

Strategies for Supervision Program Engagement

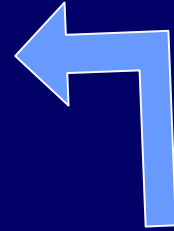
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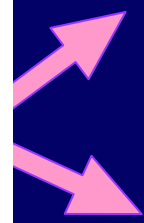
All questions should be directed to fstaxman@vcu.edu.

Estimated Size of the Correctional Population: 8+ M Adults, 650K Juveniles

424,046 adults
receive tx (7.6%)

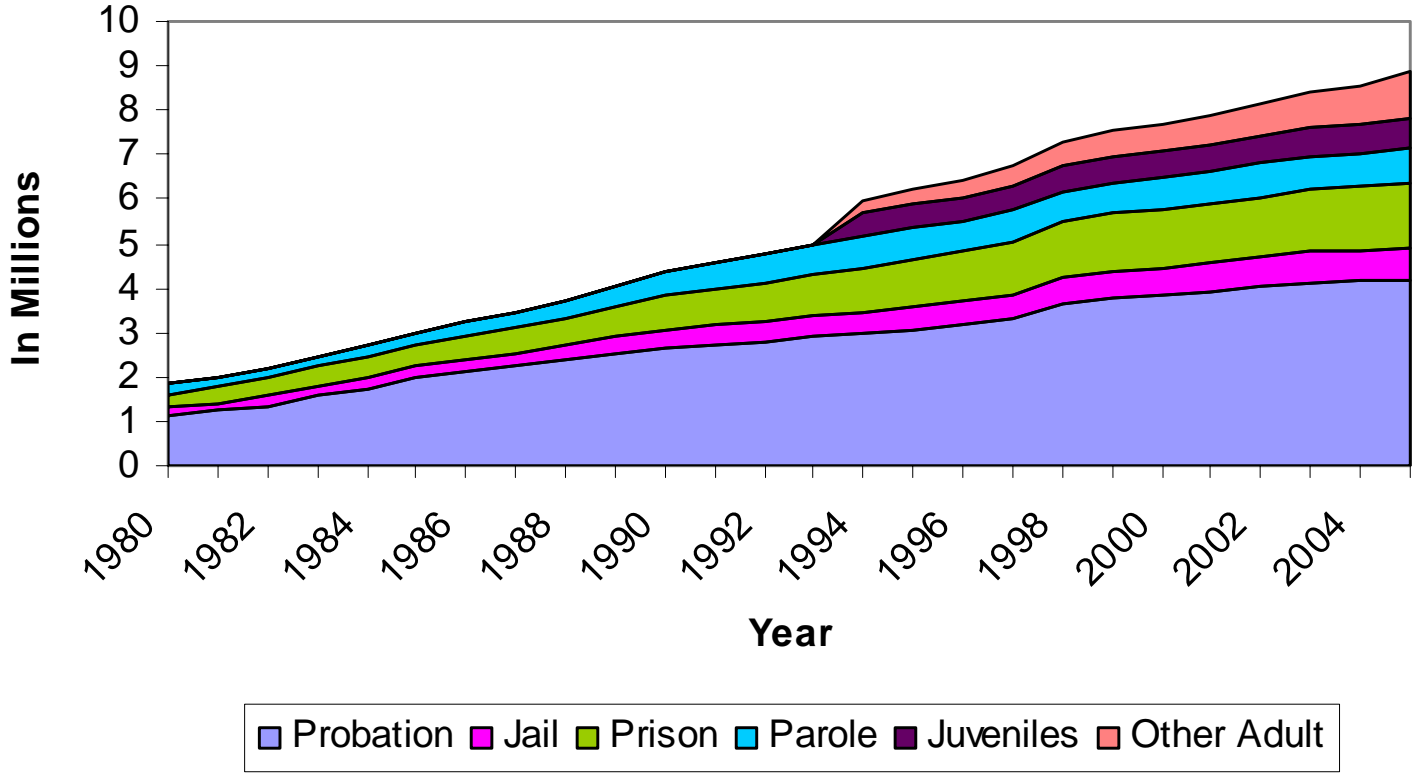
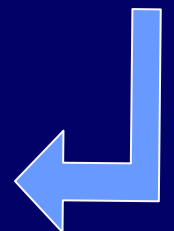


5,613,739
adults need TX
(4.5M males,
1.1M females)



253,034
juveniles need TX
(198,000 males,
54,000 females)

54,496
juveniles
GET tx
(21.5%)



*Bureau of Justice Statistics, 2005 adjusted with estimates from Taxman, et al, 2007.

CJS Practice May Enhances Defiance

- Current Pretrial Release Practices that are not fair or equitable
- Lack and quality of Defense Attorneys that are available
- Reliance on Treatment or Conditions that are Not In Existence or that are Ineffective
- Inconsistent policies and practices in all arenas—arrest, pretrial release, ROR, etc.

The Quandrum We are In

- The public *perceives* release/supervision as ineffective and a “slap on the wrist”
- CJS environment is “toxic”—high expectations, low resources, inconsistent responses
- CJS has become the largest service network in a community
- **Disappearing** service structure in the community
- CJS assumes to control/impact behavior, but **tools (HOWS)** are not in place
- CJS tries to help offenders conform--offender doesn't know how! (and rules change)



Meta-Analysis Findings on Program Effectiveness*

CJ Interventions

- **Intensive Supervision**
- **Boot Camp**
- **Case Management**
- **TASC**
- **DTAP (Diversion to TX, 12 Month Residential)**
- **Tx with Sanctions (e.g. Break the Cycle, Seamless System, etc.)**
- **Drug Courts**
- **In-Prison Tx (TC) with Aftercare**

Clinical Techniques

- **Education (Psycho-Social)**
- **Non-Directive Counseling**
- **Directive Counseling**
- **Motivational Interviewing**
- **Moral Reasoning**
- **Emotional Skills**
- **12 Step with Curriculum**
- **Cognitive Processing**
- **Cognitive Behavioral (Social, Interpersonal, etc.)**
- **Therapeutic Communities**
- **Contingency Management/Token Economies**

* List of Studies Available from author

Major Theoretical Advances in the Last Decade

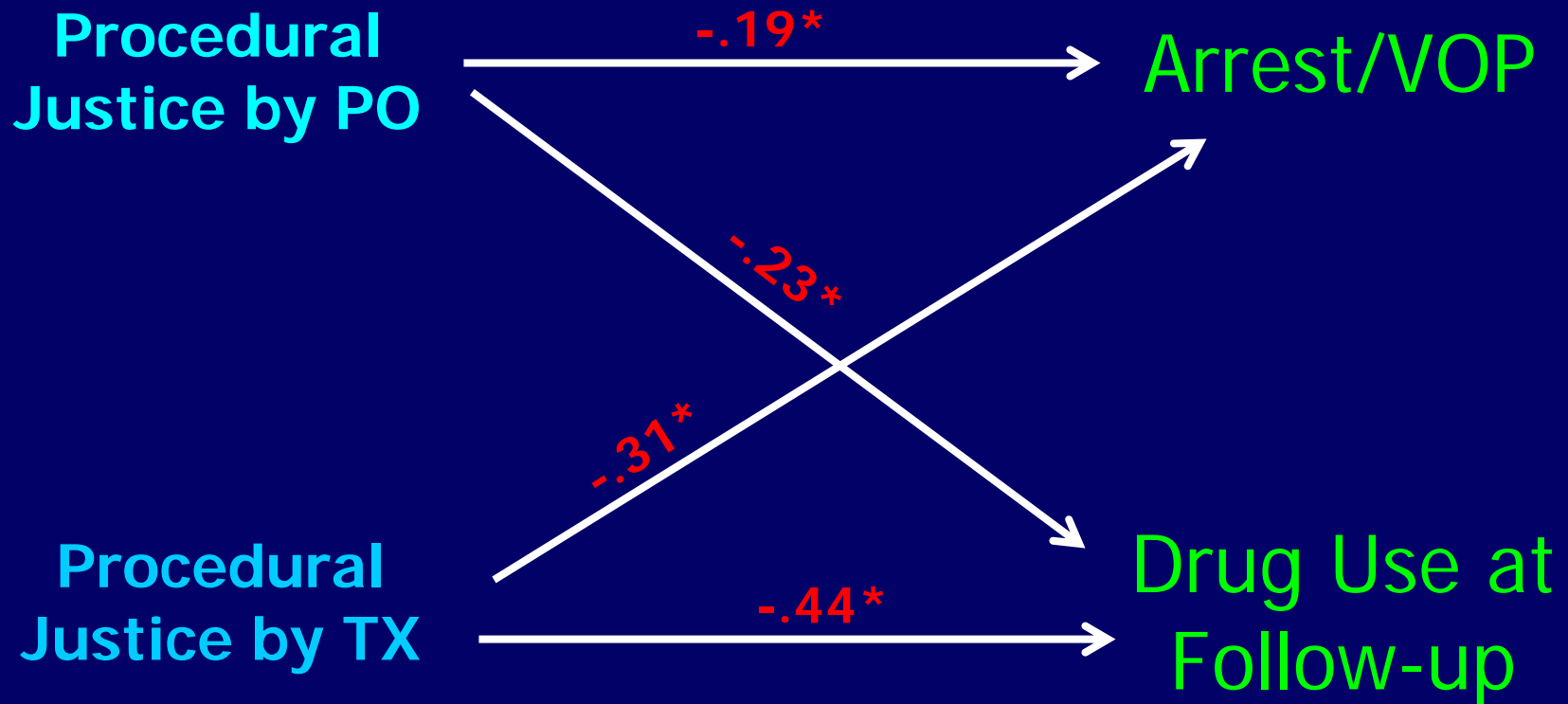
- **Informal Social Controls**—people change from pressures from those that they love
- **Procedural Justice**—importance of consistent responses
- **Cognitive Behavioral Therapy & Contingency Management**—importance of interventions that shape behaviors
- **Risk Instrumentation & Responsivity**—focus on specific offender needs
- **Treatment/Change Process**—behavioral change is a process where the parts are integrated

Fairness & Legitimacy

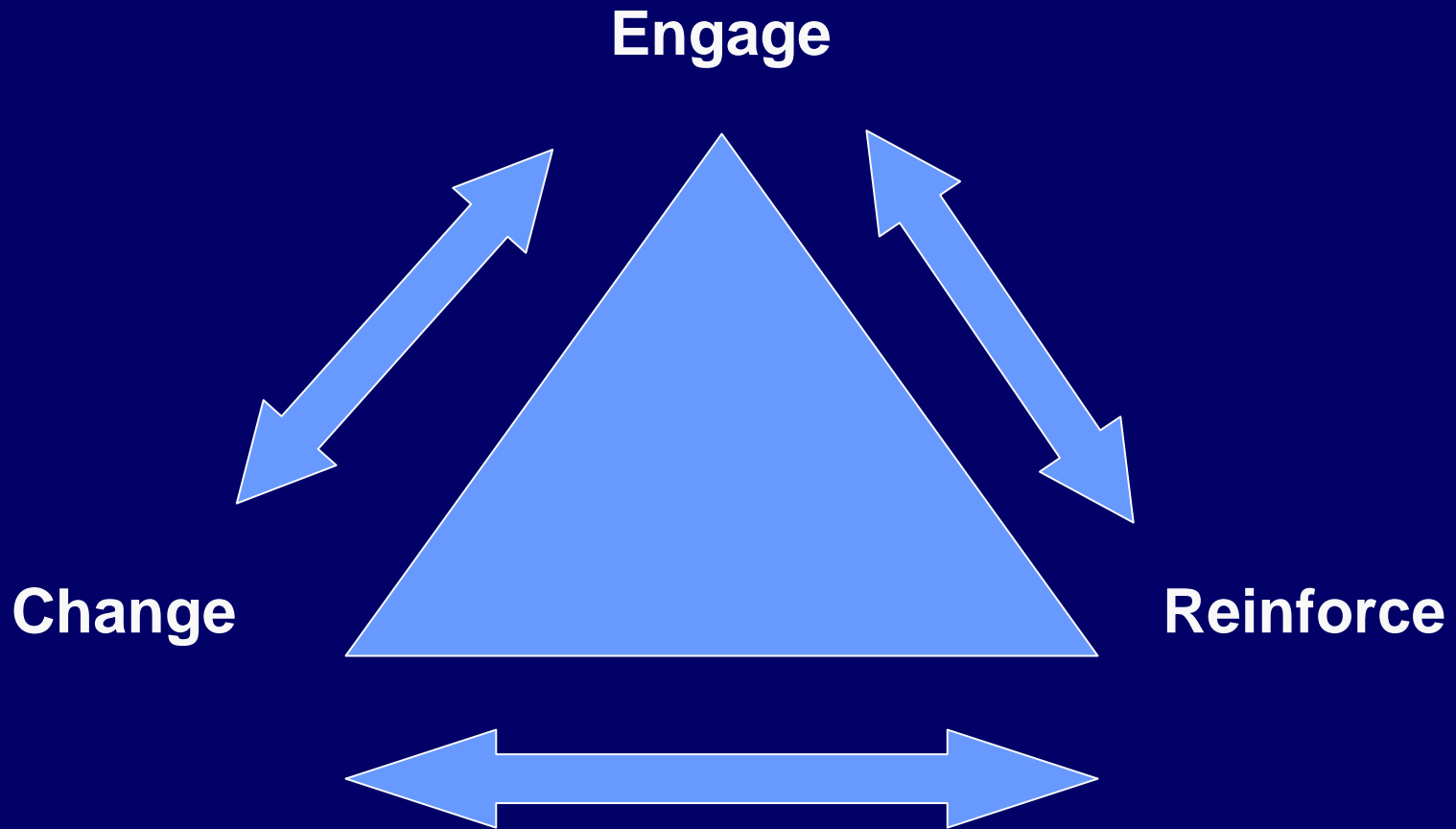
- National Research Council, 2005 on policing
 - Reduced rearrests for DV offenders when arrestees given clear instructions (Paternoster, Brame, Bachman, Sherman, 1996)
 - Police misconduct in high disadvantaged areas increases violence (Kane, 2005)
 - Police clear instructions increase compliance in communities (Tyler, et al., 2000, 2003, 2004)
- Pretrial and supervision processes have taken a mandate to be fair and equitable, but is this the perception of those going through the cjs?

Impact: Perceived Fairness on Outcomes

When Offenders Believe they have a VOICE, reductions in negative outcomes occur!



Process of Offender Change



The issue is how to work with the defendant in a manner which is just, fair, and empowering?

APA Task Force on Empirically Supported Therapy Relationships*

- **Therapeutic alliance**: works with client, not against
- **Goal consensus and collaboration**: agree on goals for client
- **Empathy**: understands client
- **Cohesion in treatment/supervision/monitoring**: common goals, purpose

Promising & Probably Effective Relationship

- **Quality of relational interpretations:** keep client on same page
- **Management of counter-transference:** professional should keep negative thoughts to self
- **Self-disclosure:** being open with client
- **Repair of alliance ruptures:** work out problems with client
- **Feedback:** keep client informed about progress
- **Congruence/genuineness:** be agreeable and honest with client
- **Positive regard:** client *can* be a good person

Can these done with pretrial setting?

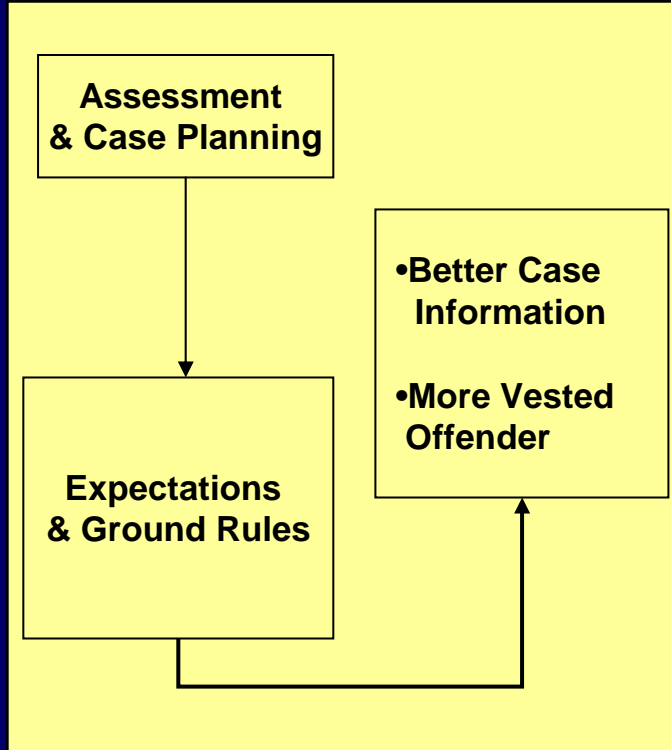
Impact of Strong Relationships*

- Retention
- Completion
- Comfort
- Remain Drug-free
- Address problems
- Reshapes uncooperative clients
- Productive and constructive

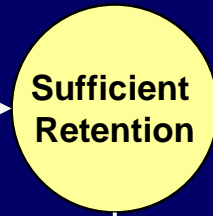
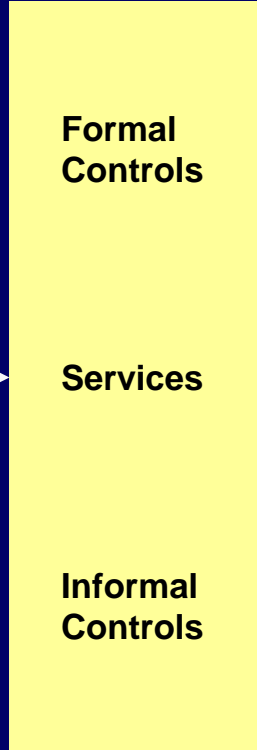


Process to Motivate Offenders to Change

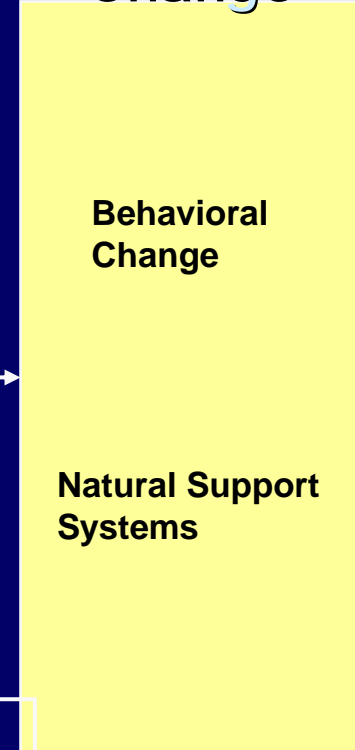
Engagement



Change



Sustained Change



Department

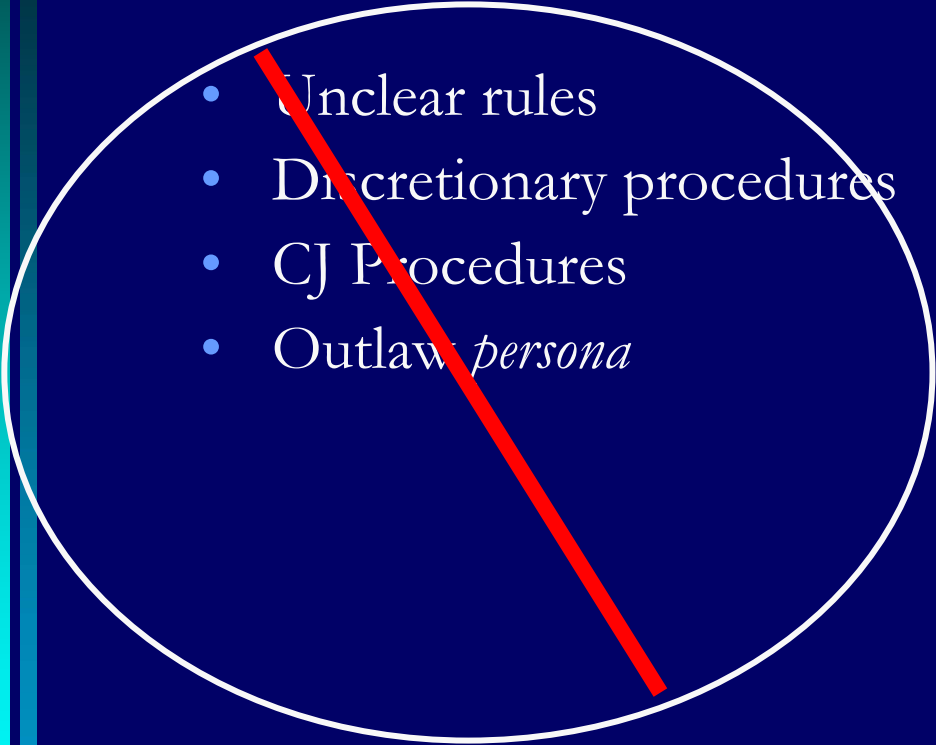


4 Months

12 Months

18 Months

Behavioral Management Strategies

- 
- Unclear rules
 - Discretionary procedures
 - CJ Procedures
 - Outlaw *persona*

- **Department/Respect**
 - Office Decorum
 - Citizen *persona*
- **Social Learning Model**
 - Develop a Mutual Plan Tied to Needs and Risk
 - Have defendant in the process to get feedback
 - Emphasize more on informal social control
 - Positive Reinforcers
- **Clarify Expectations for Success**

Maryland PCS Project

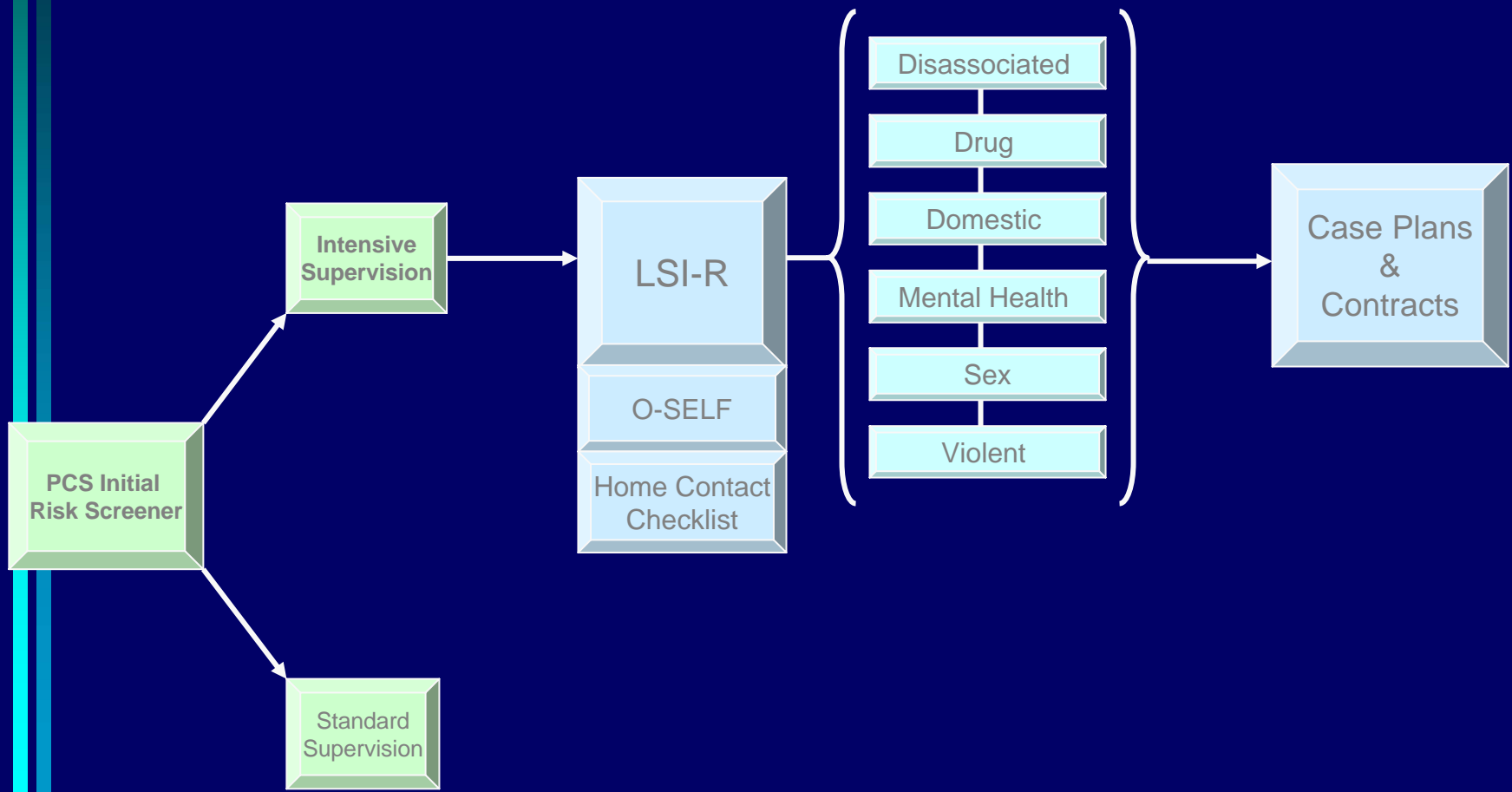
- **Key ingredients: Place-Based Implementation, LSI-R to drive case plan, Department/Rapport Building, Organizational Structure (Quality Contact Standards)**
- **4 Pilot Offices**
- **Individualized Match Study Design**
- **4 Years to Implement**

PCS Model of Supervision: Defining a Case Plan (30 days)

Classification

Assessment

Case Management



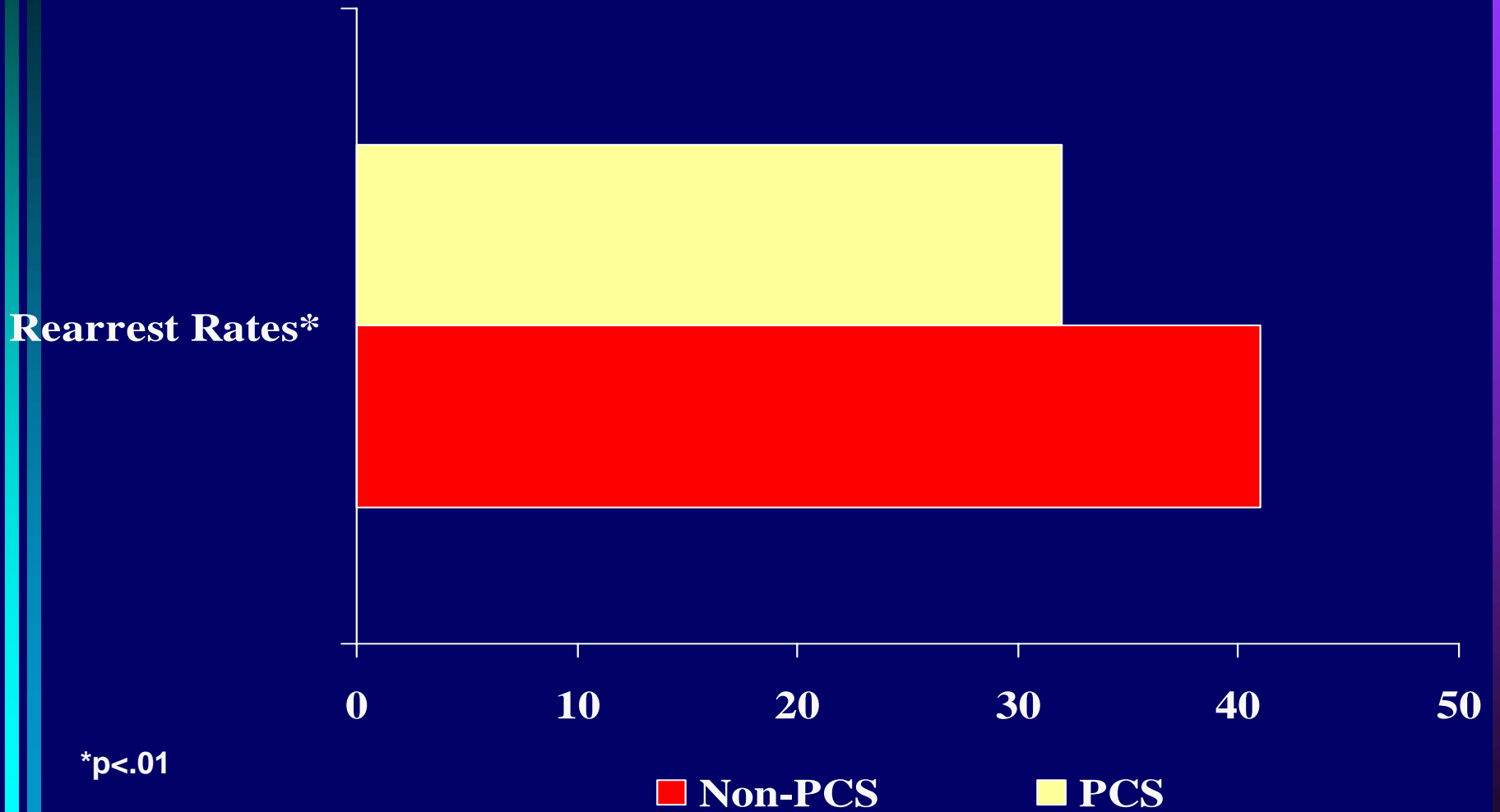
Research Design

- 4 PCS Sites
- Individual Match in Other Offices
 - ❖ Age
 - ❖ Gender
 - ❖ Ethnicity
 - ❖ Offense Type
- No statistically significant differences between groups

Demographic Characteristics of Sample

Group Characteristics	PCS N=274	Non-PCS N=274
% Male	83	83
% African American	85	85
% Unemployed	62	69
% Over 30 years old	53	54
% Single	83	86
% Probation	88	88
% Parole/MR	12	12
Mean No. Prior Arrests	7.1	6.8

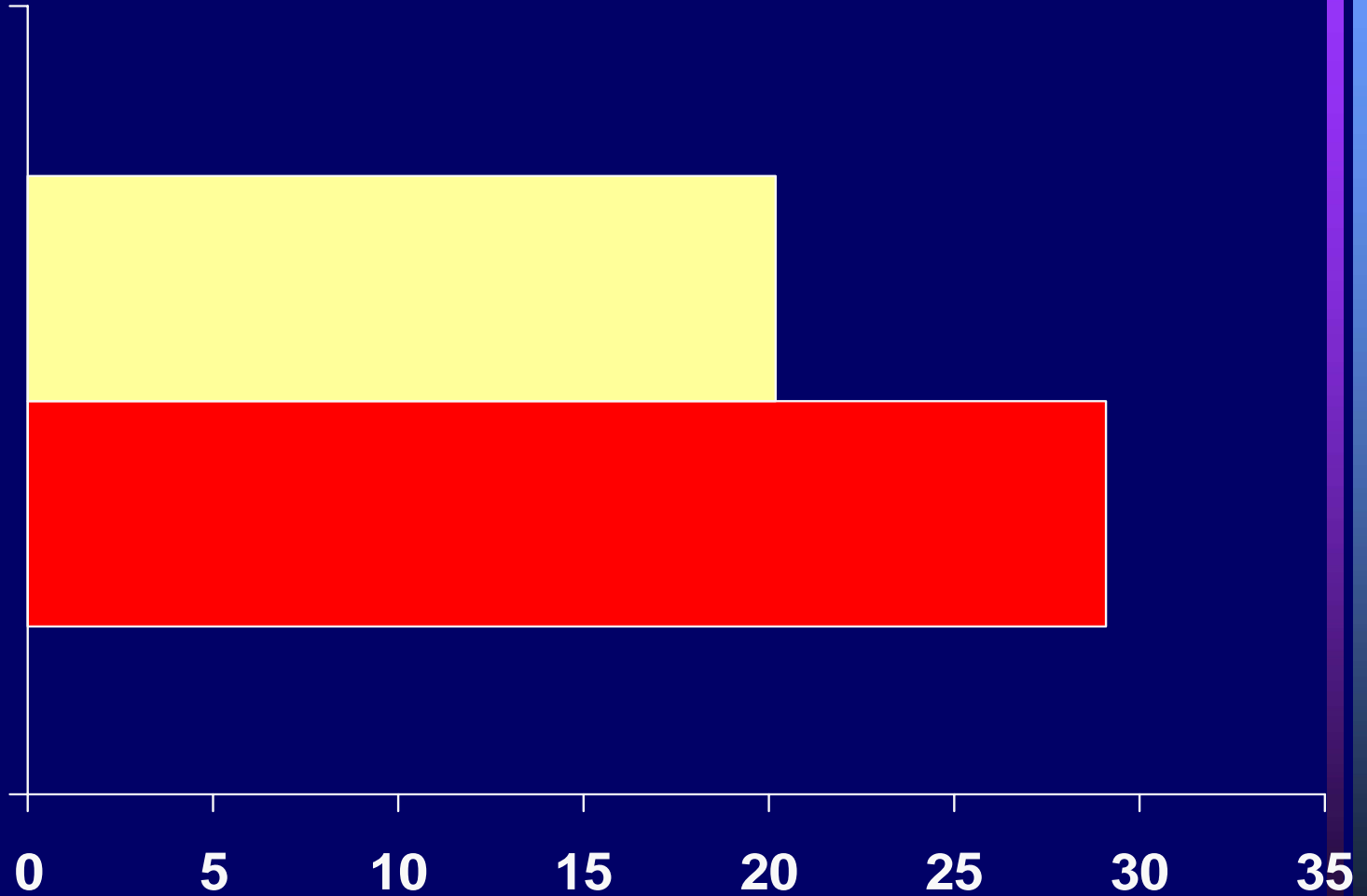
Re-Arrest Rates From PCS



•38% Reduction in Odds of Rearrest Rates

Requests for VOP Warrants

Warrant Rates*



*p<.05

■ Non-PCS ■ PCS

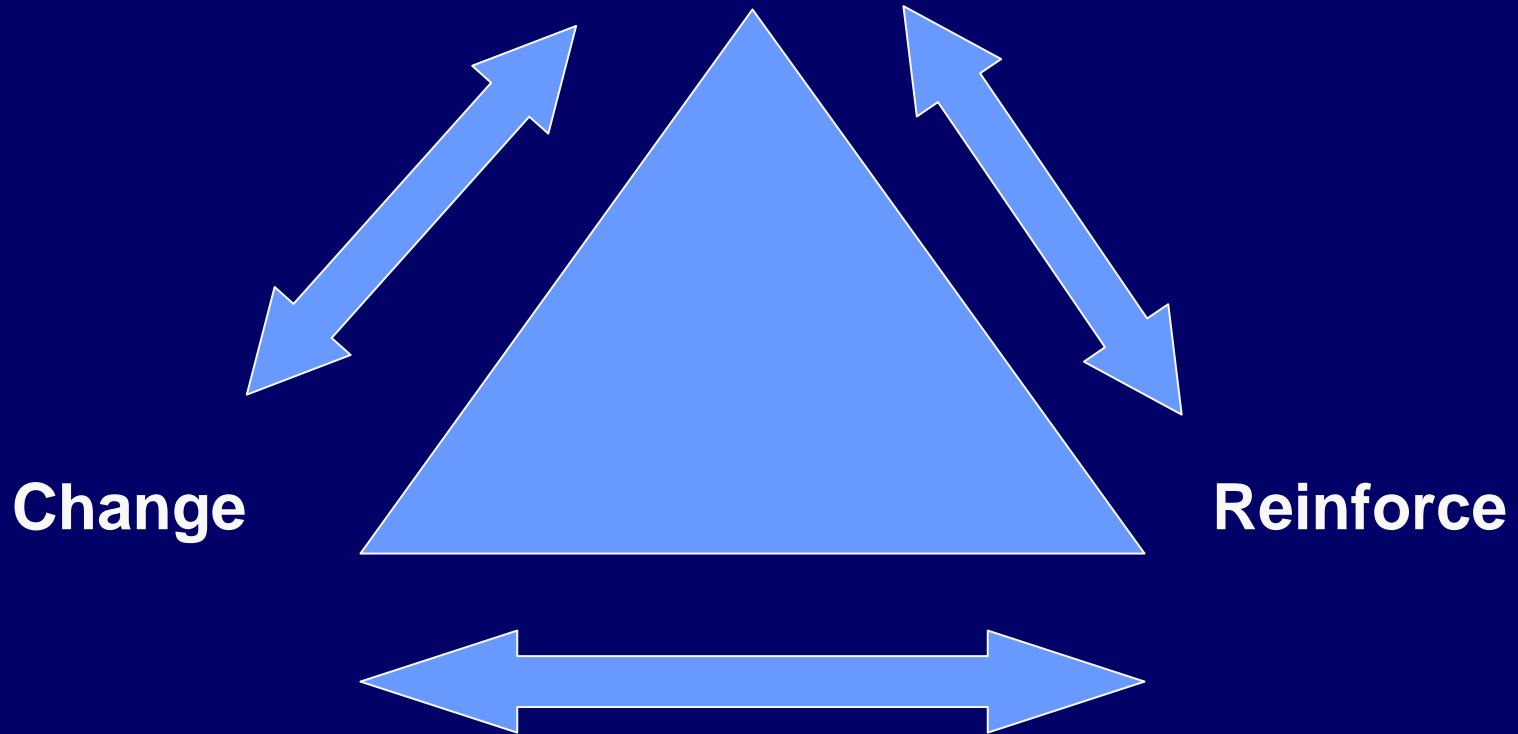
● 40% Reduction in Odds of VOP Warrants

Avoiding the Pitfalls of Past Efforts

- CJS assumes authoritarian stance, which can reduce the defendants trust in the cjs
- CJS needs to be attentive to the issues of legal cynicism
- Define implementation to get greater adherence to release conditions, treatment, etc.
- Emphasis on measuring justice and equity from the system, offender, and community perspective
- Identify Organizational Strategies
 - Develop staff skills in engagement, boundary setting
 - Coaching of Staff to enhance skills
 - Redefine organizational objectives
- Identify theoretical model of supervision

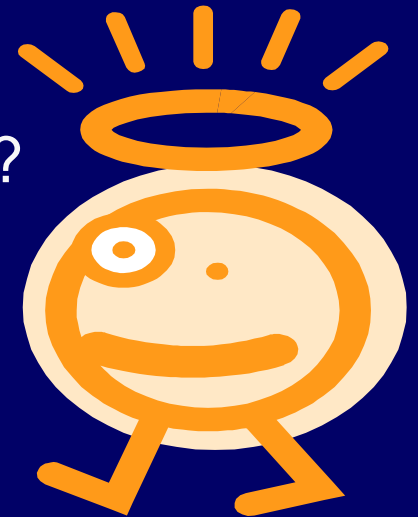
Organizational Process of ~~Offender~~ Change

Engage



Research Agenda to Advance Supervision Practices in Pretrial Settings

- What defendant actions led to compliance (not failure); what pretrial release factors led to compliance
- Which criminogenic needs affect pretrial outcomes—substance abuse, family, criminal thinking, etc.
- How risk can be measured in an environment where arrests are prevalent?
- What type of interaction with offender improves compliance and positive outcomes?
- What models of community partnerships are viable to keep offenders **out** of the cjs?
- What models of staff-defendant relationship are important in improve outcomes?



tools of the trade

a guide to incorporating science into practice

National Institute of Corrections
U.S. Department of Justice



Maryland Department of Public Safety
and Correctional Services

