

Key Take Away Messages from the Work Session

The final roundtable session of the Statewide Probation Work Session provided an opportunity for county delegations to convene and discuss the information, strategies and tactics presented over the day and a half event. County delegations were asked to identify how they planned to apply these learnings in their counties. The following is a summary of the key take away message from these discussions.

Learnings

✚ The following categories reflect the key learnings expressed by the county delegations

Criminal Justice System Reform

- Probation collaboration
 - All counties can benefit from each others' efforts
 - We are not alone, we all are facing (have faced) similar challenges
 - We need to learn from one another and our collective experiences
- Systems change
 - There is significant value to a system-wide approach, not just probation (e.g., evidence-based decision making, justice reinvestment and systemic interventions)
 - Collaboration with criminal justice system stakeholders is critical to success
 - All counties have work to do with our stakeholders
 - There is great potential for using risk assessment closer to jail intake to help with decision-making and safely reducing the use of jail beds
 - We can learn from what happened in Oregon
 - We only have once chance to do well and succeed (Governor Brown)

Organizational Alignment

- Strategic Planning
 - There is value to surveying staff (i.e., organizational assessments)
 - Have a clear goal and path to achieve it that involves input/feedback from everyone involved
 - The department's vision needs to be communicated across staff and stakeholders; communicate the vision and mission on an ongoing basis
 - There is great value to planning: having a written plan with clear goals; and identifying specific changes to be made

- Departmental mission statements should reflect evidence-based practices (EBP) and recidivism reduction
- A well-defined committees structure and project charters are helpful
- Leadership
 - The insights shared in the executive management panel (e.g., pursuing a vision, personal and professional development, managing stakeholder relationships, and developing others)
 - How critical front line supervisors are in facilitating organization change
 - Supervisors must become literate on recent legislation and its impact on the profession, and keep staff up to date
 - Supervisors must ensure EBP principles are used and understood
 - The important roles managers and supervisors play in reviewing staff and client progress
 - What we say matters, but what we do matters more
 - Don't bite off more than you can chew
- Capacity development
 - Training is a process, not an event
 - We need to develop more internal experts/trainers in EBP issues
 - Booster training follow-ups are critical, possibly led by internal staff
 - There is substantial information available to assist reform efforts on the flash drive, other county experiences, and among field experts
- Challenges of SB 678 and AB 109 affect all of us; we need to:
 - Provide ongoing training and time to embrace EBP at all levels
 - Reinforce EBP by management
 - Make data-driven decisions
 - Realize departmental staff are our top resources

Evidence-Based Practices

- The implementation of EBP is an ongoing process
 - There is a statewide movement towards EBP and best practices
 - It takes a long time to fully implement and we need to stay focused
 - It requires widespread buy-in; no one can do this alone
 - As Oregon got better at EBP, they also saw downward trends in crime
- The importance of case planning and targeting criminogenic needs
 - Look at risk and needs rather than charge
 - Ensure criminogenic needs are being addressed based on the assessment
 - Spend more time on criminogenic needs and less on probation conditions
 - Improve case plan development (precise, short, easy to use) and one page action plan; keep the case planning process simple
 - Assessment results can inform the type and quality of the services provided in the community
 - Groups should be structured to help offenders learn how to change thinking
- Graduated sanctions and incentives

- Be sure to include incentives (be creative)
- A matrix makes the system much more effective and efficient
- Implementing the matrix requires effective implementation and fidelity monitoring (e.g., not every violation requires booking)
- Can be done department wide instead of caseload specific only
- Alternatives to incarceration as punishment are just as effective

Quality Assurance

- Data collection
 - Ensure we are collecting what we really need and will use to improve how we do business
 - Ensure the quality of the data collected is accurate and complete
 - Diligence and proper application of data is required
 - Most counties struggle with data collection
- Value of data
 - Data is necessary to support the achievement of goals
 - Data is vital to telling the “story” of AB 109
 - Data can be used for public relations and community infomercials
 - Data before action; data needs to drive decision making
- Data is necessary for improvement
 - Use of data dashboards, logic models and system mapping
 - Review trends over time
 - It is essential to measure the performance of programs (internal and external)
 - Identify desired outcomes and track quantifiable indicators

Next Steps

- ✚ The following categories reflect the next steps to be taken by county delegations:

Criminal Justice System Reform

- Provide training and educational presentations to community stakeholders (judges, attorneys, law enforcement, victim groups, treatment providers and the general public)
 - Topics included: evidence-based practices; the intentions and purposes of SB 678 and AB 109, sanctions and incentives; flash incarceration; pretrial services; sentencing options; alternative to detention strategies; community treatment options and systems change
- Work with the jails to help manage the population
 - Topics included: early assessment; pretrial release; diversion; alternatives to incarceration; flash incarceration and pretrial programming
- Work with community providers to provide or expand programming consistent with EBP

- Topics included: developing/improving referral services and programs; data collection; cognitive behavioral programming (e.g., Thinking for a Change 3.0;) evaluating the quality of provider services; and sharing assessment and case plan information to guide treatment and collaborative supervision efforts
- Work with the CCPs to improve the system
 - Topics included: better defining the structure and process; creating a systems map; establishing system-wide buy-in and understanding ; focusing efforts on evidence-based system practices; sharing information; data-driven decision making; and working together to improve the criminal justice system and target specific areas (such as how law enforcement and other partners can be involved as real partners in the sanction and incentive process)
- Probation collaboration
 - Topics included: networking and collaboration with other counties and field experts to learn from one another; share information; and capitalize on previously developed processes and protocols that can be transferred from one county to another

Establish Fidelity to Evidence-Based Practices

- Assess historical and existing practices
 - Topics included: reviewing the changes in adult and juvenile incarceration; crime and recidivism rates over time; creating a logic model; determining how to evaluate community programs; and expanding the scope of what is collected to include motivational interviewing (MI) skills and other factors relevant to overall alignment to EBP
- Improve data collection
 - Topics included: identifying performance goals and data points to be measured; creating a data dictionary; identifying additional data sources; examining data quality; and collaborating with staff to instill better quality control
- Conduct an evaluation and improve practices
 - Topics included: implementing forms and a system for data collection; reporting and analysis; potentially contracting with an evaluator; evaluating existing practices; changing how cases are assigned; and using results to make recommendations for improvement
- Use data to tell a story and inform reform efforts
 - Topics included: identifying and narrowing gaps in current data systems; reporting on a systems level and systematically applying data to drive system improvement efforts

Organizational Alignment

- Strategically plan for realignment
 - Topics included: consistently expressing a vision; conducting organizational assessments; developing priorities; creating a strategic plan; utilizing committee structures; developing a comprehensive roadmap or tactical plan that defines the goal(s); how to get there and incremental steps that can be measured; and including staff and stakeholders throughout the process
- Enhance internal capacity

- Topics included:
 - Staff training: EBP; Thinking for a Change; MI; EPICS-II; sanctions and incentives; and focused training of managers and front line supervisors to better support EBP and manage change
 - Education and information sharing: internally reviewing and sharing the flash drive and other resources with all staff; and encouraging continued collaboration with other counties and field experts
 - Pursue additional grant funding, training opportunities and education
 - Refine roles and responsibilities: make better use of particular positions to increase support for the mission (e.g., areas of focus for research analysts and the coaching role of supervisors)
- Shift organizational culture
 - Topics included: increasing communication at all levels (and multiple directions;) more consistent messaging of expectations related to evidence-based practices and what can be accomplished; familiarizing all areas of the department in probation's role of leading systems change; and being mindful of what is actually done and measured versus what is being said

Information Needed

✚ The following categories reflect additional information sought by county delegations:

- Research
 - What other counties are doing and their lessons learned
 - The challenges of implementation and increasing buy-in
 - Existing capacity in our department and local system
- Time commitment and manpower
 - How to balance work load with the time commitment required for training and implementation efforts
 - How to maximize data collection in small counties with few staff
- System wide efforts
 - Further development of the CPOC data dashboards
 - How to work with the Sherriff and District Attorney to flesh out risk assessment plans