

Sanctions & Incentives: A Colorado Probation Perspective

Conference on Administrative Sanctions and
Incentives in Probation Supervision
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Origin and Goals

LRP

- Strategic Planning with CPOs

CCJJ

- Commission on Criminal & Juvenile Justice Priority

Goals

- Improve Consistency: Procedural Fairness
- 4:1 Ratio
- Swift, Certain & Proportional Responses
- Reduce Revocations for Technical Violations

Project Development

Advisory Committee

Technical Assistance: Center for Effective Public Policy

Stakeholder Education & Input

From Theory to Practice

Pilot

Automation

Statewide Roll-Out

Statewide Survey

Majority Agreed:

Responding to violations matters

143
Stakeholders

Responses should be consistent, swift & certain

Balance violation responses with
incentives/rewards

Use graduated responses

385
Probation
Officers

Focus of supervision: assisting clients to be
successful

The Pilot

Pilot

- 7 Districts
- 747 Worksheets

2:1

- Behaviors to Responses

2:1

- Positive to Negative Responses

The Pilot

373 Responses to 567 Violation Behaviors

761 Responses to 1,866 Positive Behaviors

Most Behaviors were Minor

Most Responses were Low

Positive Behaviors (1,866)	Positive Responses (761)	Violation Behaviors (567)	Violation Responses (373)
69% Minor 24% Moderate 7% Meritorious	58% Low 31% Medium 10% High	91% Minor 6% Moderate 3% Serious	87% Low 8% Medium 5% High
Most Frequent Type Behaviors Recorded	Most Frequent Type Responses Recorded	Most Frequent Type Behaviors Recorded	Most Frequent Type Responses Recorded
Minor: Positive attitude; Attend appointment on time Moderate: 60 days without missing apt; 30 days clean Meritorious: 60/90/180 days	Low: Verbal recognition Medium: Fish bowl, bus ticket, vouchers/gift certificates, treatment paid High: Fish bowl, other, treatment paid	Minor: Failure to submit alcohol/drug test; use of marijuana Moderate: Other Serious: Charged with new misdemeanor	Low: Warning/reprimand Medium: Refer to increased treatment, limit freedom, refer to group based on CB principals High: Revocation filed

Focus Groups: Probation Officers

Used more positive reinforcements

Complementary to effective case management

More effective at setting expectations

More likely to consider current behaviors & responses in context of past progress & responses to behaviors

Focus Groups: Clients

Noticing & rewarding positive behavior makes them want to comply

PO's desire to help & encourage in positive ways, was critical to their success

"It makes me want to do better when positive behavior is noticed."

I "...could work with a system if I knew what the rules were."

"My PO has helped me in ways that no one else could, and I look at myself differently now."

Focus Groups: Clients

Focusing on
“little steps,”
helps them
make progress

***“Never give up,
never let up.”***

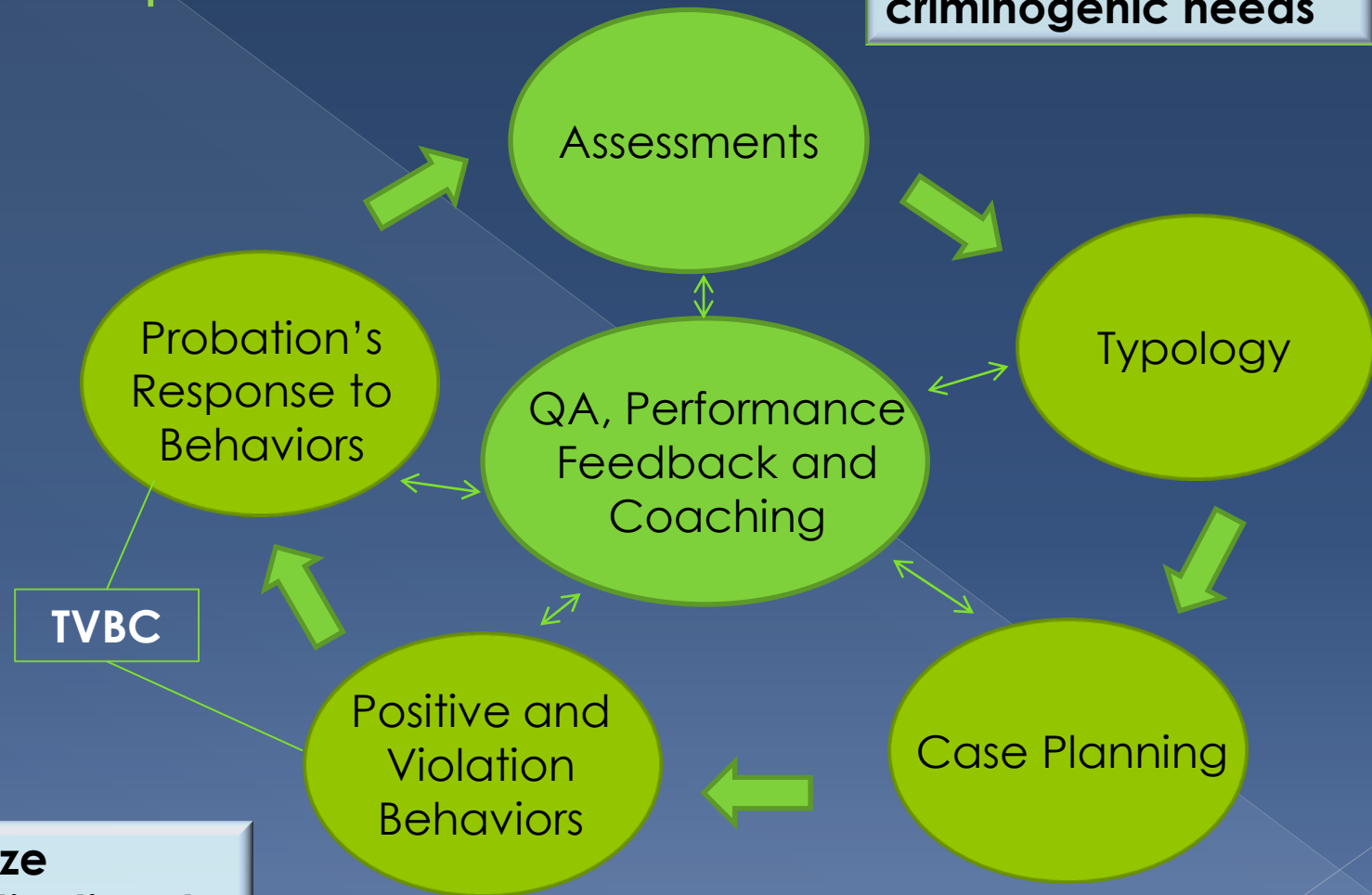
Guidelines promote more consistency across PO's.

PO's who work with clients to solve problems, and respond to their “good” behavior are more likely to help them successfully complete supervision.

Before TVBC, only known rewards were early termination or not going to jail

Case Management Components

**Focus on
criminogenic needs**



Respond to all
behaviors

Emphasis on
targeted
behavior

Policy

Document in
“real time”

Over rides

- Supervisors
- Treatment Teams
- Specialty Courts

TVBC: the Model

Risk	MAX	Low	Medium	High
	MED	Low	Medium	High
	MIN	Low	Low	Medium
		MINOR	MODERATE	SERIOUS / MERITORIOUS
Behavior Level				



**Override
Reasons
UP or
DOWN**

STRENGTHS	Note: criminogenic needs are shaded with top 4 listed first	CONCERNS
	Antisocial behavior	
	Antisocial personality or temperament	
	Antisocial attitudes, cognition	
	Antisocial companions	
	Family/marital	
	Employment/Education	
	Pro-social Activities (leisure/recreation)	
	Substance Use	
	Treatment Participation	
	Mental Health	
	Support (family/peers/community)	
	Financial	
	Residence	
	Takes responsibility for behavior	
	Stage of change	
	Time since last violation	
	Escalating pattern of violation	
	Multiple positive behaviors or violations in single episode	
	Other: Please specify	

Challenges

Resistance to change

Judge involvement

Fear of losing flexibility &
professional judgment

Automation

Challenges

Resources

Differing Attitudes, Values & Beliefs

Geography

Balancing Local Discretion & Statewide Implementation

Collaboration across Agencies

Public Defender Perspectives

What is it? Why are you doing it?

Does it address mutual goals?

Increased revocations? More jail?

Sounds good but doesn't play out

How will we know impact?

**No issues
raised
during
pilot**

Opportunities

Stakeholder education & engagement

Efficiencies

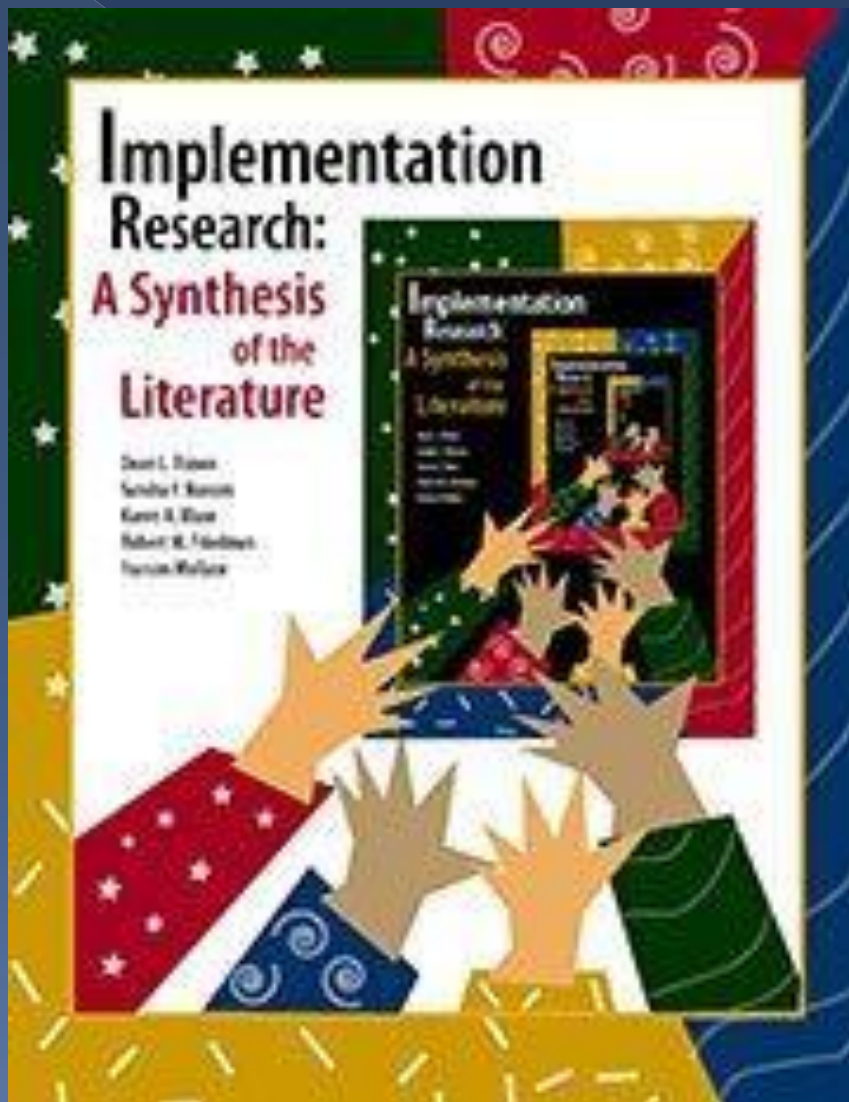
Probationer engagement

Increased positive reinforcement

Consistency & fairness

Longer-term behavior change

Better use of resources



Review the
literature on
implementation
science

Develop &
follow a
framework

Reap the
benefits of
fidelity &
sustainability

Importance of Data & Evaluation

If you don't measure for fidelity you don't know what you're implementing



If you don't know what you've implemented, you can't determine what's impacting the results

Importance of Data & Evaluation

Writing a policy does NOT equate to implementing EBP

Data-driven decision-making helps avoid costly mistakes

We can fool ourselves into believing we're effective

Importance of Data & Evaluation

You need to know if the intended results are being realized

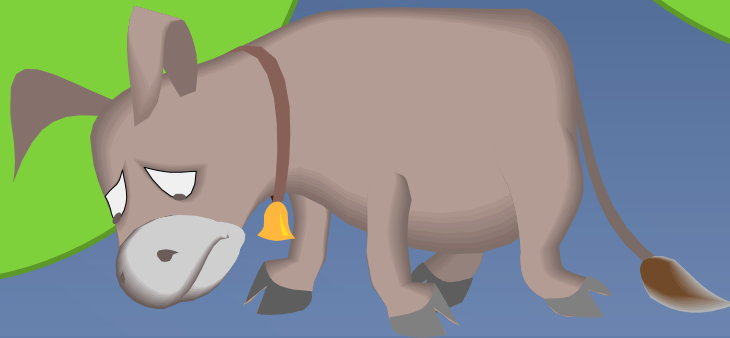
**If not,
STOP
doing it!**

You need the support of your stakeholders

**Prove that
it's working**

If you
assume,
you'll make
an **ass** out of
u and **me**

If you make
assumptions,
assume
there will be
drift from
policy



Start with the End in Mind



Tie measures to goals



Identify your questions



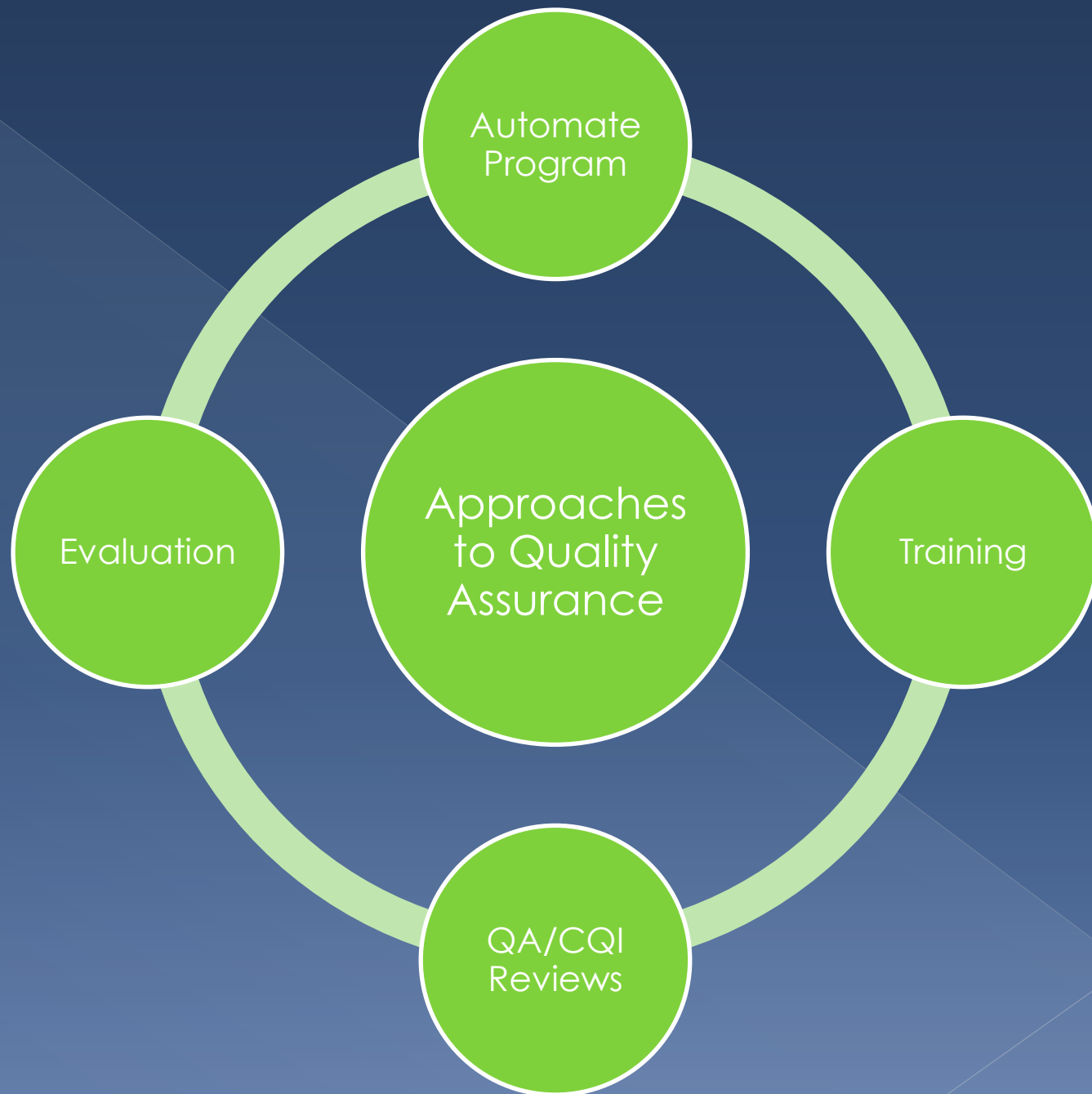
Define available data



Determine “cost” of gathering missing data



Determine method for acquiring data



QA: Automation



Programming of
Policies



Standardized
Reports

QA: Training



Development of Experts
(Implementation Team)



Classroom: Practice &
Feedback

Post-Training Follow Up

QA: Review Tool



Case File Review

Reinforces Policy

Reflects Philosophy and Literature

Continuous Quality Improvement (CQI)

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graph LR; A((QA & CQI)) --- B[Direct Observation]; A --- C[Feedback & Coaching]; A --- D[Performance Appraisals];
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Direct Observation

Feedback & Coaching

**QA &
CQI**

Performance Appraisals

Process Evaluation

Fidelity & Quality



Are we doing what we intended?



If not, how do we correct it?



How often is the underlying logic being overridden?

Outcome Evaluation



Are we getting the results we expected? What other results are we getting?

Are sanctions being graduated & incentives tapering off over time?

Are we reaching the ideal of 4:1?

Are we changing targeted behaviors?

Are we reducing violations & increasing prosocial behaviors?

Are we reducing victimization and recidivism?

Are we using prison for the “right” violators?

Outcome Evaluation: Data

Short-Term Outcomes

- Number & Type of Violations
- Number & Type of Positive Behaviors
- Change in Targeted Behavior

Long-Term Outcomes

- Program Termination
- Revocation Placements
- Recidivism



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