



***Probation System Review Initiatives:
Case Processing / Mapping***

Thank you for participating in the Case Flow Process Mapping meeting as part of the Probation System Review initiative led by the Robert F. Kennedy National Resource Center for Juvenile Justice.

You have been selected to participate based on your knowledge, experience and perspectives that you bring to the important work you do in the probation and juvenile justice system. We will be asking that you work together to analyze interfaces, handoffs, bottlenecks, and other case flow issues in the handling of cases involved in your juvenile justice and probation system. You will be asked to use – or develop – a current depiction of the case flow for delinquency matters in your jurisdiction, from arrest to case closure.

Please take a few minutes to review the following description of suggested Case Flow Process Mapping activities that walk you through each key decision point with a structured set of questions. You will be encouraged to candidly share your knowledge, experiences and perspectives to our meeting.

The development of a case flow mapping exercise can initially be accomplished by viewing, or constructing if one does not exist, a case-flow process for the juvenile justice system. The key decision points in the processing a juvenile case will be identified and we will collectively seek to clarify professional staff responsibilities and mandates and expected products and outcomes that support improved decision making at each key step. During this exercise, you may note references to Robert Damelio's *The Basics of Process Mapping*, which provides guidance for the conduct of this case flow mapping process. Against an established consensus for the probation systems' goals, this mapping process creates an understanding of the most appropriate decision points and practices around which improvements or reforms may be developed and/or planned on behalf of youth involved in the juvenile justice and probation system. The following

activities are offered to illustrate what is sought by your engagement in the process mapping activity:

- Understanding of the steps in the various system and court processes
- Identification of what happens (action), who is responsible (decision), and what output or outcome is expected or produced at each step (product)
- Discussion/Assessment of the quantity and/or quality of the information being gathered and utilized in each step of the process
- Identification of process gaps
- Identification of necessary resources (workforce and program)
- Identification of what is and is not working

As you consider these issues in the development of their graphic depiction of the process flow map and an accompanying narrative, the following questions will support a systematic review of each decision point:

- What is intended to happen at this step?
- What actually happens at this step?
- Who is responsible for taking this action?
- Who are the partners (existing and desired) collaborating in this action?
- What is expected to occur (output and outcome) before the next step occurs?
- What is missing in between steps?
- What are the key decision points at which change or reform might be proposed?
- What are the necessary resources at each step (workforce and program)?