EBDM Change Target Work Group Process

A Resource for
EBDM Initiative Phase V Teams

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Work Group Process Overview

What are we trying to achieve through the work group process?

The role of the work group is to educate and advise the EBDM policy team on strategies that will result in the greater use of evidence (research) to support decision making consistent with the team's vision for the justice system.

What do we mean by "evidence"?

In the justice system, the term, "evidence" is used in a variety of ways. Its use can refer to items collected at a crime scene, eyewitness accounts or security camera footage. These types of evidence are referred to as ***legal evidence***. For the purposes of the EBDM Initiative, the term "evidence" is used to describe findings from empirically sound social science research. The Framework refers to the results of this research as ***evidence-based policy and practice.***

What is "evidence-based decision making"?

Evidence-based decision making is the use of evidence (as defined above)[1] to inform decisions throughout the criminal justice system process, at the case level (e.g., applying practices in light of offenders' risk level; at the agency level (e.g., providing agency direction and support that results in probation officers spending 20 minutes or more in their offender contacts, and focusing those contacts on risk reduction techniques); and at system level (e.g., working collaboratively to collect and analyze data to determine if system wide policy decisions are resulting in the desired outcome, and making adjustments as needed).

Who should be on the work group?

The work group should be composed of individuals who represent all agencies that effect or are affected by the decision points the group is tasked with addressing. The selected individuals should represent diverse experience and perspective in order to assure the broadest perspective on the topics discussed. The work group may include a standing committee that seeks input from others ("ad hoc members") as needed.

What is the role of the co-chairs or chairs/vice-chairs?

The work group chairs (vice-chairs or co-chairs) are tasked with leading and organizing the work group. To that end, it is their responsibility to make certain that they and their group members are clear about their task and the work they are undertaking and, based upon this understanding, develop a work process that will be successful in accomplishing specific tasks within the designated time frame. It will be up to each set of work group chairs to determine how and when the work group will meet. The work group chairs will also be responsible for reporting progress to, and sharing their products with, the EBDM policy team.

[1] Including local data.

What is the work group's time frame?

Work groups should be prepared to complete their work in May 2016.

What broad tasks are the work groups expected to accomplish?

1. Identify the agencies/individuals who should be on the work group and secure their agreement to participate.
2. Ensure that all work group members have read the EBDM Framework and other EBDM documents identified by the EBDM Policy Team Chair, Local Coordinator and/or team as a whole.
3. Ensure that all work group members are aware of the EBDM policy team's vision statement, values, the EBDM Principles, and have read the team's charter.
4. Ensure that all work group members are clear about the work group's tasks and purposes.
5. Create and manage a work plan.
6. Be prepared to report specific activities and progress at each upcoming policy team meeting.
    a. The first report-out will be at the team's January 2016 meeting.
    b. Work group chairs should plan to report on their progress at each subsequent policy team meeting.
7. Develop a narrative report for the EBDM Policy team using the Step by Step Work Plan Guide (on pages 8-18) as a template to create your report.

Specific Work Group Steps

The EBDM Framework outlines a series of steps work groups should take in identifying change targets. Upon completion of each step below, the work group should record the key outcomes, decisions, or recommendations of the work group and use the Step by Step Work Plan Guide (on pages 8-18) as a template to develop its narrative report for the EBDM Policy Team.

1. Develop a clear goal or opportunity statement.

1. Develop a clear goal or opportunity statement. Record this as the first item in the Step-by-Step Work Plan Guide template for inclusion in the work group's narrative report for the Policy Team.

2. Form a multi-disciplinary team.

2. Form a multidisciplinary team comprised of the agencies/individuals identified by the work group as necessary to the effectiveness of the group/achievement of the goal and secure their agreement to participate.

3. Analyze system map, current policies, & practices.

3. Analyze the system map, and current policies and practices:

a. Analyze the system map developed by the policy team. Review the portions of the system map (decision points) and accompanying notations that are pertinent to the topic(s) the work group is tasked with addressing.

b. Analyze current policies and practices. Discuss the extent to which evidence-based information is available and used to inform decisions in this area. (Examples: "Offender risk/need information is collected but not used to inform a particular decision;" or, "Risk/need information is not collected;" or, "The actuarial risk tool is not used to inform the intensity of the applied criminal justice intervention.)

4. Examine research findings related to the goal or opportunity statement. Consider:

a. What harm reduction goals are we seeking to achieve at this decision point?

b. What guidance does the existing research literature have to offer at this decision point?

c. What can be done to align research and policy/practice?

5. Identify further information needs. For example, you may need additional quantitative information that couldn't be collected during the mapping process. (Example: "The frequency with which local police departments issue citations vs. make custodial arrests; the appearance rate of individuals issued citations.") Your group may also determine that additional qualitative information is needed. (Example: "We know that we have a variety of intervention options, but we do not know the criminogenic needs (risk factors) these interventions address, or the risk levels of the individuals who are receiving these services.") Further, collect information regarding the experience of other jurisdictions addressing similar change targets. Were they successful in their efforts? What barriers did they encounter? How did they overcome them? Identify how best to collect this information (i.e., by the workgroup, by others outside of the work group).

6. Determine if technical assistance is needed.

6. Determine if technical assistance is needed. Potential technical assistance is available through NIC (through the EBDM project or other NIC technical assistance support opportunities). Technical assistance may also be available from other federal agencies or other technical assistance resources. Such technical assistance might include a mini-assessment, or technical assistance from a subject matter expert, to gather information or conduct an analysis the work group cannot accomplish themselves. Work groups should work with their EBDM policy team, the EBDM site coordinator, and the site's TA Provider to determine what opportunities are available.

7. Collect baseline data.

7. Collect baseline data. The baseline data will be used to measure progress toward the goal set by the work group and policy team.[2]

8. Based on the work group's analysis, determine if the improvement is desirable & possible.

8. Based on the work group's analyses, determine if improvement is desirable and possible. Summarize you group's reasoning in its narrative report.

9. *If improvement is desirable & possible,* craft a strategy for implementing change.

9. *If improvement in policy/practice is desirable and possible*, discuss as a group the various options available and come to agreement on the strategy you agree will be most effective. Create a statement about what you'd like to accomplish. (Example: "Design and implement a PSI report that addresses criminogenic needs, thereby allowing informed sentencing decisions, and reducing the likelihood of future offending.")

[2] See Starter Kit 3d: Gathering Baseline Data

10. Seek consensus from the full EBDM policy team.

10. Prepare to present your work group's recommendation to the policy team. (Full policy team support is essential to moving forward.) Use the Step by Step Work Plan Guide to create your report.

11. If the policy team approves, develop a logic model.

11. Assuming the policy team agrees with your work group's recommendations, the next step will be to complete a logic model for your change strategy (don't panic, the EBDM project team will help you!).[3] See the logic model development template and examples in the appendix.

12. Based on the logic model, create an action plan.

12. Develop a work plan based upon the logic model created by the work group. Remember that implementation science says that up to 85% of all change efforts fail[4], with the majority (up to 70%) of initiatives failing, not as a result of bad ideas, but due to poor planning. Following the logic modeling and work planning processes are keys steps to preventing implementation failure. Also see the work plan template and example in the appendix.

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[3] At the discretion of the team and work groups, logic models may be prepared earlier in this process.

[4] Rogers, R. W., Wellins, R. S., & Connor, D. R. (2002). The power of realization: Building competitive advantage by maximizing human resource initiatives. Pittsburg, PA: Development Dimensions International.

Step by Step Work Plan Guide

Step 1: Develop a Clear Goal or Opportunity Statement

(Target date for completion: January 31)

Step 2: Form a Multi-Disciplinary Team
(Target date for completion: January 31)

Team Members (Name, Title, Agency)

Step 3: Analysis of System Map, Current Policies, and Practices

(Target date for completion: February 20)

Step 4: Research Findings Summary
(Target date for completion: February 20)

Step 5: Identification of Further Information Needs/Collection

(Target date for completion: February 20)

Step 6: Technical Assistance Needs (if any)

(Target date for completion: February 20)

Step 7: Baseline Data
(Target date for completion: March 30)

Step 8: Analysis of Desirability/Possibility of Improvement

(Target date for completion: April 15)

Step 9: Strategy for Implementing Change
(Target date for completion: April 30)

Step 10: Plan for Seeking Consensus from the EBDM Policy Team

(Target date for completion: April 30)

Step 11: Logic Model (assuming consensus was reached by the EBDM policy team) (use the logic model worksheet)

(Target date for completion: May 30)

Step 12: Work Plan, (assuming consensus was reached by the EBDM policy team) (use the work plan worksheet)

(Target date for completion: May 30)

Appendices

Logic Model Development Template

Logic Model Development Example

Logic Model Example

Work Plan Template

Work Plan Example

Logic Model Development Template

Inputs/Resources	Activities	Outputs	Outcomes	Impacts
Existing resources (both financial and human), policies, practices, facilities, and capabilities (i.e., resources needed)	*Specific strategies to be implemented (i.e., what needs to be done)*	*Immediate results that occur as activities and strategies are implemented (i.e., the short-term results if the activities are accomplished)*	*Indicators, or benchmarks, that demonstrate changes are occurring as a result of the activities (i.e., the long-term results that must be achieved for the goals/impacts to be reached)*	*Anticipated long-term harm reduction results (i.e., the goals)*

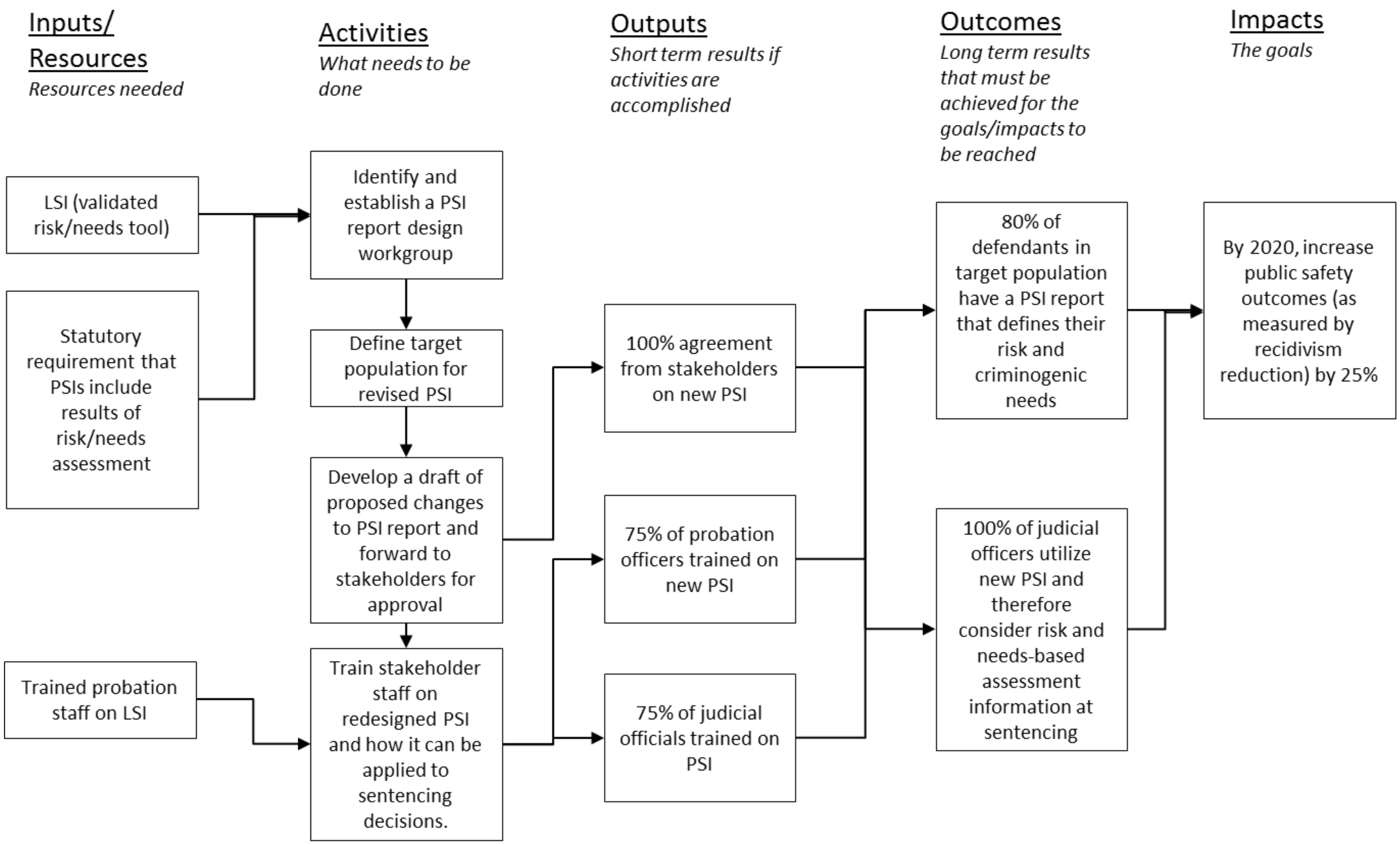
Contextual Conditions	*External factors that can facilitate or hinder the ability to implement the activity or achieve the intended outcomes and impact (i.e., external factors that can facilitate or hinder goal achievement)*	

Logic Model Development Example

Inputs/Resources	Activities	Outputs	Outcomes	Impacts
Existing resources (both financial and human), policies, practices, facilities, and capabilities (i.e., resources needed)	*Specific strategies to be implemented (i.e., what needs to be done)*	*Immediate results that occur as activities and strategies are implemented (i.e., the short-term results if the activities are accomplished)*	*Indicators, or benchmarks, that demonstrate changes are occurring as a result of the activities (i.e., the long-term results that must be achieved for the goals/impacts to be reached)*	*Anticipated long-term harm reduction results (i.e., the goals)*
LSI (validated risk/needs tool) Statutory requirement that PSIs include results of risk/needs assessment Trained probation staff on LSI	Identify and establish a PSI report design workgroup Define target population for revised PSI Develop a draft of proposed changes to PSI report and forward to stakeholders for approval Train stakeholder staff on redesigned PSI and how it can be applied to sentencing decisions.	100% agreement from stakeholders on new PSI 75% of probation officers trained on new PSI 75% of judicial officials trained on PSI	80% of defendants in target population have a PSI report that defines their risk and criminogenic needs 100% of judicial officers utilize new PSI and therefore consider risk and needs-based assessment information at sentencing	By 2020, increase public safety outcomes (as measured by recidivism reduction) by 25%

Contextual Conditions	*External factors that can facilitate or hinder the ability to implement the activity or achieve the intended outcomes and impact (i.e., external factors that can facilitate or hinder goal achievement)*	Statute requires that the PSI report include criminogenic needs State probation already uses standardized format Getting approval by all stakeholders of the content will be a challenge

Logic Model Example



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Work Plan Template

<table>
<tr><th colspan="8">Work Plan to Achieve Harm Reduction Goals</th></tr>
<tr><td>Harm Reduction Goal (Impact)</td><td colspan="7"></td></tr>
<tr><td colspan="8"></td></tr>
<tr><td>Outcome 1</td><td colspan="7"></td></tr>
<tr><td colspan="2" rowspan="2"></td><td rowspan="2">Date of Comp-letion</td><td colspan="5">Inputs/Resources</td></tr>
<tr><td>Lead Person</td><td>Others Responsible</td><td>Resource Needs</td><td>Partner Coordination</td></tr>
<tr><td>Activity 1</td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Activity 2</td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Activity 3</td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Potential Barriers</td><td colspan="7"></td></tr>
<tr><td>Strategies to Address Barriers</td><td colspan="7"></td></tr>
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<tr><td>Outcome 2</td><td colspan="7"></td></tr>
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<tr><td>Activity 1</td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Activity 2</td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Activity 3</td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
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Potential Barriers	
Strategies to Address Barriers	

Work Plan Example

Work Plan to Achieve Harm Reduction Goals						
Harm Reduction Goal *(Impact)*	By 2020, increase public safety outcomes (as measured by recidivism reduction) by 25%.					
Outcome 1	Design and implement a PSI report that addresses criminogenic needs, thereby allowing informed sentencing decisions, and reducing the likelihood of future offending.					
		Date of Comp-letion	***Inputs/Resources***			
			Lead Person	**Others Responsible**	**Resource Needs**	**Partner Coordination**
Activity 1	Identify and establish a PSI report design workgroup	8/1/16	Judge Hill, Chair	Jen Burns	Outside agency Facilitator	DA, PD, probation defense bar
Activity 2	Define target population for revised PSI	8/15/16	PSI Design Group		Court data reports	DA, PD, probation defense bar
Activity 3	Develop a draft of proposed changes to PSI report and forward to stakeholders for approval	11/15/16	PSI Design Group		None	DA, judges, PD, defense bar
Activity 4	Train stakeholder staff on redesigned PSI and how it can be applied to sentencing decisions.	12/31/16	Jen Burns, Probation	Probation Training Staff	Venue, printed materials	
Potential Barriers	The content of the PSI report is set by statute, although recent statute requires that the PSI report include criminogenic needs. In addition, State probation has a standardized format that is currently being written into the new database for electronic dissemination. Getting approval by all stakeholders of the content will be a challenge as all parties have strong opinions regarding content based on their roles in the system.					
Strategies to Address Barriers	Work with Probation to address any concerns with the format to be implemented statewide. Encourage representation and participation of all PSI report stakeholders in the design of the PSI report so it is perceived by all stakeholders as a useful tool for making informed decisions. Training regarding the assessment tool will be essential to buy-in. Continue to include defense bar and DA in conversations, trainings, and work groups to build confidence in the PSI report.					