone who is a part of it is striving for.
  - Mission, goals, priorities, budget requests should all be linked to the vision.
  - Display the statement in prominent places. Refer to it.
    - ✓ Letterhead, website, newsletters.
  - Beyond this --- describe to ALL staff why what they do matters, how is their specific job connected to the big picture.
  - *Communicate. Motivate. Inspire. Attract people who share passion for the work.*

# Attracting Great Staff

- Recruiting
  - Describe the organizational culture (attitudes, beliefs and values – how things get done around here). And look for fit between candidate and organization.
  - Job descriptions should reflect the values of the organization.
  - *Degrees in helping professions particularly for treatment staff.* People who believe that human beings can and do change and that there are specific strategies that can be used to increase the opportunities for positive change.
  - *Internships/Co-ops with colleges and universities.*
  - *Social media* in addition to standard recruitment strategies.
  - *Happy employees are the best ambassadors.*

# Staff Training

- **Create or adopt training curriculums that provide high level overview of the principles of changing offender behavior.**
  - ALL staff should be required to participate in the training program.
  - Content: Causes of criminal behavior, concepts of *risk, need, responsivity*, what has been shown to work to correct anti-social behavior – social learning theory, cognitive behavioral strategies;
  - Review the organization’s overarching strategy to address risk factors;
  - Discuss the importance of collaboration and continuity.



# Staff Training

- Emphasize how every interaction with an offender is a chance to teach an offender something.
- Staff must serve as positive role models.
- Review common criminal thinking errors, such as blame shifting, minimization, victim stance and role play how to challenge these and other anti-social statements.
- Discuss the basic premise of motivational interviewing and how to ask questions which may assist offenders in considering options and consequences of behavior.

*Our prime purpose in this life is to help others. And if you can't help them, at least don't hurt them.*

Dalai Lama

# Staff Retention, Recognition, Promotion

- Provide on-going coaching and feedback for staff.
- Select staff who are doing great work to mentor their peers.
- Share problem-solving strategies; both successes and failures ought to be discussed.
  - Can use videoconferencing and other techniques to draw more people in.
- Make employee recognition (employee of month, quarter, year etc.) meaningful with input from staff.
- Listen to employees; provide resources.
  - Resources such as Council of State Government's Recidivism Reduction checklists: <http://csgjusticecenter.org/reentry/reentry-checklists/>
  - Corrections Program Checklist (CPC) or Correctional Program Assessment Inventory (CPAI)



# Tracking Performance

- Identify metrics that are directly related to the organization's overall mission and specific goals.
  - Begin by thinking about the questions various stakeholders are likely to ask (the 50,000 foot view) and then drill down to the data elements which will allow you to generate answers to these questions.
  - Both quality, integrated management information systems and staff trained in research, analyses and reporting are important.
  - *Don't allow the perfect to be the enemy of the good.*
  - Use resources such as *Second Chance Act* solicitations, agency statistical and annual reports, the National Institute of Justice and Bureau of Justice Assistance publications on measuring performance.

# Communications

- Ensure that data which is collected is analyzed and reviewed and most importantly, that it is used to make improvements in the organization. *No Gotcha.*
- Ensure that key data is disseminated widely to staff, stakeholders.
- Transparency. Accountability. Progress.
- Use multiple methods for distribution/access. Data dashboards, newsletters, post to web, periodic reports.
- People need to be “in the know.”
- **The Emperor’s New Clothes.**



# Weed the Garden



- Ensuring fidelity to sound models requires sustained effort and a multipronged approach.
- It is better to take extra time and get programs/initiatives off on the right foot, than it is to go back and try to fix things later.
- Consider the type and number of policy, procedures, system changes that are introduced at one time. *If everything is a priority, then nothing is a priority.*
- Staff who are overwhelmed or are confused about priorities can understandably become frustrated. *Seek feedback consistently. Consider surveys/focus groups. Act to avoid efforts slipping.*
- Use a variety of tools such as audits and process/outcome evaluations by internal and external experts to gather objective information.

# Resilient Organizations

- Like individuals, organizations have defining moments.
- Organizations can and do experience trauma. Can be caused by events such as riots or hostage situations in correctional facilities or scandals where staff are engaged in illegal and/or unethical behavior.
- “Failure” is not a permanent state any more than success is.
  - Pennsylvania Department of Corrections in wake of Camp Hill riot.
  - The President’s Club: Inside the World’s Most Exclusive Fraternity  
Nancy Gibbs and Michael Duffy

*If you’re going through hell; keep going.*

Winston Churchill

# Resilient Organizations

- **Everyone can hold the helm when the sea is calm. Leadership is critical to steer organizations through the turmoil.**
- Emphasize why the organization exists and the role individuals play.
- Acknowledge feelings, emotions of staff; provide support and services where necessary.
- Listen with empathy.
- Be above reproach yourself. Act with conviction and courage and absolute integrity.
- Do the right thing. If there are failures acknowledge them. Fix.
- Be accountable , transparent, collaborative.

# Closing Thoughts

- Attitude is contagious.
- The key to success is action.
- Grit, perseverance are what really matter.
- We are measured and judged by what we do, more than anything else.



# Contact Information

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