



Adult Probation Department

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CJI/CPOC OCTOBER WORK SESSION

Organizational Development and Change Management

Wendy S. Still
Chief Adult Probation Officer

David Koch
Chief Deputy
Probation Officer

San Francisco Adult Probation Department
Protecting the Community, Serving Justice and Changing Lives



EXTERNAL ENVIRONMENTAL FACTORS

NEW LEGISLATION SUPPORTING CHANGE

- Senate Bill 678–Evidence Based Probation Supervision (Probation)
- California Risk Assessment Pilot Project (Probation and Courts)
- Assembly Bill 109

Eight Evidence Based Principles of Effective Intervention w/ Offenders

- ▶ **ASSESS ACTUARIAL RISK/NEEDS**
- ▶ **ENHANCE INTRINSIC MOTIVATION**
- ▶ **TARGET INTERVENTIONS**
 - **RISK PRINCIPLE**
 - **NEED PRINCIPLE**
 - **RESPONSIVITY PRINCIPLE**
 - **DOSAGE**
 - **TREATMENT PRINCIPLE**
- ▶ **SKILL TRAIN WITH DIRECTED PRACTICE**
- ▶ **INCREASE POSITIVE REINFORCEMENT**
- ▶ **ENGAGE ONGOING SUPPORT IN NATURAL COMMUNITIES**
- ▶ **MEASURE RELEVANT PROCESSES/PRACTICES**
- ▶ **PROVIDE MEASUREMENT FEEDBACK**

What Are the Experts Saying?

Risk

- Determine which offenders have a higher probability of recidivism
- Prioritize the provision of more intense services to higher-risk offenders
- Targeting lower risk offenders can lead to increases in recidivism rates

Need

- Assessing risk factors tells you where to target your intervention efforts
- Majority of efforts should be focused on criminogenic needs rather than other needs of clients
- How you target offender for change is important
 - use behavioral approaches

Responsivity

- An offender should be provided with treatment that has been proven effective with the offender's population.
- Be responsive to an offender's culture, gender, motivation, developmental stage, and learning style
- Matching your style and methods of communication with an offender's readiness for change

Integrating EBP Into the Organizational Culture

Evidence-Based Practice at SFAPD:

- ◆ Staff are continually learning what experts consider to be the most promising and effective practices in their field
- ◆ Implementation of these practices is systematically monitored by the collection of data and an objective outcome analysis
- ◆ Decision-making on policies and programs is guided by data analysis and is based on the best information available
- ◆ Resources for employee development and offender services are targeted to EBP

COMPAS Risk/Needs Assessment

- ▶ A validated risk assessment tool that measures general recidivism (risk of re-offense) and Violent Recidivism Risk. The composite score determines level of supervision, e.g. High, Medium, Low
- ▶ Criminogenic needs – those factors scientifically proven to contribute to criminal behavior – are also identified. Factors with the strongest correlation to recidivism are antisocial personality, antisocial values/beliefs, criminal thinking, association with criminal peers, and family/marital relationships.
- ▶ Criminogenic needs are dynamic, meaning they can be changed through use of effective interventions and treatment.

Organizational Development

“Stages of Change Model”

Pre-contemplation

Is the organization satisfied with current condition; survey, OD questionnaire

Contemplation

Assess barriers and articulate need to change, e.g. fiscal circumstances, legislation, absence of results

Determination

Assessment of needs, review best practices literature, briefings with staff and stakeholders – solicit feedback, initial planning

Action

Motivate change, develop vision of new future, potential for organization, clarify mission and values, strategic planning

Organizational Development

“Stages of Change Model” (cont.)

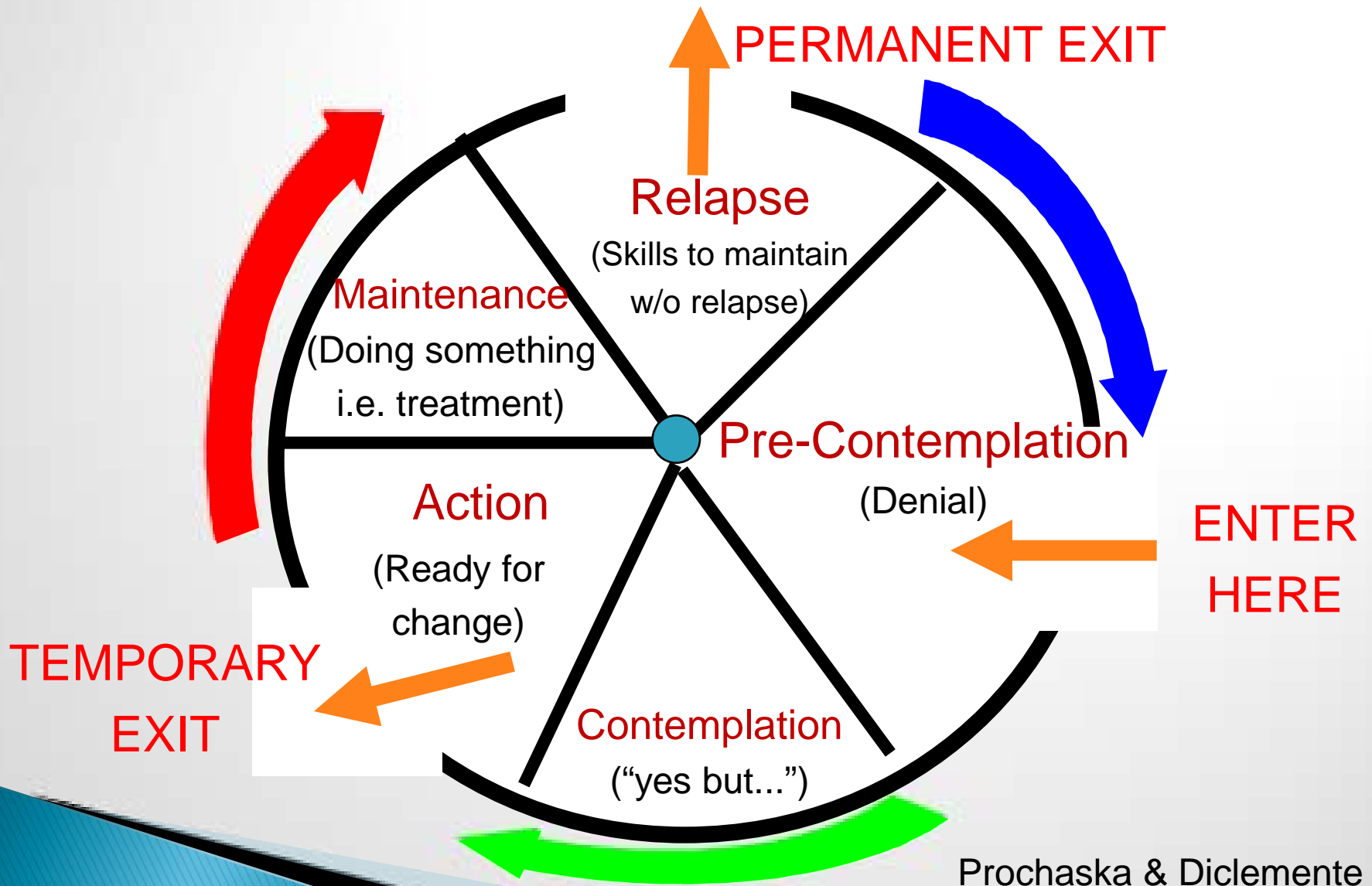
Maintenance

Keep the momentum going, communicate progress, report out on results, use data to drive further change, booster sessions on key practices areas (EBP), adapt to new conditions

Relapse

Anticipate changing conditions (budget reductions, new legislation), educate changing elected leadership, reaffirm mission, feedback data to staff and stakeholders, ongoing engagement of staff, partners and community

Stages of Change Model (cont.)

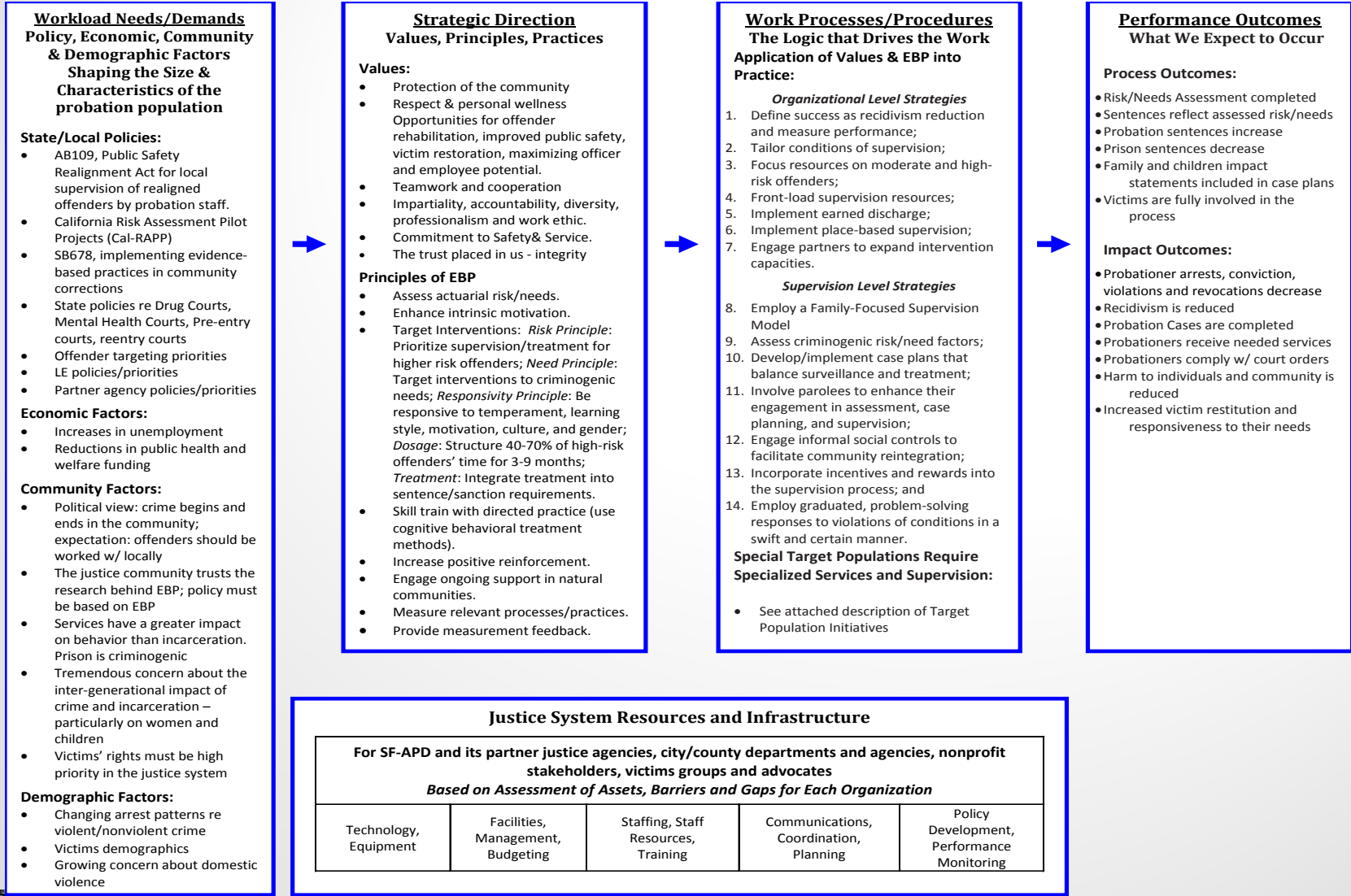


SF Adult Probation

STRATEGIC PLAN BLUEPRINT

- ▶ **Drivers of Change – Workload, Legislative Demands, System Expectations**
- ▶ **Establishing Strategic Direction**
- ▶ **Work Processes & Procedures**
- ▶ **Performance Outcomes**
- ▶ **Justice System Resources & Infrastructure**
- ▶ **Tactical Plan Development**

Strategic Blueprint



SF Adult Probation EBP Results

- ▶ From 2008 to 2010 the rate of successful probation terminations has **increased** by 14%.
- ▶ During this same time period the rate of unsuccessful probation terminations has **decreased** by 17 %.
- ▶ SF's probation case unsuccessful terminations are quite low: 19%, as compared to State Parole's SF recidivism rate of 77.8%
- ▶ Implementation of Evidence-Based Practices: reduced recidivism, victimization and justice system costs.

Historical Wisdom about Strategic Efforts

When it is obvious that the goals cannot be reached, don't adjust the goals, adjust the action steps.

Confucius