

UNDER CONSTRUCTION

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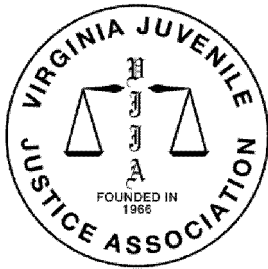


Building Our Skills to Help Others



WORKSHOP
Leading Change Initiatives

FACULTY
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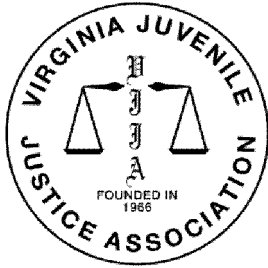


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Leading Change Initiatives

OVERVIEW

- **Leading Change Initiatives**
- **Richmond's Successful History w/ Initiatives**
- **Using Past Success As the Catalyst for Broader Reform**
- **Why Lead Change Initiatives?**
 - Why Richmond CSU?
 - Why Your Workplace?
- **Our Work with the University of Cincinnati**
- **Current Effort: Reclaiming Change Agent Role**
 - Cont. to Implementing the Principles of Effective Intervention
 - Cont. to implement the Effective Casework Model
 - Transitioning from Probation Monitoring to Probation Intervention
- **Development and Coaching**
- **On-going Quality Assurance & Next Steps**

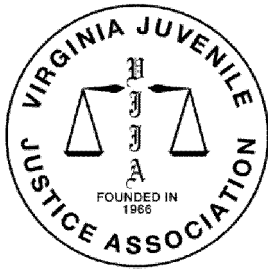


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Why?

- **recidivism / outcomes**
- **embrace leadership role**
- **evolution of profession**
- **building on proud history and foundation**
 - **history successful initiatives**
 - **consistent with the court strategic plan**
 - **build on existing risk-based system**

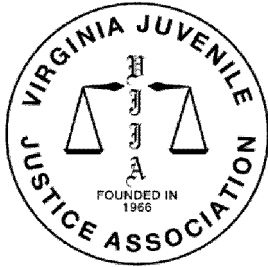


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WHY? Outcomes

- **Absent Good Outcomes Nothing Else Matters**
- **Recidivism: The Gold Standard**
- **Must Be Guided By Numbers, Not Anecdote**
- **We Consider Our Numbers Our Report Card**
- **We Were Not Satisfied With Our Report Card**
- **Numbers Did Not Reflect Hard Work/Effort**
- **Tempting To Measure Success Based On Effort**
- **We Want to Focus on Outcomes Over Process**

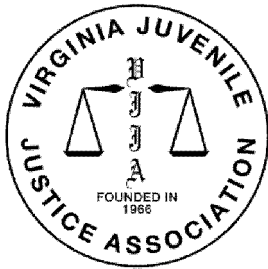


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WHY? I Am A Leader / You Are a Leader

- **Leadership Comes With Responsibilities**
- **Leaders Set the Pace and Lead by Example**
- **Leaders Establish a Vision, Goals & Priorities**
- **Leaders Keep In Step With Their Profession**
- **leaders Develop Subject Matter Expertise**
- **Leaders Give Staff Needed Support/Resources**
- **Leaders lead even in the Face of Opposition**
- **Leaders Motivate/Compelling Reason to Change**
- **If Not You, Who?**

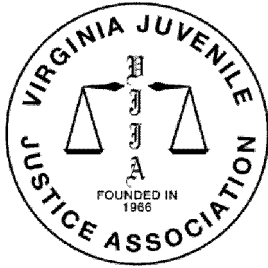


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WHY? Evolution of Our Profession

- **there is now a science to guide our profession**
- **there are years of research on ‘what works’**
- **we must embrace the principles of effective intervention and ensure that Risk – Need – Responsivity are part of everything that we do**
- **We must ensure that our probation intervention is designed to change behavior and is focused in the right areas (e.g. thinking errors)**



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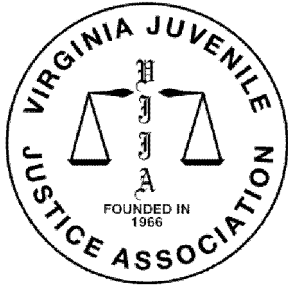
WHY? Building On Our Foundation

History of Success w/ Initiatives

- JDAI
- Transitional Parole
- Effective Casework Model (including YASI)
- Use Past Successes As Catalyst for Broader System Reform

Consistent w/ Court's Strategic Plan and Governor's Priorities

Build on Existing Risk-Based System (program integrity)



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Systems Change Grant

PROCESS

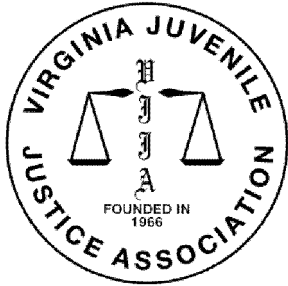
- contracted for researchers to complete an independent study
- selected the University of Cinn (Dr. Edward Latessa)
- on-site research conducted (CPC Checklist)

PRODUCT

- 228 page evaluation w/ systemic, operational and programmatic recommendations

GOALS

- roadmap for improved outcomes (implementation thru sustainability)
- CSU: refocus probation (from monitoring to intervention)
- CSU: reclaim change agent role



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Reclaim Change Agent Role

THE ROLE OF PROBATION OFFICER

- **monitor? service broker? interventionist?**
- **absent a model, free agents**
- **core competencies**

THE FOCUS OF PROBATION

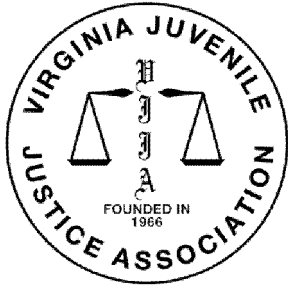
- **monitoring v. intervention**
- **focus on criminogenic needs / cycle of offending**

THE ROLE OF PROBATION SUPERVISOR/DIRECTOR

- **compliance monitor? coach? specialist?**

THE ROLE OF PARTNER PROVIDERS

- **specialty**



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Staff Development & Coaching

ONLINE MODULES

- Online Modules on Evidence-Based Practice

EPICS

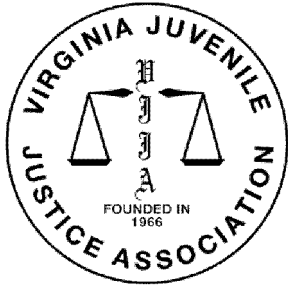
- three days of training focused on Effective Practices in Community Supervision (EPICS)

COGNITIVE BEHAVIORAL INTERVENTION

- two days of training focused on cognitive behavioral programming and intervention

GROUP FACILITATION

- one day of more advanced training for selected group facilitators



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Staff Development & Coaching (cont.)

FOCUS GROUPS

- weekly coaching and practice opportunities

AUDIO TAPING

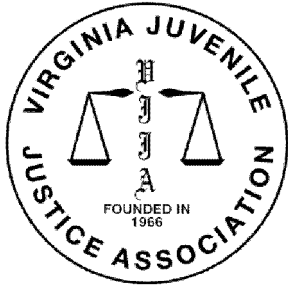
- monthly submission of audio tapes of actual probation sessions
- uploaded to Univ of Cinn for scoring

COACHING SESSIONS

- monthly group feedback sessions via video conference
- collective feedback given jointly by Univ of Cinn and CSU Leadership
- feedback sessions specifically for members of leadership

SUPERVISORY FEEDBACK

- additional supervisory feedback during individual meetings



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EPICs

What is EPICS?

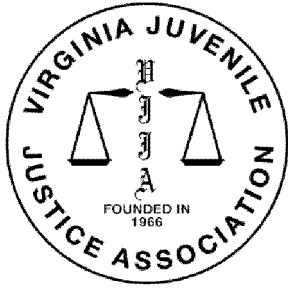
- **Effective Practices in Community Supervision (EPICS)**
- **a Structure for Probation Appointments**

CHECK IN

REVIEW

INTERVENTION

HOMEWORK



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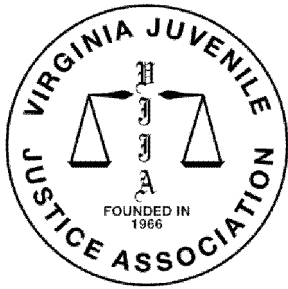
Interventions

**ABC MODEL of Decision Making
(Cognitive Restructuring)**

Problem Solving

Structured Skill Building

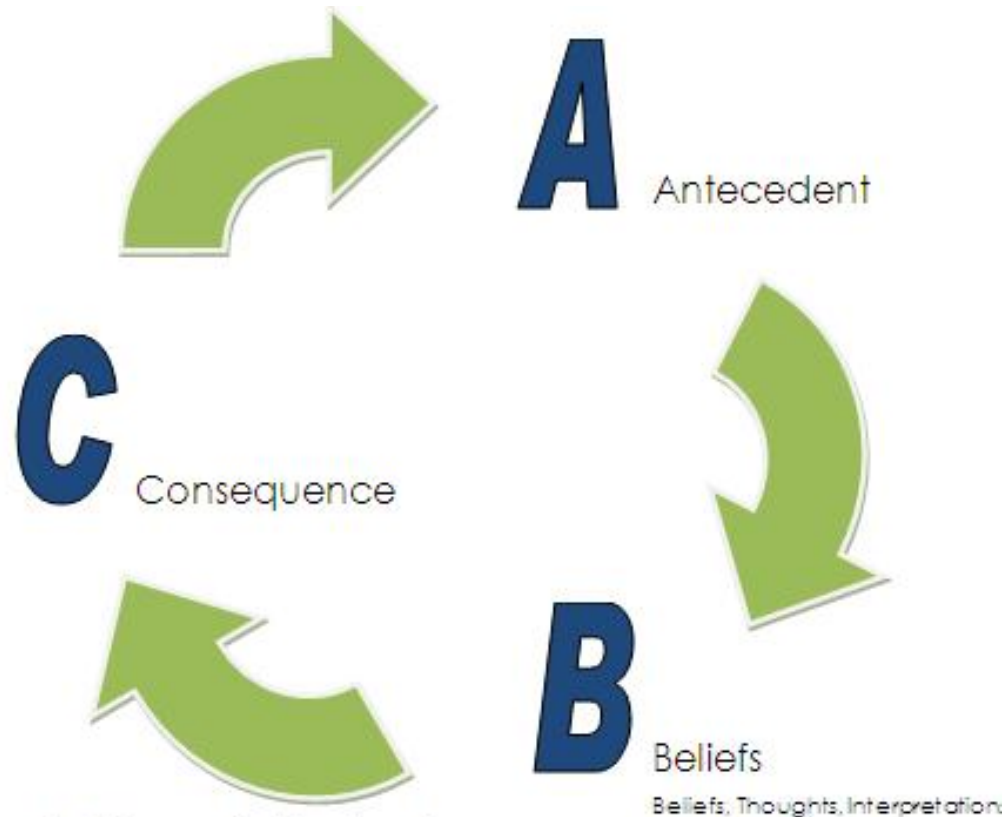
Cost Benefit Analysis



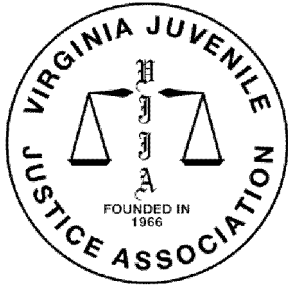
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INTERVENTION 1: ABC Model of Decision Making



Where Is There A Choice?

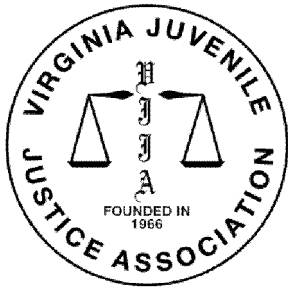


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INTERVENTION 2: STEPS OF PROBLEM SOLVING

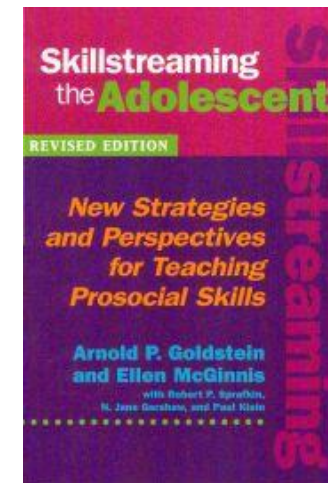
1. Stop and Think and Identify the Problem
2. Clarify Goals
3. Generate Alternative Solutions
4. Evaluate
5. Implement the plan
6. Evaluate the plan



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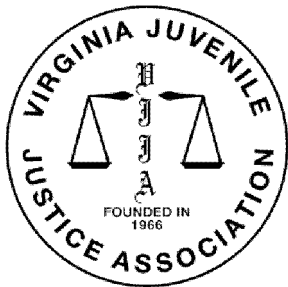
INTERVENTION 3: Structured Skill Building



Skill 13

Apologizing

1. Decide if it would be best for you to apologize for something you did.
2. Think of the different ways you could apologize.
3. Choose the best time and place to apologize.
4. Make your apology.

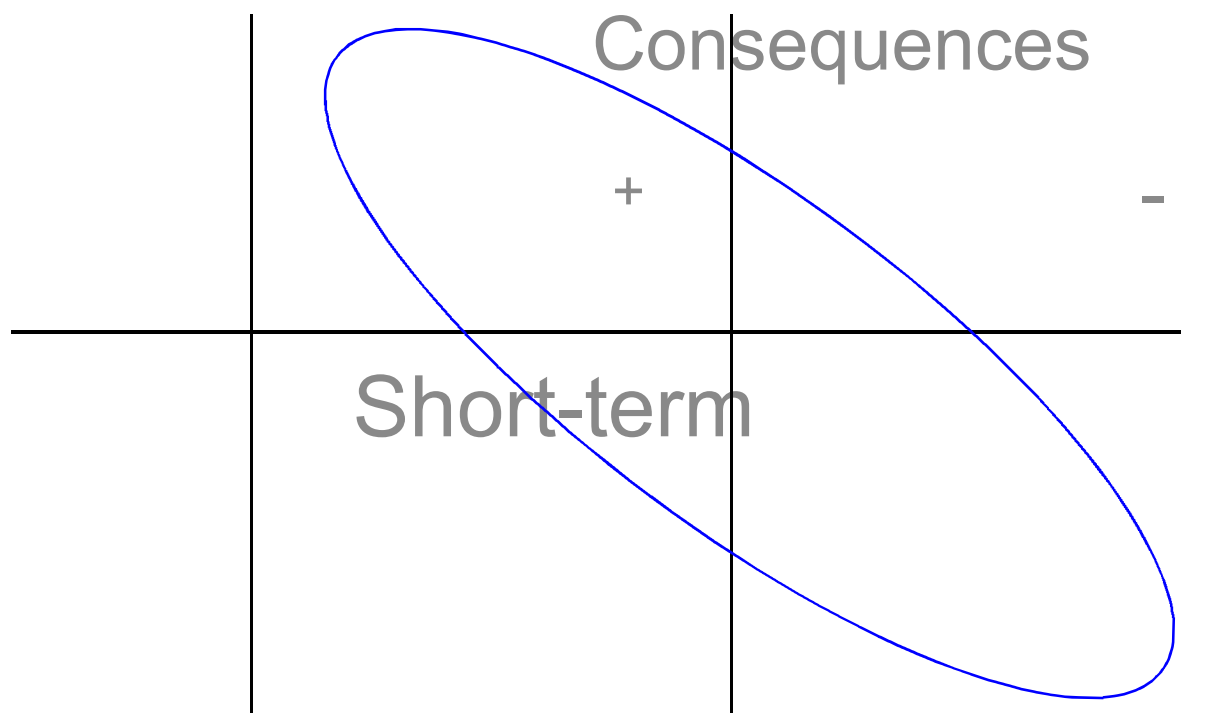


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INTERVENTION 4: Cost Benefit Analysis

Behavior: **ANTISOCIAL**





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Officer Rating Form: Session Structure/Intervention

CHECK-IN				
Enhances collaborative relationship/rapport with the client.	2	1	0	NA
Assesses for crisis/acute needs.	2	1	0	NA
Assesses for compliance with conditions.	2	1	0	NA
Overall Rating	2	1	0	NA
REVIEW				
Reviews short and long term goals of the client.	2	1	0	NA
Enhances learning through repetition and feedback.	2	1	0	NA
Asks about community agency referrals.	2	1	0	NA
Reviews homework from previous session	2	1	0	NA
Overall Rating	2	1	0	NA
INTERVENTION				
Demonstrates the ABC Model.	2	1	0	NA
Uses cognitive-behavioral concepts to recognize & explore antisocial thoughts	2	1	0	NA
Teaches new prosocial attitudes/thoughts	2	1	0	NA
Uses cognitive-behavioral concepts to recognize & explore risky situations	2	1	0	NA
Teaches new prosocial skills to manage risky situations (Skill:)	2	1	0	NA
Overall Rating	2	1	0	NA
HOMEWORK				
Graduated Rehearsal	2	1	0	NA
Helps the client to generalize learning to new situations.	2	1	0	NA
Assigns appropriate homework	2	1	0	NA
Overall Rating	2	1	0	NA

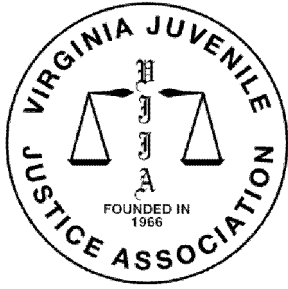


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Officer Rating Form: *Behavioral Practices*

EFFECTIVE REINFORCEMENT				
Reinforces prosocial behavior or comments	2	1	0	NA
Explores short and long term benefits of continuing prosocial behavior	2	1	0	NA
Overall Rating	2	1	0	NA
EFFECTIVE DISAPPROVAL				
Disapproves of antisocial behavior or comments	2	1	0	NA
Explores short and long term benefits of continuing antisocial behavior	2	1	0	NA
Overall Rating	2	1	0	NA
EFFECTIVE USE OF AUTHORITY				
Focuses on behavior	2	1	0	NA
Keeps a calm voice	2	1	0	NA
Specifies choices and attendant consequences	2	1	0	NA
Overall Rating	2	1	0	NA



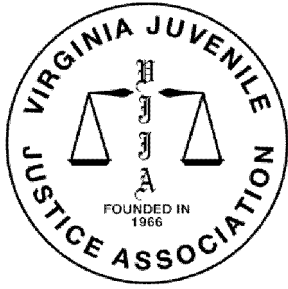
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How Did It Go? How's It Going?

EARLY SUCCESSES

- availability of grant
- buy in from judiciary
- support from state
- buy in from city
- buy in from partners
- existing Collaborative
- funds for training
- funds for supplies
- funds for materials
- buy in from some staff (supervisors & line staff)
- spotlighted existing skilled staff
- good attendance at focus groups
- willingness of clients/parents to be taped



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How Did It Go? How's It Going?

BARRIERS / CHALLENGES

- knowledge deficits
- staff buy in (resistance)
- confidence
- staff distrust re: outcomes
- timing of standards change
- learning curve (time for development)
- trust
- Unexamined practices / comfort with current routine
- role confusion
- fears of transparency
- reluctance to be a leader
- what's in it for me?
- vacancies





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Leading Change Initiatives: Next Steps

SUSTAINABILITY

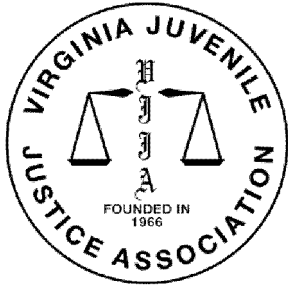
- on-going coaching/practicing
- infrastructure: changes to EWPs, recruitment process & documents
- on-going development for staff and partners (refresher trainings)
- work plan developed around U of Cinn recommendations

QUALITY ASSURANCE

- development ongoing QA plan re audio taping and observation
- develop strategies for improved assessment scoring

PROBATION OPERATIONS

- selection of EBP group curriculums
- revised sanctions & incentives grid
- revised GILS systems guide
- development of assessment driven intervention guide
(to guide enhanced case planning)



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Questions?

