

Dynamic Practice Improvements & Assessment Opportunities Resulting from Process Mapping – No Really!

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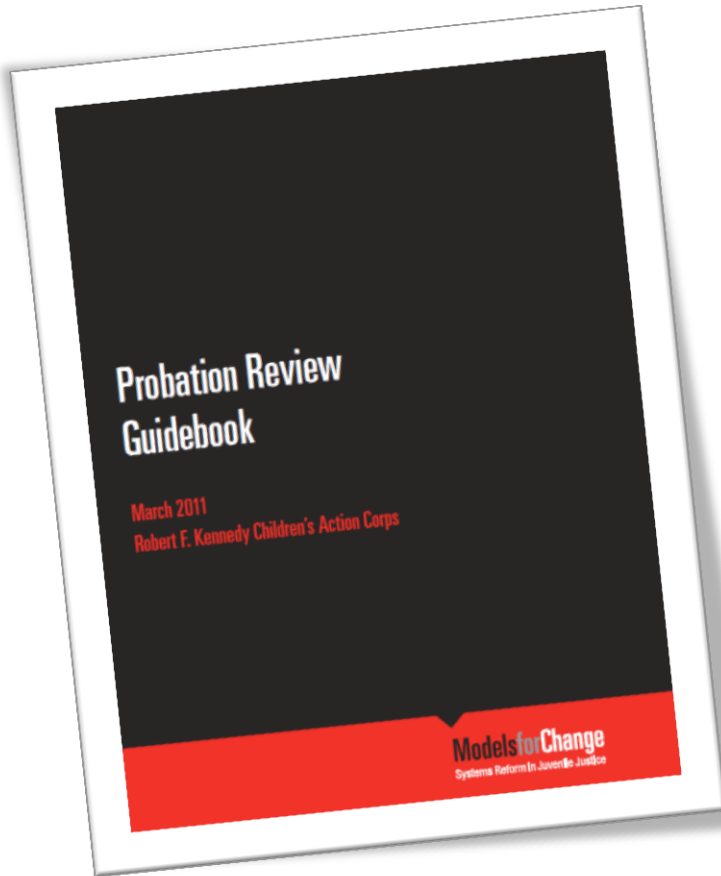
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April 8, 2016 ♦ Probation System Reform Symposium

Probation System Review Process



ELEMENTS:

- A. Administration
- B. Probation Supervision
- C. Inter and Intra-Agency Work Processes
- D. Quality Assurance

2nd Edition:
Summer 2016:

Janet K. Wiig and John A. Tuell
(RFK Children's Action Corps, 2011)

www.rfknrcjj.org

Supportive Publications

Data Planning in the Dual Status Youth Initiatives: Initial Suggestions

Gene Siegel, Robert F. Kennedy National Resource Center for Juvenile Justice, 2014

Probation Review Implementation: How Best Practices Meet Everyday Practices

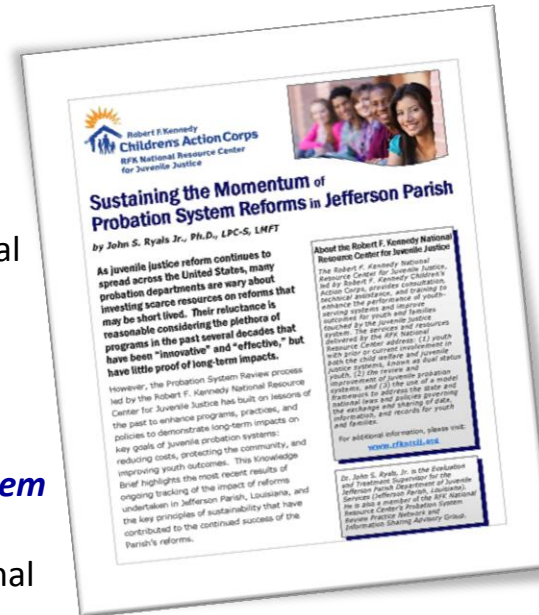
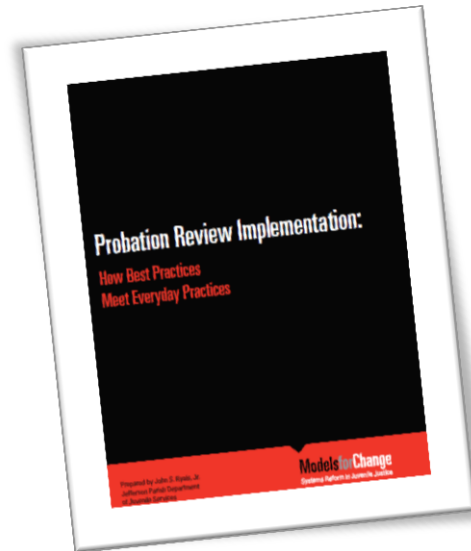
Dr. John S. Ryals, Jr. Jefferson Parish Department of Juvenile Services, 2013

Trauma in Dual Status Youth: Putting Things in Perspective

Thomas Grisso, PhD and Gina Vincent, PhD (University of Massachusetts Medical School), Robert F. Kennedy National Resource Center for Juvenile Justice, 2014

Sustaining the Momentum of Probation System Reform in Jefferson Parish

Dr. John S. Ryals, Jr., Robert F. Kennedy National Resource Center for Juvenile Justice, 2015



PROBATION SYSTEM REVIEW - METHODOLOGY

- Probation Review Management Team (PRMT)
- Document review
- Key stakeholder interviews
- Employee survey
- **Process mapping**
- Group interviews
 - Probation officers
 - Outside agencies
- Focus groups
- Best practice analysis
- Performance measures and outcomes development

A. ADMINISTRATION

Issues:

1. Examination of probation department's policies, procedures, and operations (covers management practices, training and actual probation practices)
2. How management practices contribute to the overall functioning of a department
3. How the design and delivery of training support effective probation practices
4. How administration evaluates probation officers

B. PROBATION SUPERVISION

Issues:

- 1) Covers decision making processes and the assignment and handling of particular groups of probationers in specific programs
- 2) Analyzes the probation officer approach to supervision, the role of the probation officer, their day-to-day tasks and how they connect to desired youth outcomes
- 3) Reviews professional staff responsibilities, mandates and expected products and outcomes that support improved decision making at each key step
- 4) Examines how probation practice is carried out as reflected in the feedback from probation officers, stakeholders, and consumers

C. INTRA AND INTER-AGENCY WORK PROCESSES

Issues:

- 1) Whether the relationship with the Court is clear and functioning well in terms of roles and responsibilities
- 2) How interagency processes function from both the perspective of the department and external agencies and how linkages can be strengthened
- 3) Whether ongoing forums exist to resolve issues between a department and other agencies
- 4) Whether cross system collaborations are in place to meet the comprehensive needs of the youth

D. QUALITY ASSURANCE

Issues:

Data Collection

- A review of the data collection process and measurement system related to prevalence, youth characteristics, case processing and case management

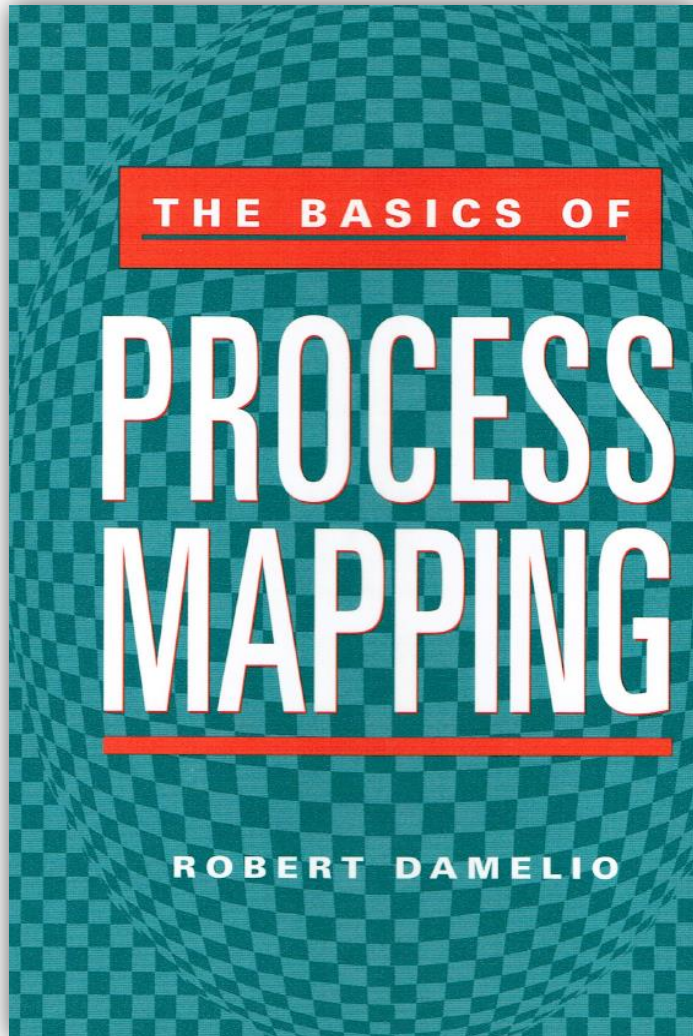
Data Management

- Examines the use of data to create reports that inform managerial oversight, case processing and prioritization of resources on a routine basis

Performance Measurement

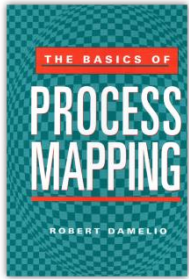
- Prioritizing the identification and definition of successful outcomes sought for probationers which includes a focus on recidivism and other positive youth outcomes
- Development of desired system outcomes and the measures that reflect departmental achievement
- Examines how worker performance and its measurement are related to desired outcomes
- Reviews the outcomes and accountability measures for service providers and youth programs

Guidance & Protocol: How To?



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

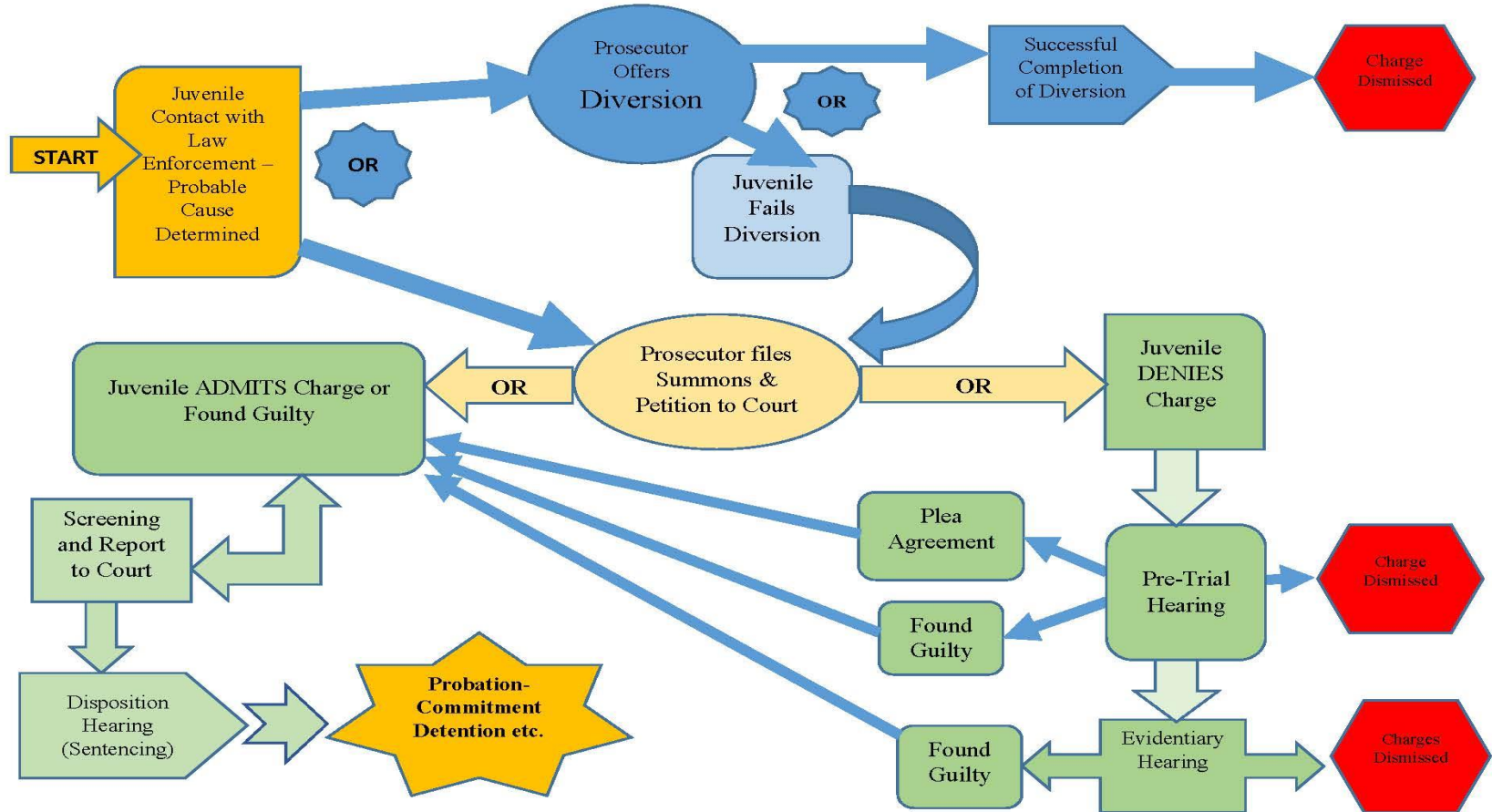
- Understanding of the steps in the various system and court processes
- Identification of what happens (action), who is responsible (decision), and what output or outcome is expected or produced at each step (product)
- Discussion/Assessment of the quantity and/or quality of the information being gathered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



Process Mapping: Purposes and Function

- **Accomplished by viewing, or constructing if one does not exist, a case-flow process for the juvenile justice system**
- **Key decision points in the processing of a juvenile case will be identified**
- **Collectively clarify professional staff responsibilities, mandates and expected products and outcomes that support improved decision making at each key step**

Flowchart for Juvenile Court System



PROCESS MAP NARRATIVE

1. When an offense or incident occurs with a youth, several decisions are immediately made. A police officer can decide to conduct a station adjustment with the youth, resulting in no police report being sent to the State's Attorney's Office for prosecution. A decision can also be made to release the youth to a parent and forward a copy of the police report to the State's Attorney for a Petition to be filed. The police can also contact the Probation Department and request that a youth be detained in a secure detention facility.
2. Police Department immediately forwards report to the State's Attorney's Office for Petition to be filed and possible prosecution of offense/incident.
3. Once the State's Attorney's Office receives the police report for an offense/incident, there are several things that the State can choose to do:
 - A. File a Petition with the Court for prosecution of offense/incident in juvenile court
 1. Case is then set for first advisement
 - B. Send the case to Probation as a diversion referral, with no Petition or prosecution
 1. Case is sent to Probation to begin diversion services. These cases can range from 3-12 months. The youth can be ordered to attend school, attend counseling, complete assessments, submit to random drug testing, pay diversion fees. Once all conditions of diversion are met, the case is dismissed.
 - C. Choose to not pursue any legal action on the offense/incident and dismiss completely
 - D. Some severe offenses can be transferred to adult/criminal court if the State deems necessary
4. If a youth is detained in a secure detention facility, the State's Attorney's Office has 40 hours to bring the youth before a Judge. At that hearing, the youth can be either released to a parent or further detained. There also may be a detention hearing where there is testimony heard in the case to further help the decision making. The case is then set for Pre-trial and there may be certain pre-trial conditions that are ordered.
5. If the State files a Petition for Adjudication, a first-advisement hearing is set. At that hearing, the youth is advised of what he/she is being charged with and their rights. The youth is also appointed an attorney and the case is set for pre-trial. Pre-trial conditions can also be ordered at this point in the case.
6. At the pre-trial hearing, the youth meets with their attorney and can opt to accept a plea bargain offered by the State. If a plea is accepted, the youth's case will be disposed of. If no plea is accepted, then the case can be continued for another pre-trial or can be set for trial. Pre-trial conditions can also be continued until trial or next court date. A youth can be ordered to undergo evaluations, complete public service work, attend counseling, etc. under the pre-trial conditions order.
7. If a plea agreement was not made or accepted, the case is set for trial. During the trial, both the prosecutor and defense present their arguments, testimony, and evidence then the Judge decides on the outcome of the case. A case can be disposed of at trial if the youth decides they want to accept the State's plea prior to the trial beginning. If the Judge finds the youth guilty, the youth is adjudicated and the case is set for sentencing. A Social History Investigation Report may be ordered to be completed by Probation. If the Judge finds the youth not guilty, then the case is di

Process Map – Narrative

- **Participants**
- **Decisions/Actions**
- **Who Decides/Acts**
- **Criteria**
- **Notes**

Juvenile Justice Reform on Guam



Juvenile Justice Reform -Why Now?

- Summit of Western States & Territories
 - Focus Areas Identified
- State of Judiciary
- Call To Action 9/11/14
- Executive Steering Committee
- Subcommittees



STEERING COMMITTEE

RESOURCE GROUP

**COMMITTEE 1:
EVIDENCE BASED PRACTICES**

Mission: Acquire a validated Risk & Needs Assessment Instrument and Introduce Evidence Based Practices

**COMMITTEE 2:
JUVENILE COURT REFERRAL PROCESS**

Mission: Reduce unnecessary referrals to the Juvenile court

**JUVENILE
JUSTICE
REFORM
COMMITTEES**

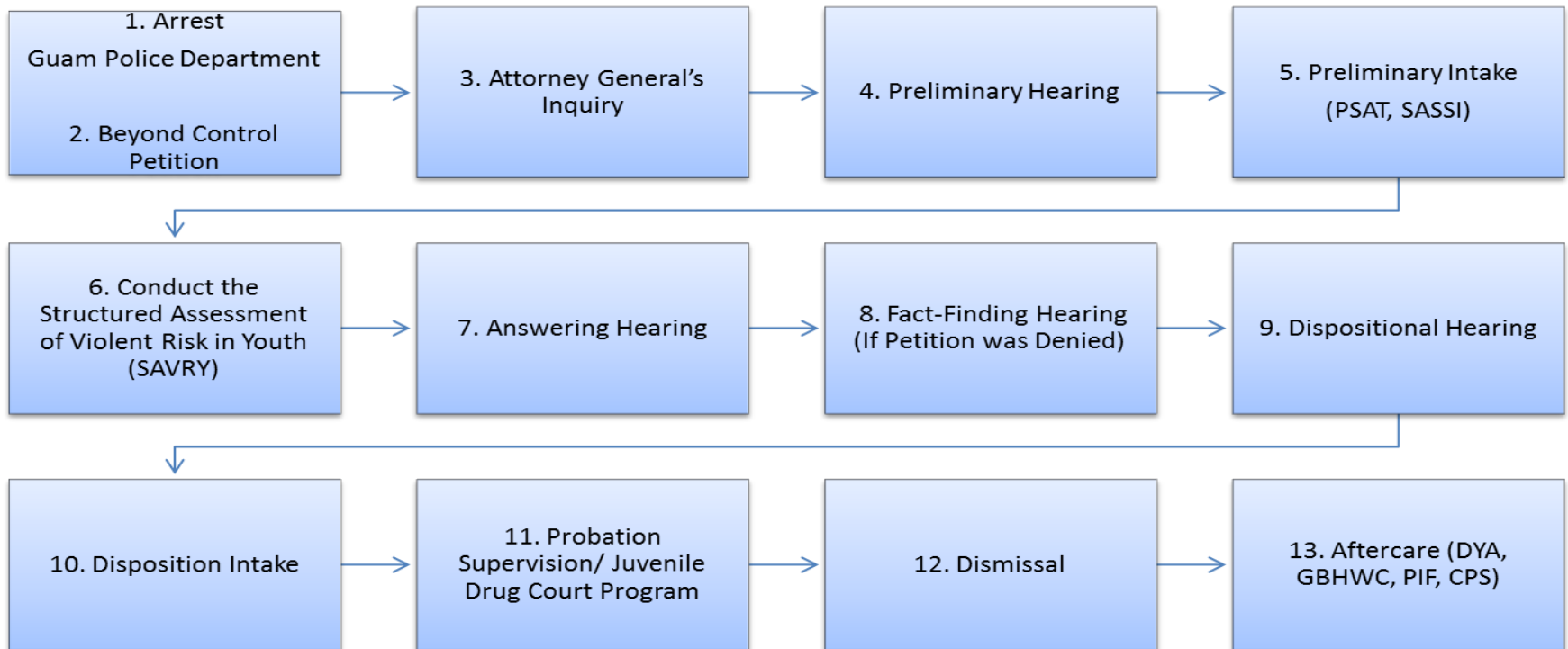
**COMMITTEE 3:
JUVENILE DEFENSE**

Mission: Implement Juvenile Defense Standards to Ensure Rigorous Defense of Juveniles

**COMMITTEE 4:
COURT LANGUAGE**

Mission: Use developmentally appropriate language in court proceedings

The Process Map



1. Arrest



- The Guam Police Department (GPD) responds to a complaint.
- GPD forwards police report to the Attorney General's Office. The AG has the discretion to charge out the crime.
- If charged out, a petition is filed with the court. That petition provides the minor's name, age, address, their parents or guardians, the charges filed against them, and a description of the alleged crime.
- Juvenile Probation researches the minor and parent/guardian legal history to assist the judge in release or placement issues at the Preliminary Hearing.

2. Beyond Control Petition

3. AG Inquiry



Guam Police Department

- Police Report forwarded to AG
- AG files Petition
- Preliminary Hearing scheduled before Magistrate

Juvenile Probation

- May counsel and warn minor
- File Petition
- Preliminary Hearing scheduled

The Attorney General's Office

- consults with the JPO

4. Preliminary Hearing



- If detained at the time of the arrest, the Preliminary Hearing must be heard within 48 hours (excluding weekends and holidays).
- If given a notice to appear at the time of arrest, the Prelim must be set within one year.
- At the Prelim, the charges brought against the minor are read, jurisdiction is established, a defense attorney is assigned and the minor is released or detained.
- The minor is given a set of conditions by the judge that he/she must adhere to until disposition.

5-6. Preliminary Intake/SAVRY (PSAT/SASSI)



- Minor and parent(s) are interviewed
- Information collected/entered:
Authorizations, Map, Photo
- Prescreen Assessment Tool (PSAT)
administered/scored: SAVRY if
moderate to high
- Substance Abuse Subtle Screening
Inventory (SASSI) for drug offenses

7-8 Answering/Fact-Finding

- Answering → denies →
- Admits to charges →
Court may order a
Dispositional Report or Home
Assessment
- Fact-Finding Hearing =
Juvenile Trial
- If guilty →
Dispositional Hearing
- Not guilty → Case
dismissed

9. The Dispositional Hearing

Remand



Probation

Disposition is rendered and conditions are explained at this hearing. If released on probation, the Intake Process will begin.

If remanded, the minor will be transported to **DYA**.

10. Disposition Intake

Term

- After Dispo Hearing, terms and conditions of Probation are explained
- 6 months - 1 year
- Service Learning Hours
- School Attendance
- Restitution/Fines/ Payment Plans
- Stay away order
- Conditions of Reporting
- House Arrest
- Curfew

Conditions

- Program/Service Referrals
- Counselling
- Classes/Class Schedules
- Stay Away Orders
- Drug and Alcohol Testing
- Medical Testing
- Psychological Testing
- Psychiatric Testing
- Program Involvement

11. SUPERVISION

- Academics
- Behavior
- Counseling
- Service Learning/Other Program Progress
- Health
- Drug Testing
- PO Maintains Contact and Communication
- Addresses Issues
- Makes Referrals
- Informs the Court of Progress

The Juvenile Drug Court Program

Phase I (4-6 weeks):

Phase I introduces the participants to substance abuse treatment, emphasizing a drug-free lifestyle, social adjustment and the development of mechanisms for coping with stressful situations. During the initial phase of treatment, participants receive program orientation, a master treatment plan, and clear and realistic short-term treatment goals.

Phase II (12 Weeks):

- During Phase II , the minor is monitored for behavior and compliance.

Phase III (10-12 Weeks):

- During Phase III, participant skills are measured by receiving an assessment of educational and vocational needs of the family.

Phase IV (26 Weeks):

- Participants in Phase IV will receive Aftercare and Transition services. The Participant will assist the Recreational Therapy Groups and Psychoeducational Groups for Phase I-III once (1) per week, decreasing to once (1) per month.

Upon successful completion of the Juvenile Drug Court Phase IV, the Juvenile Drug Court will hold a graduation ceremony for the participants. Their case is Dismissed and Expunged at the end of the ceremony.

- The JDC Graduation is held three (3) times a year.

Dismissal / Aftercare

- Closure letter filed with the Court upon minor's successful completion of conditions of probation.
- Aftercare services are introduced prior to closure and may run beyond the length of a probationary term.