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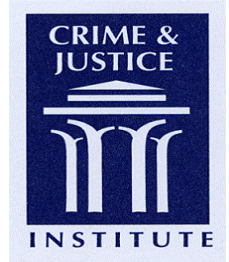
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Implementing Effective Correctional Management of Offenders in the Community:

An Integrated Model



A Project of the National Institute of Corrections
in partnership with the Crime and Justice Institute

Overview

Since the mid-1990s, the National Institute of Corrections (NIC) has promoted evidence-based practices in community corrections through training, information sharing, and technical assistance. Now, through a cooperative agreement established in the fall of 2002, NIC has joined with the Crime and Justice Institute (CJI) to assist two pilot states (Illinois and Maine) in applying an integrated approach to the implementation of evidence-based principles in community corrections. The project model maintains an equal and integrated focus on three domains: the implementation of evidence-based principles, organizational development, and collaboration. The project vision is *to build learning organizations that reduce recidivism through systemic integration of evidence-based principles in collaboration with community and justice partners.*

This document serves to introduce the integrated model. There are three supporting documents that provide more in-depth information on each of the model components: *Leading Organizational Change and Development*, *Collaboration for Systemic Change in the Criminal Justice System*, and *The Principles of Effective Intervention*.

The Project

The first phase of the project brought together a national team of experts from across the country to develop an integrated model for the implementation of evidence-based practices in community corrections. This team includes practitioners, academics, and consultants knowledgeable in the areas of evidence-based practices in community corrections, organizational development, and collaboration.

During the second phase of the project, interested states submitted applications for participation. Illinois and Maine were chosen from the pool of applicants to participate in the project as pilot sites. As such, they will receive coaching and assistance designed to help them implement the integrated model to achieve lasting change.

In addition to the two pilot sites, Iowa and Oregon were awarded special status in the project. They were recognized as jurisdictions that have made significant progress toward implementation of evidence-based practices and are participating in the project as learning sites—sharing their experiences and lessons learned through years of implementation. Their participation enhances the resources and learning opportunities for the pilot sites and each other.

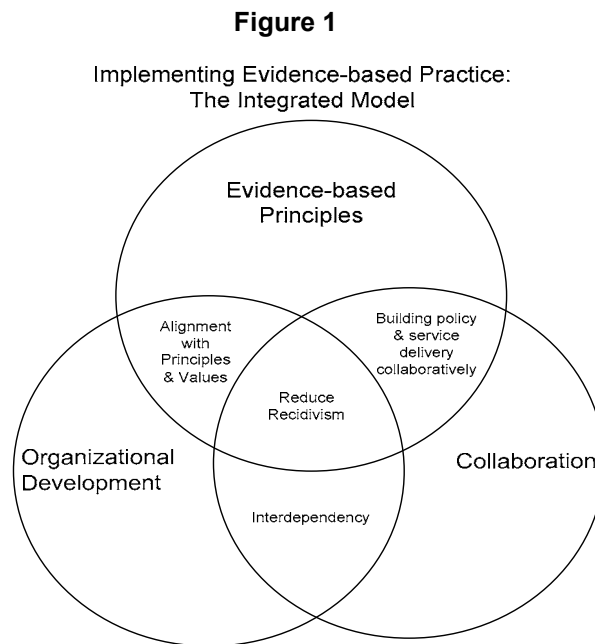
The third phase is focused on implementation during which the national project team will assist the pilot states to assess site-specific needs; identify strengths and weaknesses throughout the jurisdiction's community corrections system (organizational infrastructure and service delivery system); develop a plan for system enhancement; and begin implementation of that plan.

The Challenge of Implementing Evidence-based Principles

NIC, CJI, and the national project team members have all led or worked closely with organizations involved in efforts to reduce recidivism. Their experience in the field of community corrections indicates that organizations often begin implementation of evidence-based principles with the goals of reducing recidivism and making more efficient use of limited resources. Many of these organizations are able to successfully implement components of evidence-based principles, such as cognitive-behavioral programming, risk and needs assessment, and assertive case management. Unfortunately, very few organizations have successfully implemented or been able to sustain implementation of evidence-based principles throughout their operations. While some organizations may have developed a certain breadth of implementation, many have not managed to achieve the depth necessary to change the organizational culture and attain desired outcomes. As a result, change efforts often lose focus, stagnate, and are not institutionalized. An integrated approach to implementation provides the depth and breadth necessary to ensure lasting change.

The Integrated Model

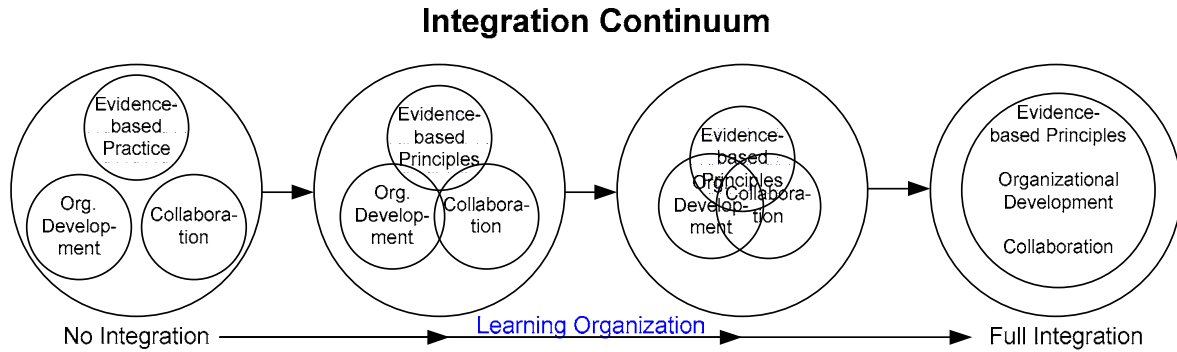
The project's *Integrated Model* is based on the premise that successful implementation of evidence-based principles in community corrections can only be achieved when integrated with corresponding organizational development and collaboration. The project was designed to provide a series of needs assessment-based interventions focused on these three components; implementation of these components using an integrated model (Figure 1) will assist jurisdictions to better reduce recidivism and increase public safety.



Many organizations are beginning to use or want to use evidence-based principles in their supervision practices and program design to better achieve reductions in recidivism. Most

organizations have spent time on organizational development initiatives and collaborations. Few organizations though, have focused their attention concurrently on these three areas. This project aims at merging the three separate areas of focus into one integrated model (Figure 2).

Figure 2



Conclusion

The research on evidence-based practices continues to emerge and organizations around the world continue to attempt implementation of these concepts. The unique feature of this model is its insistence that systemic change cannot be fully implemented or sustained without equal and integrated focus on evidence-based principles, organizational development, and collaboration. The model builds heavily on work already being done by community corrections systems. While it may not require heavy investment of new resources, it may require a change in the way existing resources are allocated, which can be just as challenging. Implementing this model requires strong leaders who are willing to challenge the status quo, advocate for better service provision, and strive for better outcomes. The research is clear about which interventions result in reduced recidivism. This model will help community corrections agencies be clear about how to implement those interventions and achieve those improved outcomes.

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