

The Ethical Application of Evidence Based Correctional Practice within a Direct Supervision Environment

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Is there need to change our
practice?

Do we practice in the best
interests of the public?

Do we work with or as part of
our system of corrections?

What do we do to enhance long-
term public safety?

Can work within a jail facility
contribute to long-term public
safety?

Realities

- **Mid-Year 2004 - 2.2 million incarcerated (Beck & Harrison, 2005 - U.S. Dept. of Justice)**
- **Highest rate per capita in History**
 - 726 persons per 100,000 citizens
 - World leader – Russia 2nd @ 564/100,000
- **Sanctions Overall (Probation, Parole, Jail, Prison)**
 - 1.8 + million (1980)
 - 7 + million (current)
 - 388% increase vs. approx. 25% US population increase
 - WHY?
- **Today, nationwide, as well as locally, 80% of incarceration relates to substance or alcohol abuse (Belanko, et al.; US Dept. of Justice; National Institute of Corrections)**
 - crime directly related to abuse (DWI to Criminal Sale), getting money for, under the influence of, severe drug/alcohol history, selling, etc.

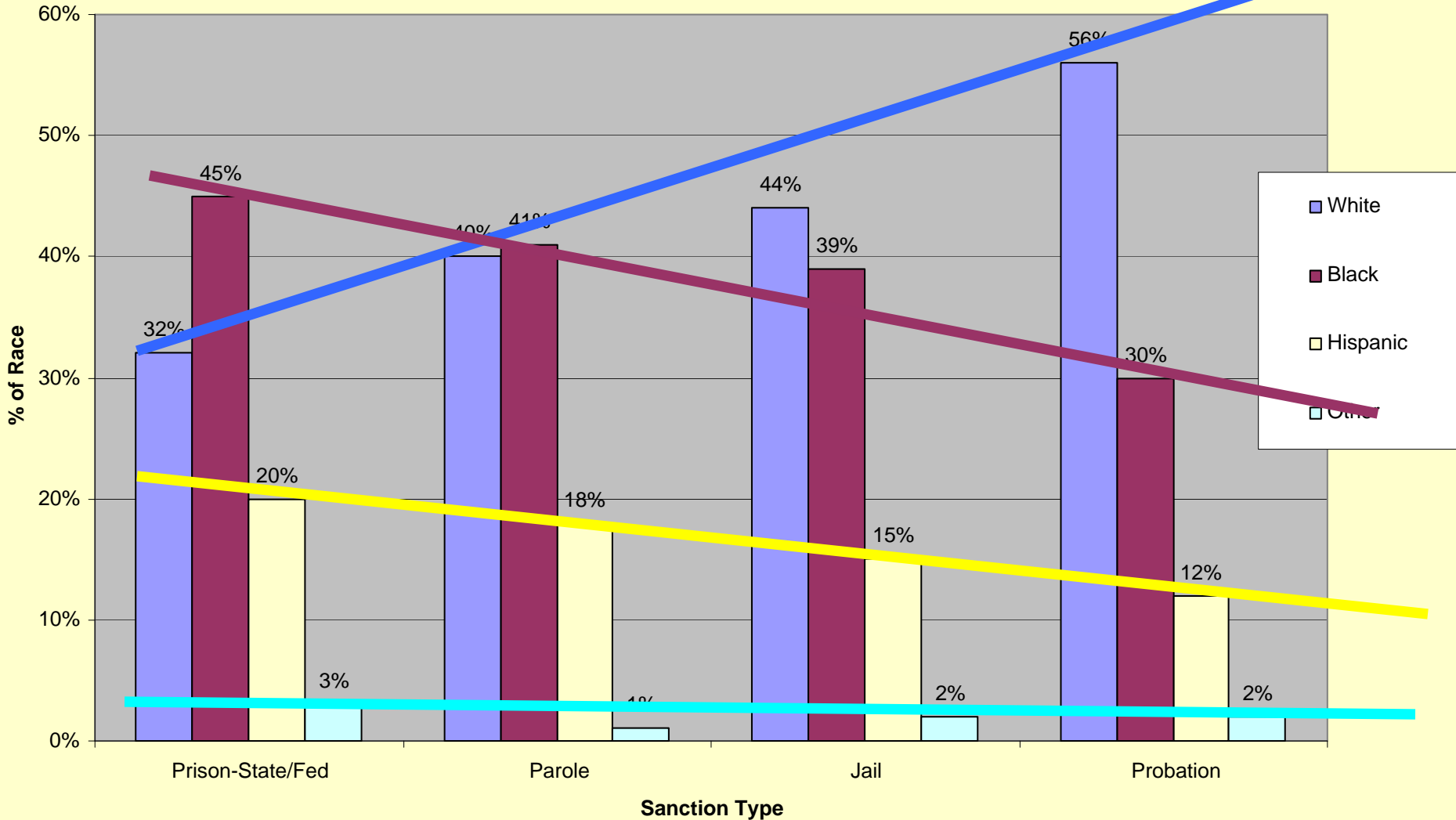
Realities

Where Are We Now?

- **Average # of felonies committed by ONE active drug user = 140 per year (Belanko, et al.; US Dept. of Justice)**
- **Over 90% of our local jail populations will transition directly to our streets**
- *80% of those who recidivate will do so within 6 months post-release*

U.S. Sanctioning Realities - Race

Chart #1
Sanctions - Race



U.S. Sanctioning Realities – Race

(Beck & Harrison, 2005 - U.S. Dept. of Justice)

Table 14. Number of inmates in State or Federal prisons and local jails per 100,000 residents, by gender, race, Hispanic origin, and age, June 30, 2004

Age	Number of inmates per 100,000 residents of each group							
	Male				Female			
	Total ^a	White ^b	Black ^b	Hispanic	Total ^a	White ^b	Black ^b	Hispanic
Total	1,348	717	4,919	1,717	123	81	359	143
18-19	1,727	911	5,473	1,957	112	71	262	162
20-24	3,255	1,641	11,054	3,577	264	191	625	304
25-29	3,390	1,666	12,603	3,606	283	203	746	268
30-34	3,060	1,691	10,979	3,438	330	237	905	313
35-39	2,755	1,607	10,036	2,866	346	238	993	331
40-44	2,187	1,314	7,993	2,403	247	162	764	271
45-54	1,162	664	4,546	1,652	101	63	327	136
55 or older	247	170	898	473	11	8	29	25

Note: Based on the U.S. resident population for July 1, 2004, by gender, race and Hispanic origin. Detailed categories exclude persons identifying with two or more races.

^aIncludes American Indians, Alaska Natives, Asians, Native Hawaiians, and other Pacific Islanders. The total also includes ages not shown.

^bExcludes Hispanics.

Prisoner Recidivism

Langan & Levin (2002)

- **Sample size – n=272,111**
 - within 3 years of release
- **67.5% were rearrested**
- **46.9% were reconvicted**
- **51.8% returned to prison**
 - Offenses and Violations

**So what should a jail do to
enhance long-term public
safety?**

Correctional Treatment?

**Is it our responsibility to
treat offenders?**

**Jail staff: perspective within a
system designed to enhance
long-term public safety**

Treatment or training?

Rehabilitation VS. Habilitation?

**Is there such a thing as a perfect
treatment strategy?**

Will there be failures?

What can a jail staff do to contribute to long-term public safety?

- ✓ **Collaborate**
- ✓ **Serve as a resource – educate others**
- ✓ **Encourage system professionals to meet clients prior to their release – enhance responsivity**
- ✓ **Assess with actuarial assessment**
- ✓ **Measure outcomes – daily, weekly, long-term**
- ✓ **Require a social learning environment - model**
- ✓ **Plan for Transition**

Criminal Justice Council

Organizational Structure (1998-present)



CJC Executive Committee:

Strategies, Initiatives, and Outcomes

- **MISSION AND GOALS**

To provide effective leadership to attain the vision of the CJC to:

- ✓ **Ensure public safety**
- ✓ **Ensure cost effectiveness**
- ✓ **Increase productivity**
- ✓ **Reduce recidivism**
- ✓ **Increase community involvement**

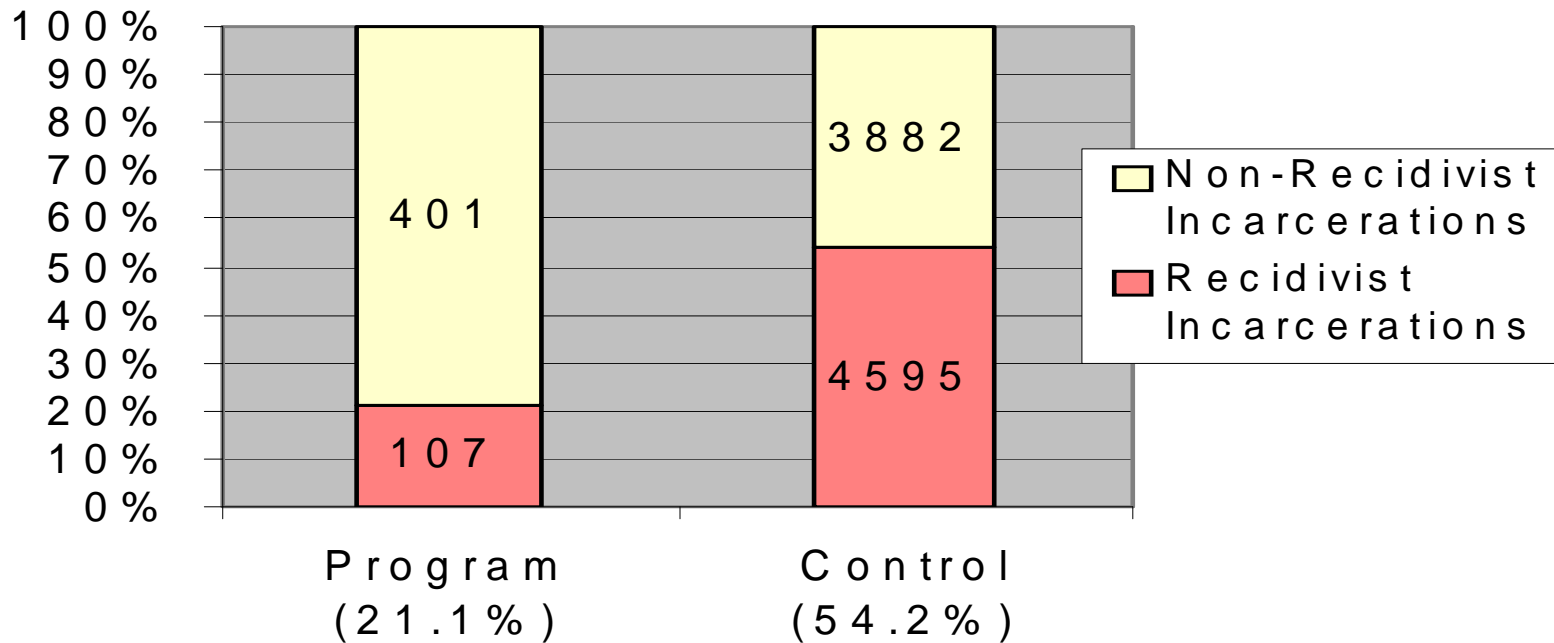
The Dutchess County Jail Transition Program is designed to:

- ✓ **Enhance public safety through the management of criminogenic risk factors, while considering the necessity for other types of interventions such as substance and/or alcohol treatment.**
- ✓ **Facilitate the successful transition of offenders to our community.**
- ✓ **Reduce recidivism.**

?Outcomes?

- **3-year period November, 1998-November of 2001**
(Christensen, 2002)
- **over a 33% in reduction of recidivism**

**C o m p a r i s o n o f R e c d i v i s m - P r o g r a m
(2 1 . 1 %) V S . C o n t r o l (5 4 . 2 %)**



Program N = 508 ; Control N = 8477

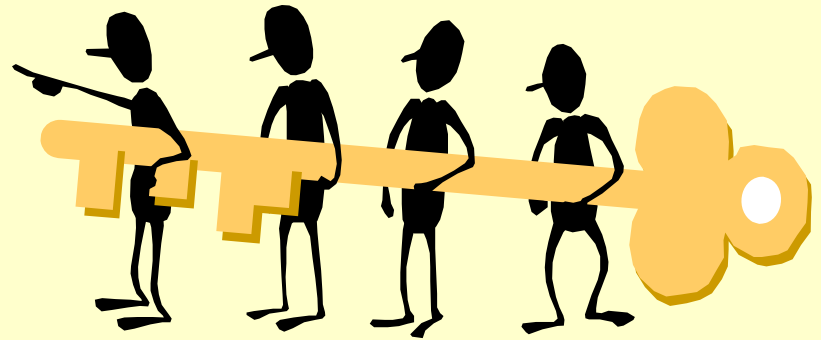
?Outcomes?

- **1998-current – Recidivism Rates remain at approximately 25%**
- **Current study of all inmates who entered the transition program**
 - **Combined recidivism rates of program inmates prior to their entry to the program = 65+%**
 - **Aggregate Risk Score (LSI-R) = 28**
 - **Rate of Recidivism post program release = 20%**

Why was Direct Supervision
developed???

“What Works” Environments: Direct Supervision

Creating a “what works” environment means that everyone who has anything to do with an offender - from entry into the system to completion - is focused on assisting that person to be successful.



Is this what your direct supervision area “looks like?”

Realities

What Stands in Our Way?

- **Competing Philosophy....**
- **What works best?**
- **Rehabilitation VS.**
- **Retribution VS.**
- **Incapacitation VS.**
- **Restorative VS.**
- **All the other therapy based programs**



Risk Management/Reduction Strategies: must it be either or?

- ✓ Incapacitation/ Incarceration
- ✓ Direct Contacts
- ✓ Supervision of Conditions
- ✓ Electronic Monitoring
- ✓ Drug Testing/ Screening
- ✓ Restraints
- ✓ Setting Limits

- ✓ Treatment & Programming
- ✓ Cooperation & Collaboration
- ✓ Challenging Choice
- ✓ Ownership & Responsibility
- ✓ Teaching & Supporting Self
(Risk Management)
- ✓ Communicating/ Upholding Limits
Clearly

RISK CONTROL
Sanction

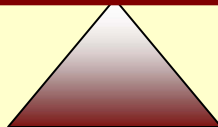


**SHORT-TERM
CONTROL**

RISK REDUCTION
Intervention



**LONG-TERM
CHANGE**



Offender Management

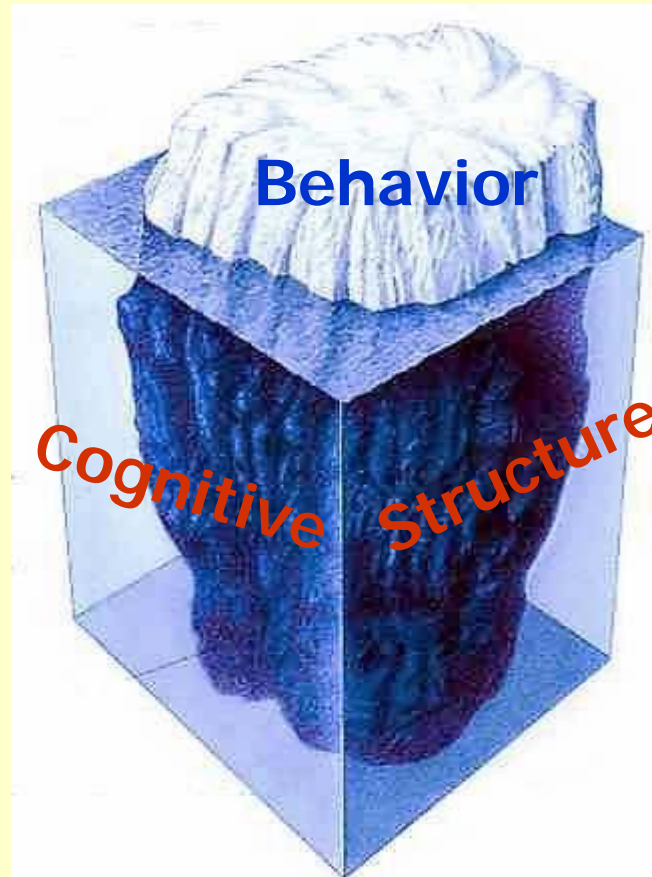
Risk Control

- Punishments
- External Focus
- Sanctions
- Conditions
- Compliance

Skills

- Clear directives; Swift application; Firm, Fair, Consistent

*If the thinking
doesn't change, the
behavior never will*



Risk Reduction

- Internal focus
- Self-reflection
- Self-regulation
- Personal choice

Skills

- Sense of understanding
- Roll with resistance
- Reflective listening
- Develop discrepancies

Application of Social Learning Theory within a Correctional Environment

Theoretical Foundation : Social Learning, Behavior Modification, Behavior Shaping, and Internalization happens through connection of thoughts to behavior, consequences, and rewards

- **Consistency, Consistency, and more Consistency**
- **Walk your talk!!!**

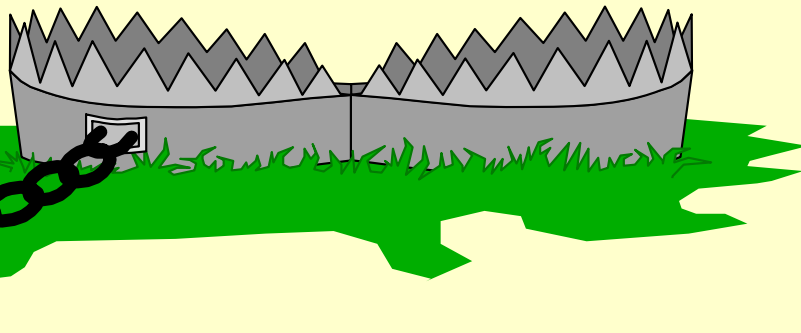
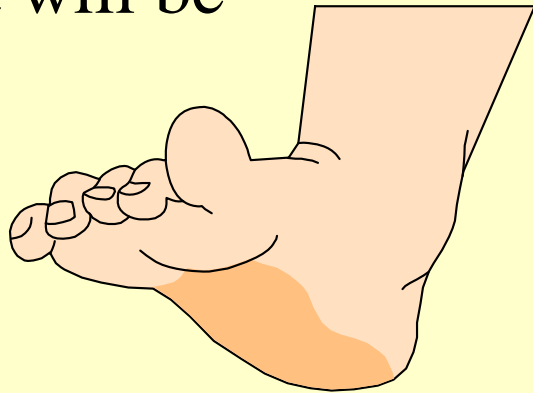
Social learning practices: **How correctional officers can** **“make the difference”**

- ✓ **encourage self-efficacy**
- ✓ **non coercive use of authority**
- ✓ **modeling and guided practice**
- ✓ **effective approval /effective disapproval**
- ✓ **promote self-regulation and self-management**
- ✓ **give concrete verbal suggestions**
- ✓ **act without bias**

Social learning Tools within a DS Model

- ❖ **Structure** through: roles, lines of communication and schedules.
- ❖ **Accountability** through: responsibilities associated with roles tied to community functions,
- ❖ **Rules** and an integrated structure of sanctions and rewards.
- ❖ **Application** through member feedback and rational authority
- ❖ **Payoff**- safety, rewards given for prosocial behavior, and hope for freedom from crime, incarceration, and addiction

There is no guarantee that, just because you call it “research-based” or “Direct Supervision” that it will be



There are so many ways that our actual performance can violate the “spirit,” values, and/or principles of Direct Supervision. **Often we change the name but still do the same old things.** How we hold onto or give up power *and* how we evaluate the effect of our actions are the keys to either continuing to “dole out” justice according to our individual values and biases or “exploring” real options that will act in the best interests of the public.

Correctional professionals are the
key to change within our system

YOU can “make a difference”

Practice Ethically