

Using Research to Improve Outcomes: The Maryland Experience

Presentation by Judith Sachwald

Community Corrections: Ensuring Results Through Evidence-Based Practices
Ohio Department of Rehabilitation and Correction
February 22, 2008



Progress is impossible without
change, and those who cannot
change their minds cannot
change anything. – George Bernard Shaw

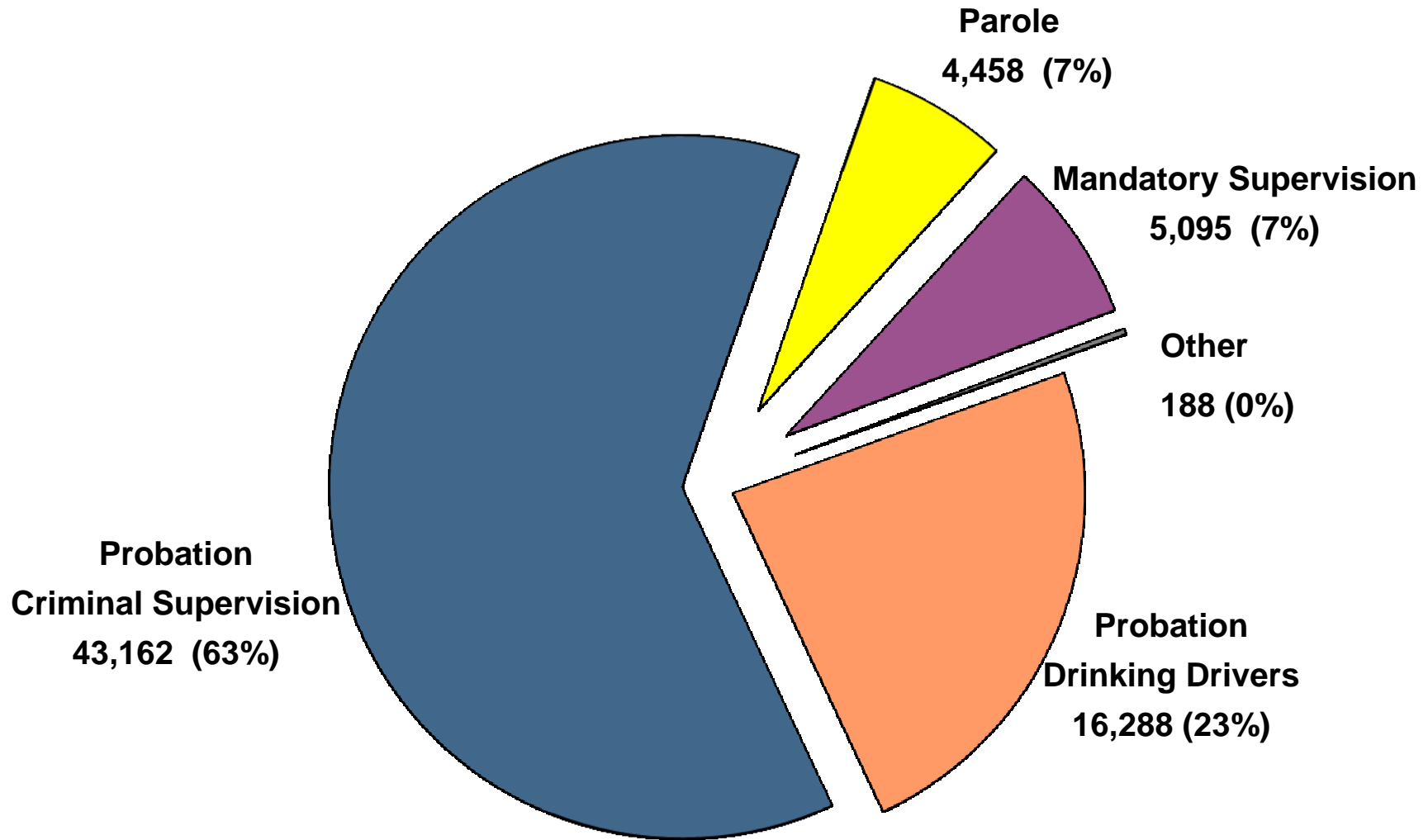
Maryland at a Glance

- ✱ 5.3 million residents
- ✱ 53,000 offenders under criminal supervision
- ✱ 15,000 DUI/DWI offenders
- ✱ 700 Parole and Probation Agents
- ✱ 100 Drinking Driving Monitors
- ✱ 48 DPP Offices



MD Division of Parole and Probation 69,191 Parolees and Probationers

June 30, 2007



Impetus For Reinvention

Standout programs
— no matter how successful —
are merely scattered pockets of
strength benefiting select
communities unless the lessons
learned become part of a
comprehensive community-based,
correctional strategy.



Community
Engagement

Supervision
Practices
Based on Science

Organizational and
Professional Development

arrests and technical violations

Productive and responsible

Reduce lifestyle

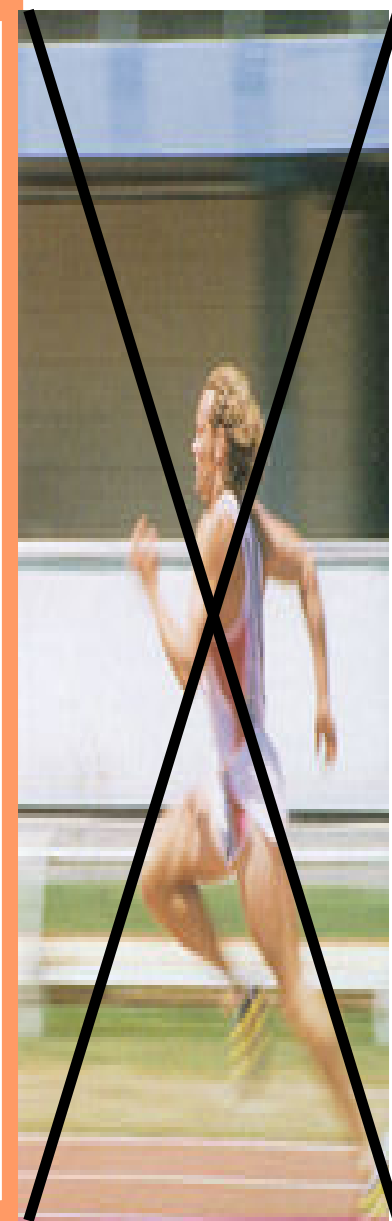
*As a leader...
your principal job is to
create an operating
environment where others
can do great things.*

— Richard Teerlink

Evidence-Based, Balanced Approach



- * DPP is striving to craft and implement a community supervision strategy based on science that utilizes effective intervention tools to produce meaningful and lasting behavioral change and improve public safety.
- * DPP expanded its Warrant Apprehension Unit and partnerships with local law enforcement to expeditiously return to custody supervisees who pose a public safety risk.
- * Home detention of sentenced and pretrial inmates transferred to DPP in December 2005.



Reinventing supervision is a marathon, not a sprint. ⁷

PCS

Proactive Community Supervision

- *Protect public safety
- *Hold supervisees accountable to victims and the community
- *Help supervisees become responsible and productive



Division of Parole and Probation

VISION

It is the vision of the Division of Parole and Probation to become a comprehensive community corrections agency that works in collaboration with criminal justice agencies, communities and service providers to prevent and interrupt the criminal behavior of probationers, parolees and other supervisees. The Division will identify and implement evidence-based practices to facilitate the successful reintegration of supervisees into their families and communities. The Division will develop a safe and supportive work environment that encourages all employees to achieve their maximum professional potential.

MISSION

The Division of Parole and Probation will ensure the safety of its employees and enhance public safety by holding supervisees accountable to victims and the community and by helping supervisees through the process of becoming law-abiding and productive.

PROFESSIONAL PRINCIPLES

The Division of Parole and Probation recognizes that all of its employees are essential to achieving the mission and embraces these principles:

DIGNITY

We respect the dignity of each individual.

PRIDE

We take pride in our ability to work together as a team.

HUMOR

We maintain perspective on our task, ourselves, and each other.

INTEGRITY

We value honesty in all we do.

ACCOUNTABILITY

We measure ourselves according to our highest standards.

CREATIVITY

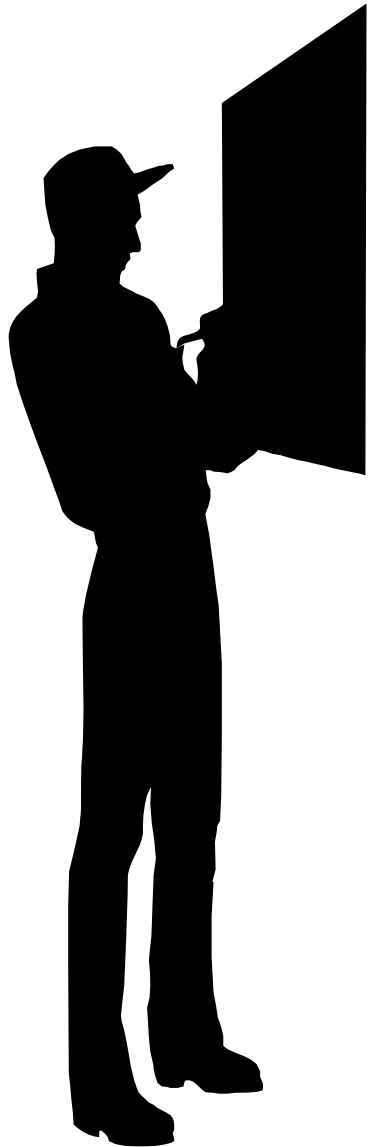
We encourage and support innovations based on evidence.

LEADERSHIP

We strive for excellence in the criminal justice community.

A New Approach to Supervision

Opening Windows to Effective Intervention

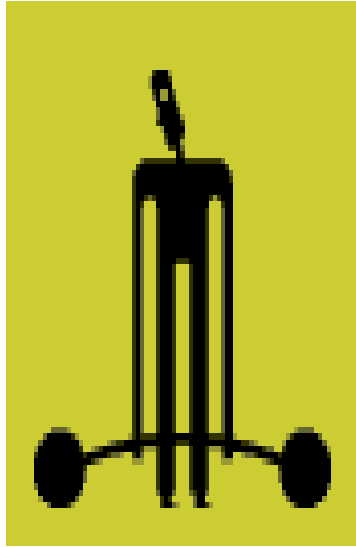


- * Redefine agent and supervisor roles to focus on risk management
- * Agents and supervisors work as teams
- * Establish two levels of supervision
 - Intensive for high-risk, high-need supervisees (70%)
 - Standard for low-risk, low-need supervisees (30%)
- * Agents supervise 50-55 intensive cases or 200 standard cases
- * Ensure quality contact between agent and supervisee

New Approach to Supervision

- * Use the office as the base for administrative duties and the **community** as the place where intensive supervision occurs
- * Use the Level of Service Inventory - Revised (LSI-R) to identify a supervisee's level of risk and needs and to develop a case plan
- * Expand hours of operation by utilizing alternative work schedules
- * Develop collaborative relationships with law enforcement agencies, the community, and treatment providers
- * Increase the role of victims and assign victim advocates to targeted field offices

Strengthen Agency Management



- * Establish Leadership and Management Teams
 - Collect and analyze data
 - Make decisions based on data
- * Ensure that employees are treated fairly
- * Simplify forms
- * Revise policy and procedure and making them available electronically
- * Empower employees to make decisions
- * Develop learning culture
- * Encourage openness to change

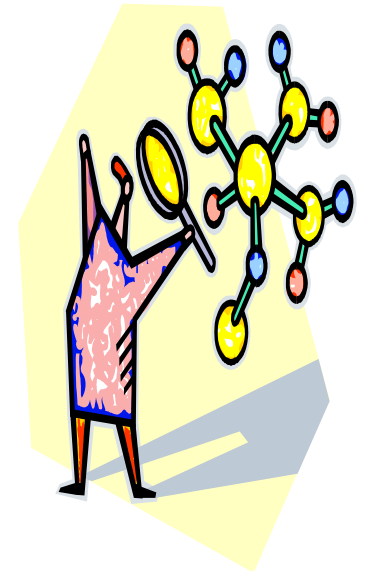
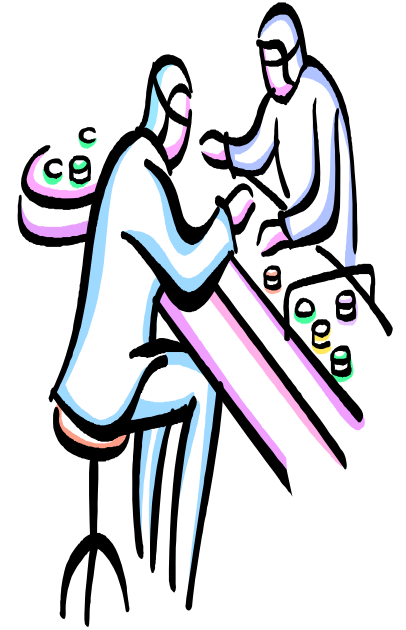


Workforce Development

- * Recruit and retain staff
 - Improve internal communication
 - Establish internship program for college students
- * Train agents and supervisors in drug addiction and human behavior; case management; computer software and new offender management information system
- * Develop curriculum in collaboration with higher education partners and other national experts on drug addiction and human behavior
 - Training includes initial 2-hour briefing; 3-days of intensive training; and 2-hour booster session
 - Skills are tested before and after training
 - Field supervisors observe agents and provide feedback
 - Training supplemented by CD-ROM “handbook” which provides policies, procedures and video clips of quality contacts
- * Establish Leadership Development Program in collaboration with the UMCP School of Business for first- and mid-level supervisors

PCS is Research-Based

- ✱ Identify criminogenic risk and need factors
- ✱ Target interventions to high-risk supervisees (responsivity)
- ✱ Minimize contacts and services for low-risk supervisees
- ✱ Use cognitive behavioral interventions including supervision contacts
- ✱ Engage social supports and geographic-center supports in interventions.



Applying “What Works”

- * **Develop rapport** between supervisee/agent
- * Gather input from supervisee (**engagement**)
- * **Identify supervisee typologies**
- * Identify **special tracks** with no more than **3** target behaviors at one time
- * Use **proximal**, intermediate performance measures



tools of the trade
a guide to incorporating science into practice

Online at nicic.org/Library/020095

Focus On the “Big Six”



Criminogenic Needs:

- 1) Anti-Social Values
- 2) Criminal Peers
- 3) Low Self-Control
- 4) Dysfunctional Family Ties
- 5) Substance Abuse
- 6) Criminal Personality

Traditional Agents

- * See supervisees in the office and occasionally in their homes
- * Talk with victims and other stakeholders
- * Test supervisees for drug use
- * Refer supervisees for drug treatment and other services
- * Communicate with treatment providers
- * Participate in violation hearings in various courts and correctional facilities
- * Find out the amount of restitution owed to a victim and monitor its collection
- * Track arrest data and monitor court dispositions
- * Write reports to the courts and the parole commission to communicate information regarding a supervisee's conduct and progress
- * Complete numerous administrative

PCS agents

- * Spend most of their time in or near the areas supervisees call home
- * Work with supervisees to beat the drug and alcohol addictions that lead them back to crime and violence – **the contact becomes an intervention**
- * Help supervisees get basic education and job skills so they can become contributing citizens
- * Build relationships with supervisees' families, friends, neighbors, employers – individuals who can alert agents before trouble arises
- * Have the chance to intervene before a supervisee commits a new crime and help supervisees rebuild their lives and stay on track
- * Are able to respond quickly when a supervisee's behavior necessitates removal from the community since they spend a substantial amount of time in the community

Principles of Case Planning

- * Provide supervisee with objective feedback
- * Show results of assessment
- * Allow supervisees to have input into case plans
- * Increase supervisee “buy-in”



Maryland Division of Parole and Probation - Quality Contact Standards

Agent Name: _____

Department and Manner of Being With an Offender

1	<i>Introduced self or greeted offender in a confident, friendly manner and thanked them for their time and effort when closing the session.</i>											
	LOW	1		2		3		4		5	HIGH	
2	<i>Posture and physical gestures (e.g., hand shakes, eye contact, non-verbal communication) were deliberate, dignified, and conveyed interest and respect.</i>											
	LOW	1		2		3		4		5	HIGH	
3	<i>Was organized and prepared with case materials, recent test results, and session goals.</i>											
	LOW	1		2		3		4		5	HIGH	
4	<i>Achieved goal of meeting and closed session with review of immediate action plan for offender.</i>											
	LOW	1		2		3		4		5	HIGH	

Assessment and Planning

5	<i>Used appropriate communication skills to decrease tension and reinforce positive behavior, minimize interruptions and avoid raising voice.</i>											
	LOW	1		2		3		4		5	HIGH	
6	<i>Reviewed and updated the offender's progress towards previously established goals.</i>											
	LOW	1		2		3		4		5	HIGH	
7	<i>Explored and conducted on-going assessments for offender's ambivalence (to change), criminogenic needs and relevant circumstances of the case.</i>											
	LOW	1		2		3		4		5	HIGH	
8	<i>Verified current case information and status (e.g., address, employment) and record case information that reflects minimal supervision standards.</i>											
	LOW	1		2		3		4		5	HIGH	

Treatment and Service Referral

9	<i>Maintained focus for change on offender and their problem-solving ability.</i>											
	LOW	1		2		3		4		5	HIGH	
10	<i>Adequately discussed referral needs, and jointly planned goals & obstacles with offender and guided through the stages of change.</i>											
	LOW	1		2		3		4		5	HIGH	

Sanctions and Ground Rules

11	<i>When necessary, appropriately reminded offender of ground rules for effective supervision and legal consequences for non-compliance.</i>											
	LOW	1		2		3		4		5	HIGH	
12	<i>When appropriate (dictated by sanction contract), provided sanctions clearly in a fair manner.</i>											
	LOW	1		2		3		4		5	HIGH	

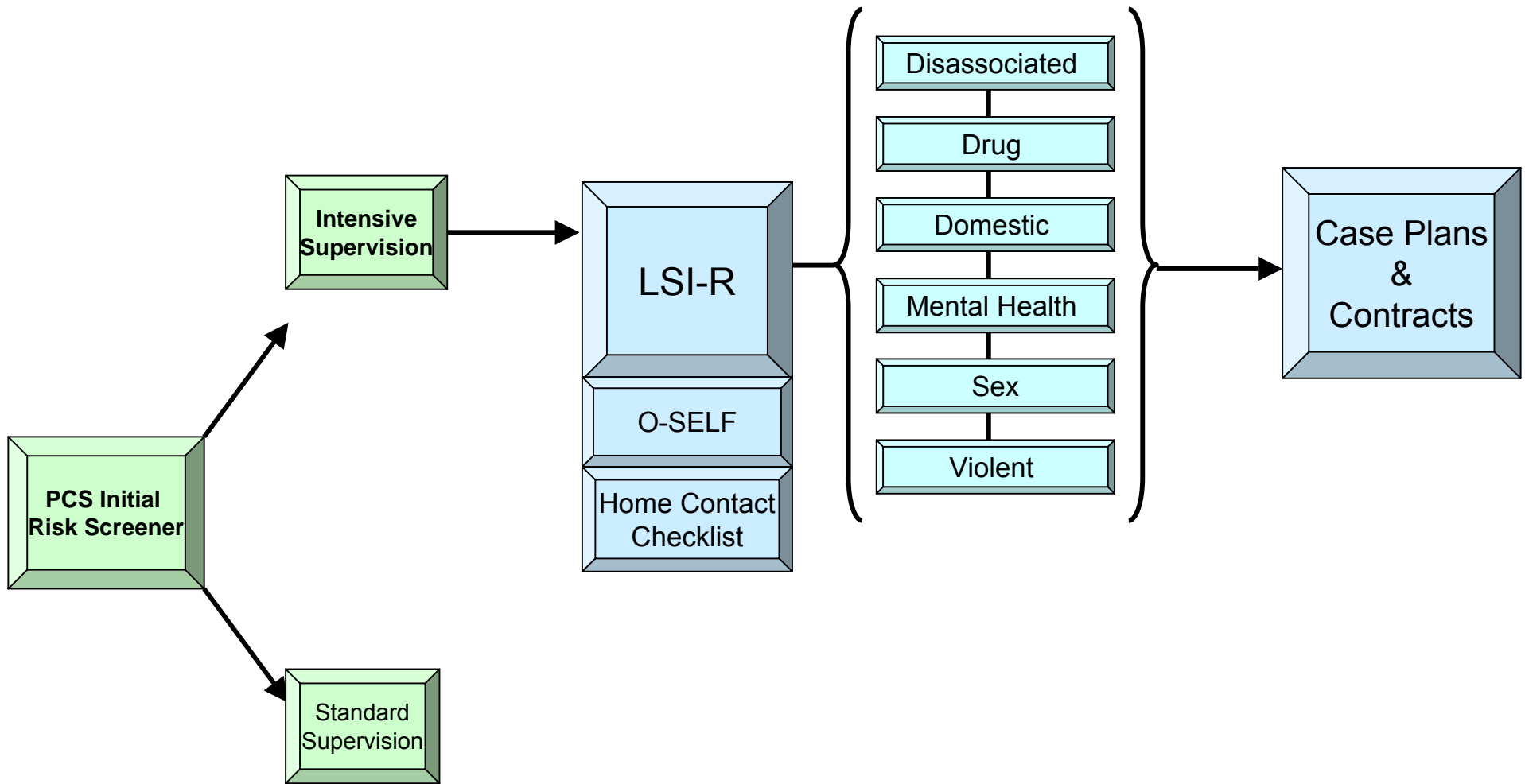
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PCS Strategy of Supervision: Defining a Case Plan

Classification

Assessment

Case Management



Intake

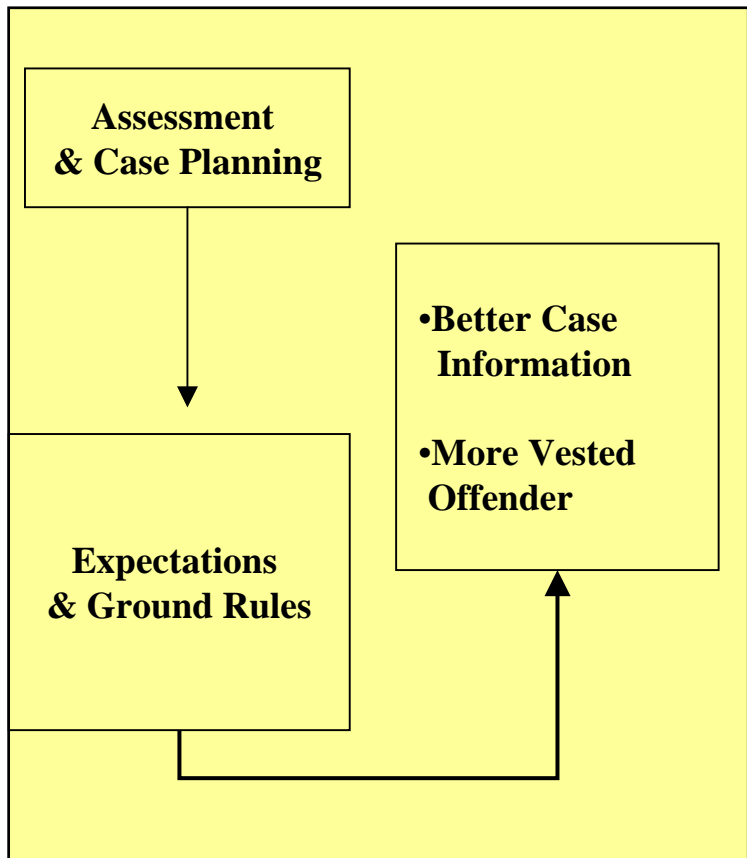
30 Days

Practice Guidelines

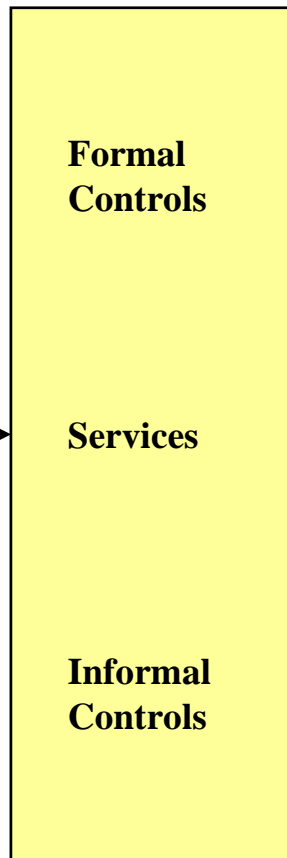
Typology	Supervision Plan Focus
Disassociated	Developing a social network
Domestic Violence	Addressing violent tendencies, power and control issues, and substance abuse issues
Drug-Involved	Addressing addiction issues
Mental Health	Finding treatment and care for mental health issues
Sex Offender	Including controls and treatment to address sexual deviancy
Violent Offender	Internal and external controls for violent behaviors

Process for Supervisee Change

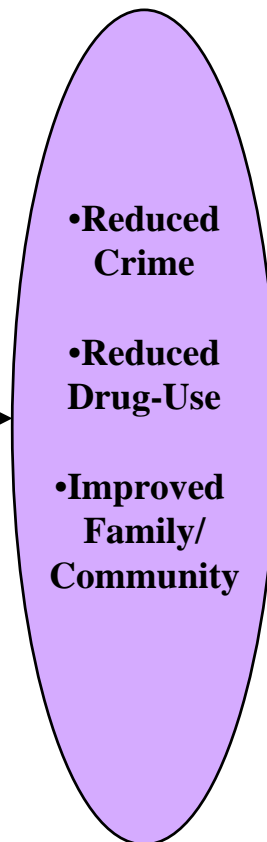
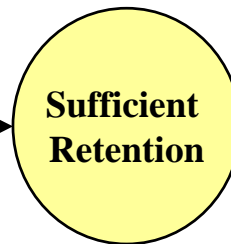
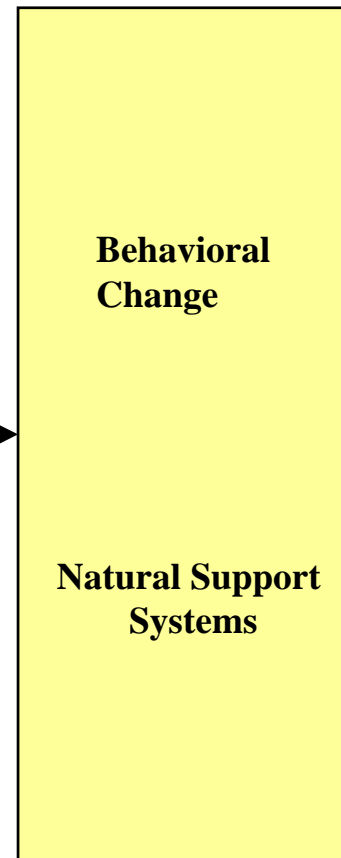
Engagement



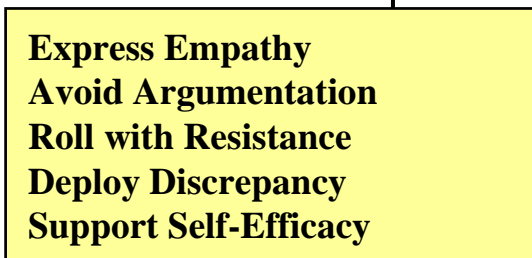
Change



Sustained Change



Department



4 Months

12 Months

18 Months

The Research

Proactive Community Supervision: Changing Offender Outcomes

February 2006

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www.dpscs.state.md.us/publicinfo/publications/pdfs/PCS_Evaluation_Feb06.pdf

The Research

THE DESIGN

- * 4 PCS areas
- * Cases randomly selected from all intakes in proportion to the number of intakes at each site (n=274)
- * Individual Match (n=274)
 - Age
 - Gender
 - Ethnicity
 - Offense Type
- * No statistically significant differences between groups



THE SAMPLE

- * 83% Male
- * 85% African American
- * 65% Unemployed
- * 80% Single
- * 7 prior arrests

The Bottom Line

- * The likelihood of arrest was reduced by 38% for offenders in the PCS group
- * The likelihood of a warrant being filed was reduced by 38% for offenders in the PCS group



- * There was no statistically significant difference between the PCS and non-PCS groups in the rate of positive drug tests or failures to appear for drug testing

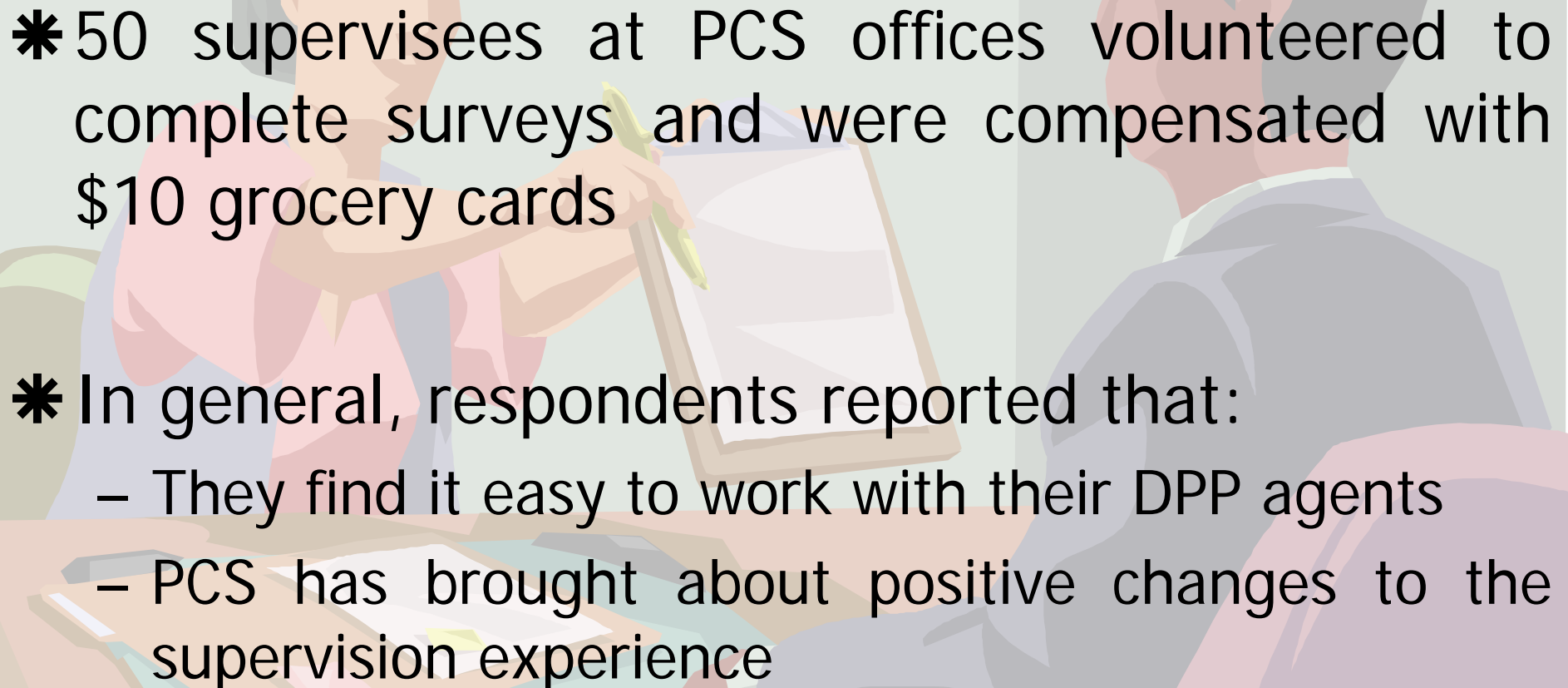
Key Findings

* Supervisees with a typology have 90 -150% more assigned responsibilities and take action 90 - 200% more frequently than those without a typology



* When supervisees have typologies, agents assign themselves 5 to 12 times the responsibilities and take action on 7 to 13 times the responsibilities of cases in which offenders do not have a typology

Interviews

- 
- * 50 supervisees at PCS offices volunteered to complete surveys and were compensated with \$10 grocery cards
 - * In general, respondents reported that:
 - They find it easy to work with their DPP agents
 - PCS has brought about positive changes to the supervision experience

*PCS has the potential to change how we
do business in probation and parole,
and to significantly increase public safety.
The State of Maryland has taken a giant leap
forward and is a model for others to follow.*

Edward Latessa, PhD
Professor and Head, Division of Criminal Justice, University of Cincinnati

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