Progress is impossible without change, and those who cannot change their minds cannot change anything. – George Bernard Shaw
Maryland at a Glance

- 5.3 million residents
- 53,000 offenders under criminal supervision
- 15,000 DUI/DWI offenders
- 700 Parole and Probation Agents
- 100 Drinking Driving Monitors
- 48 DPP Offices
MD Division of Parole and Probation
69,191 Parolees and Probationers
June 30, 2007

- Probation: 43,162 (63%)
- Criminal Supervision: 43,162 (63%)
- Probation: 16,288 (23%)
- Drinking Drivers: 16,288 (23%)
- Mandatory Supervision: 5,095 (7%)
- Other: 188 (0%)
- Parole: 4,458 (7%)
Impetus For Reinvention

Standout programs — no matter how successful — are merely scattered pockets of strength benefiting select communities unless the lessons learned become part of a comprehensive community-based, correctional strategy.
As a leader...
your principal job is to
create an operating
environment where others
can do great things.

— Richard Teerlink
Evidence-Based, Balanced Approach

- DPP is striving to craft and implement a community supervision strategy based on science that utilizes effective intervention tools to produce meaningful and lasting behavioral change and improve public safety.
- DPP expanded its Warrant Apprehension Unit and partnerships with local law enforcement to expeditiously return to custody supervisees who pose a public safety risk.
- Home detention of sentenced and pretrial inmates transferred to DPP in December 2005.

Reinventing supervision is a marathon, not a sprint.
PCS
Proactive Community Supervision

* Protect public safety
* Hold supervisees accountable to victims and the community
* Help supervisees become responsible and productive
VISION

It is the vision of the Division of Parole and Probation to become a comprehensive community corrections agency that works in collaboration with criminal justice agencies, communities and service providers to prevent and interrupt the criminal behavior of probationers, parolees and other supervisees. The Division will identify and implement evidence-based practices to facilitate the successful reintegration of supervisees into their families and communities. The Division will develop a safe and supportive work environment that encourages all employees to achieve their maximum professional potential.

MISSION

The Division of Parole and Probation will ensure the safety of its employees and enhance public safety by holding supervisees accountable to victims and the community and by helping supervisees through the process of becoming law-abiding and productive.

PROFESSIONAL PRINCIPLES

The Division of Parole and Probation recognizes that all of its employees are essential to achieving the mission and embraces these principles:

**DIGNITY**
We respect the dignity of each individual.

**PRIDE**
We take pride in our ability to work together as a team.

**HUMOR**
We maintain perspective on our task, ourselves, and each other.

**INTEGRITY**
We value honesty in all we do.

**ACCOUNTABILITY**
We measure ourselves according to our highest standards.

**CREATIVITY**
We encourage and support innovations based on evidence.

**LEADERSHIP**
We strive for excellence in the criminal justice community.
A New Approach to Supervision
Opening Windows to Effective Intervention

* Redefine agent and supervisor roles to focus on risk management
* Agents and supervisors work as teams
* Establish two levels of supervision
  - Intensive for high-risk, high-need supervisees (70%)
  - Standard for low-risk, low-need supervisees (30%)
* Agents supervise 50-55 intensive cases or 200 standard cases
* Ensure quality contact between agent and supervisee
New Approach to Supervision

* Use the office as the base for administrative duties and the **community** as the place where intensive supervision occurs

* Use the Level of Service Inventory - Revised (LSI-R) to identify a supervisee’s level of risk and needs and to develop a case plan

* Expand hours of operation by utilizing alternative work schedules

* Develop collaborative relationships with law enforcement agencies, the community, and treatment providers

* Increase the role of victims and assign victim advocates to targeted field offices
Strengthen Agency Management

- Establish Leadership and Management Teams
  - Collect and analyze data
  - Make decisions based on data
- Ensure that employees are treated fairly
- Simplify forms
- Revise policy and procedure and making them available electronically
- Empower employees to make decisions
- Develop learning culture
- Encourage openness to change
Workforce Development

★ Recruit and retain staff
  - Improve internal communication
  - Establish internship program for college students

★ Train agents and supervisors in drug addiction and human behavior; case management; computer software and new offender management information system

★ Develop curriculum in collaboration with higher education partners and other national experts on drug addiction and human behavior
  - Training includes initial 2-hour briefing; 3-days of intensive training; and 2-hour booster session
  - Skills are tested before and after training
  - Field supervisors observe agents and provide feedback
  - Training supplemented by CD-ROM “handbook” which provides policies, procedures and video clips of quality contacts

★ Establish Leadership Development Program in collaboration with the UMCP School of Business for first- and mid-level supervisors
PCS is Research-Based

* Identify criminogenic risk and need factors
* Target interventions to high-risk supervisees (responsivity)
* Minimize contacts and services for low-risk supervisees
* Use cognitive behavioral interventions including supervision contacts
* Engage social supports and geographic-center supports in interventions.
Applying “What Works”

* Develop rapport between supervisee/agent
* Gather input from supervisee (engagement)
* Identify supervisee typologies
* Identify special tracks with no more than 3 target behaviors at one time

* Use proximal, intermediate performance measures

Online at nicic.org/Library/020095
Focus On the “Big Six”

Criminogenic Needs:

1) Anti-Social Values
2) Criminal Peers
3) Low Self-Control
4) Dysfunctional Family Ties
5) Substance Abuse
6) Criminal Personality
Traditional Agents

* See supervisees in the office and occasionally in their homes
* Talk with victims and other stakeholders
* Test supervisees for drug use
* Refer supervisees for drug treatment and other services
* Communicate with treatment providers
* Participate in violation hearings in various courts and correctional facilities
* Find out the amount of restitution owed to a victim and monitor its collection
* Track arrest data and monitor court dispositions
* Write reports to the courts and the parole commission to communicate information regarding a supervisee's conduct and progress
* Complete numerous administrative
PCS agents

* Spend most of their time in or near the areas supervisees call home
* Work with supervisees to beat the drug and alcohol addictions that lead them back to crime and violence – the contact becomes an intervention
* Help supervisees get basic education and job skills so they can become contributing citizens
* Build relationships with supervisees' families, friends, neighbors, employers – individuals who can alert agents before trouble arises
* Have the chance to intervene before a supervisee commits a new crime and help supervisees rebuild their lives and stay on track
* Are able to respond quickly when a supervisee's behavior necessitates removal from the community since they spend a substantial amount of time in the community
Principles of Case Planning

* Provide supervisee with objective feedback
* Show results of assessment
* Allow supervisees to have input into case plans
* Increase supervisee “buy-in”
Maryland Division of Parole and Probation - Quality Contact Standards

Agent Name: ________________________________

### Deportment and Manner of Being With an Offender

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>LOW</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>HIGH</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduced self or greeted offender in a confident, friendly manner and thanked them for their time and effort when closing the session.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<td>HIGH</td>
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<tr>
<td>2</td>
<td>Posture and physical gestures (e.g., hand shakes, eye contact, non-verbal communication) were deliberate, dignified, and conveyed interest and respect.</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td></td>
<td>HIGH</td>
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<tr>
<td>3</td>
<td>Was organized and prepared with case materials, recent test results, and session goals.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td></td>
<td>HIGH</td>
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<tr>
<td>4</td>
<td>Achieved goal of meeting and closed session with review of immediate action plan for offender.</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
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### Assessment and Planning

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<th>5</th>
<th>HIGH</th>
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<tr>
<td>5</td>
<td>Used appropriate communication skills to decrease tension and reinforce positive behavior, minimize interruptions and avoid raising voice.</td>
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<td>2</td>
<td>3</td>
<td>4</td>
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<td></td>
<td>HIGH</td>
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<tr>
<td>6</td>
<td>Reviewed and updated the offender’s progress towards previously established goals.</td>
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<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td></td>
<td>HIGH</td>
</tr>
<tr>
<td>7</td>
<td>Explored and conducted on-going assessments for offender’s ambivalence (to change), criminogenic needs and relevant circumstances of the case.</td>
<td>1</td>
<td>2</td>
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<td>5</td>
<td></td>
<td>HIGH</td>
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<tr>
<td>8</td>
<td>Verified current case information and status (e.g., address, employment) and record case information that reflects minimal supervision standards.</td>
<td>1</td>
<td>2</td>
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### Treatment and Service Referral

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<th>Description</th>
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<tr>
<td>9</td>
<td>Maintained focus for change on offender and their problem-solving ability.</td>
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<td>10</td>
<td>Adequately discussed referral needs, and jointly planned goals &amp; obstacles with offender and guided through the stages of change.</td>
<td>1</td>
<td>2</td>
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### Sanctions and Ground Rules

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<th>5</th>
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<tbody>
<tr>
<td>11</td>
<td>When necessary, appropriately reminded offender of ground rules for effective supervision and legal consequences for non-compliance.</td>
<td>1</td>
<td>2</td>
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<td>4</td>
<td>5</td>
<td></td>
<td>HIGH</td>
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<tr>
<td>12</td>
<td>When appropriate (dictated by sanction contract), provided sanctions clearly in a fair manner.</td>
<td>1</td>
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**TOTAL**

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13
PCS Strategy of Supervision: Defining a Case Plan

Classification

Assessment

Case Management

Intake

30 Days
# Practice Guidelines

<table>
<thead>
<tr>
<th>Typology</th>
<th>Supervision Plan Focus</th>
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<tbody>
<tr>
<td><strong>Disassociated</strong></td>
<td>Developing a social network</td>
</tr>
<tr>
<td><strong>Domestic Violence</strong></td>
<td>Addressing violent tendencies, power and control issues, and substance abuse issues</td>
</tr>
<tr>
<td><strong>Drug-Involved</strong></td>
<td>Addressing addiction issues</td>
</tr>
<tr>
<td><strong>Mental Health</strong></td>
<td>Finding treatment and care for mental health issues</td>
</tr>
<tr>
<td><strong>Sex Offender</strong></td>
<td>Including controls and treatment to address sexual deviancy</td>
</tr>
<tr>
<td><strong>Violent Offender</strong></td>
<td>Internal and external controls for violent behaviors</td>
</tr>
</tbody>
</table>
Process for Supervisee Change

Engagement

- Assessment & Case Planning
- Expectations & Ground Rules
  - Better Case Information
  - More Vested Offender

Change

- Formal Controls
- Informal Controls
  - Sufficient Retention

Sustained Change

- Behavioral Change
- Natural Support Systems
  - Reduced Crime
  - Reduced Drug-Use
  - Improved Family/Community

Deployment

- Express Empathy
- Avoid Argumentation
- Roll with Resistance
- Deploy Discrepancy
- Support Self-Efficacy

Timeline:
- 4 Months
- 12 Months
- 18 Months
The Research

THE DESIGN

* 4 PCS areas

* Cases randomly selected from all intakes in proportion to the number of intakes at each site (n=274)

* Individual Match (n=274)
  - Age
  - Gender
  - Ethnicity
  - Offense Type

* No statistically significant differences between groups

THE SAMPLE

* 83% Male

* 85% African American

* 65% Unemployed

* 80% Single

* 7 prior arrests
The Bottom Line

* The likelihood of arrest was reduced by 38% for offenders in the PCS group
* The likelihood of a warrant being filed was reduced by 38% for offenders in the PCS group

* There was no statistically significant difference between the PCS and non-PCS groups in the rate of positive drug tests or failures to appear for drug testing
Key Findings

* Supervisees with a typology have 90 -150% more assigned responsibilities and take action 90 - 200% more frequently than those without a typology

* When supervisees have typologies, agents assign themselves 5 to 12 times the responsibilities and take action on 7 to 13 times the responsibilities of cases in which offenders do not have a typology
Interviews

∗ 50 supervisees at PCS offices volunteered to complete surveys and were compensated with $10 grocery cards

∗ In general, respondents reported that:
  - They find it easy to work with their DPP agents
  - PCS has brought about positive changes to the supervision experience
PCS has the potential to change how we do business in probation and parole, and to significantly increase public safety. The State of Maryland has taken a giant leap forward and is a model for others to follow.

Edward Latessa, PhD
Professor and Head, Division of Criminal Justice, University of Cincinnati
For more information, contact:

Judith Sachwald
ZSR Consulting Services
judithsachwald@comcast.net