

Behavioral Management: Current Status, New Directions

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Current Approach

Law Enforcement *vs.* Social Worker

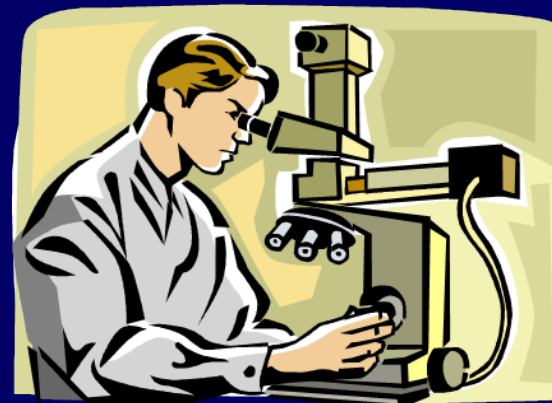


Or

Behavioral Management: Combining Both

Traditional Case Management

- Functions
 - Risk/Needs Assessment
 - Case Planning
 - Link offender to services (tx/control) or Provide Services



- Little empirical support for CM
 - Too few rigorous research studies
 - Existing studies show no significant difference between CM and nothing at all
 - Models for CM lack theoretical basis--series of activities not always guided by "how to change"

What Has Been Tried?

CJ Interventions

- **Intensive Supervision**
- **Boot Camp**
- **Case Management**
- **TASC**
- **DTAP (Diversion to TX, 12 Month Residential)**
- **Drug Courts**
- **Tx with Sanctions (e.g. Break the Cycle, Seamless System, etc.)**
- **In-Prison Tx (TC) with Aftercare**

Clinical Techniques

- **Education (Psycho-Social)**
- **Non-Directive Counseling**
- **Directive Counseling**
- **Motivational Interviewing**
- **Moral Reasoning**
- **Emotional Skills**
- **12 Step with Curriculum**
- **Cognitive Processing**
- **Cognitive Behavioral (Social, Interpersonal, etc.)**
- **Therapeutic Communities**
- **Contingency Management/Token Economies**

Inside the Black Box of CBT: Meta Analysis of CBT Programs

Items Reduce Recidivism

- Offender Higher Risk
- CBT Sessions per Week
- CBT Hours per Week
- CBT Total Hours of TX
- Researcher Involved
- Implementation Integrity
- Cognitive Restructuring
- Anger Control
- Lower % Tx Dropouts
- CBT Emphasis with extra services

No Impact on Outcome

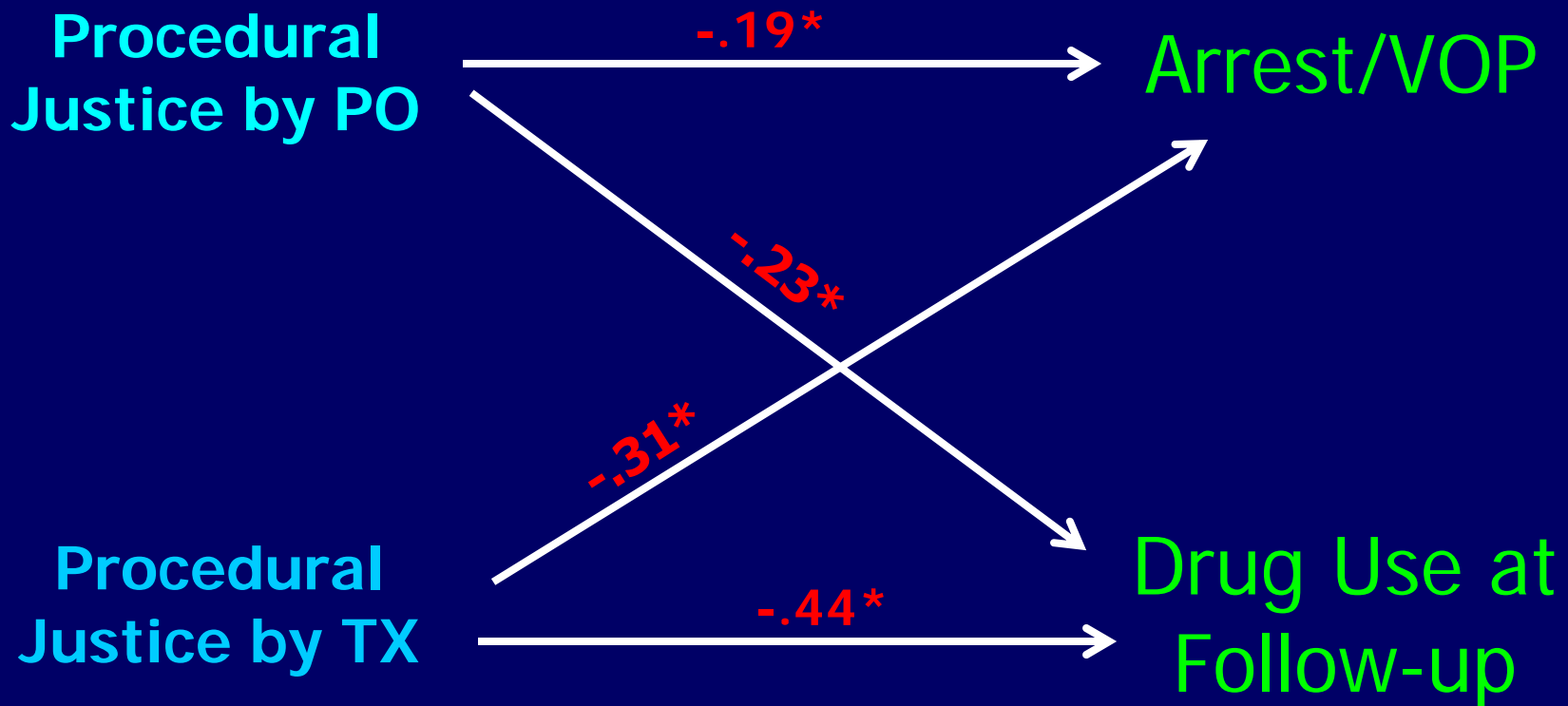
- Offender Age/Sex/Race
- CBT Length in Weeks
- Implementation Monitoring
- Providers w/ CBT Training
- Providers w/ MH Background
- Treatment Setting
- Specific CBT Programs
- CBT Treatment Elements such as Cognitive Skills, Moral Reasoning, etc.

Fairness & Legitimacy

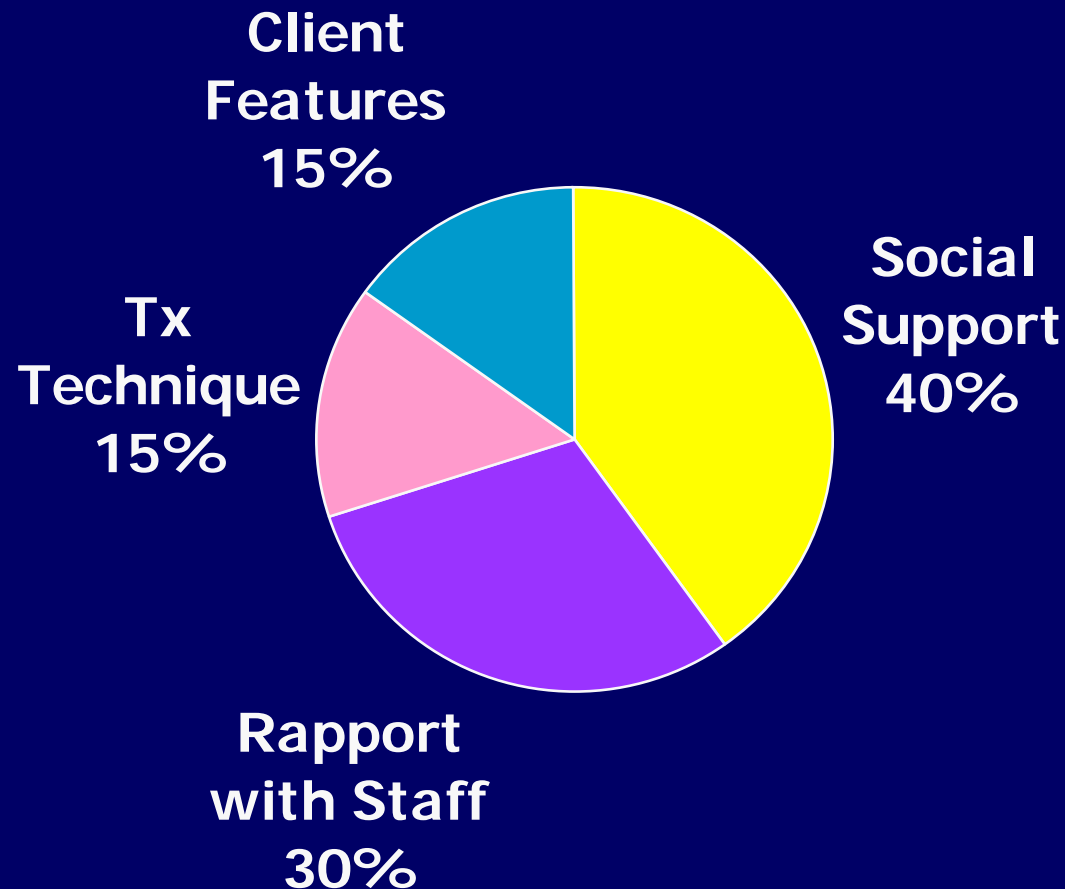
- National Research Council, 2005
- Reduced rearrests for DV offenders when arrestees given clear instructions about the reason for rearrest (Paternoster, Brame, Bachman, Sherman, 1996)
- Police misconduct in high disadvantaged areas increases violence (Kane, 2005)
- Police clear instructions increase compliance in communities (Tyler, et al., 2000, 2003, 2004)

Impact: Perceived Fairness on Outcomes

When Offenders Believe they have a VOICE, reductions in negative outcomes occur!



Factors that Affect Behavioral Change*



The Problem of CM or Supervision

- Tries to impact behavior, but **tools (HOWS)** are not in place to do so
- Tries to help offenders to conform--offender doesn't know how!



4 Techniques that Transform Case into Behavioral Management

- Contingency Management/Vouchers
- Behavior Modifications
- Therapeutic Communities
- Interpersonal Skills Enhancement (with focus on natural supports)

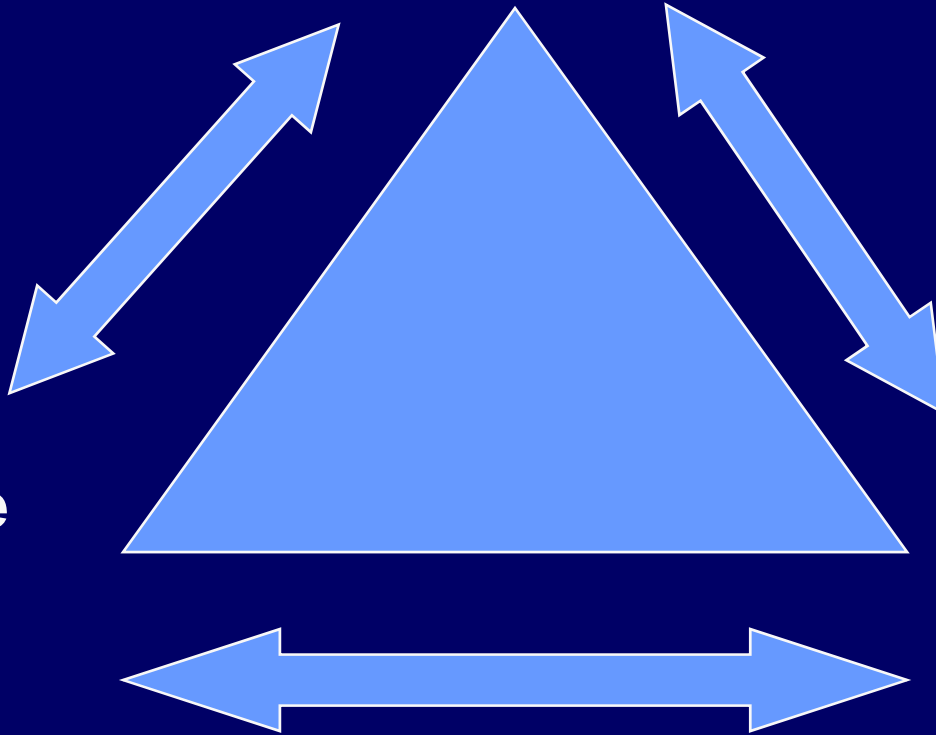


Process of Offender Change

Engage

Change

Reinforce



Engage

APA Task Force on Empirically Supported Therapy Relationships*

- **Therapeutic alliance**: works with client, not against
- **Goal consensus and collaboration**: agree on goals for client
- **Empathy**: understands client
- **Cohesion in group therapy**: common goals, purpose

Promising & Probably Effective Relationship

- **Quality of relational interpretations:** keep client on same page
- **Management of counter-transference:** professional should keep negative thoughts to self
- **Self-disclosure:** being open with client
- **Repair of alliance ruptures:** work out problems with client
- **Feedback:** keep client informed about progress
- **Congruence/genuineness:** be agreeable and honest with client
- **Positive regard:** client *can* be a good person

Impact of Strong Relationships*

- Retention
- Completion
- Open-up
- Comfort
- Remain Drug-and-alcohol-free
- Address problems
- Reshapes uncooperative clients
- Productive and constructive



Client Support Systems*

- Need strong support systems to beat substance habits/substance abuse lifestyle
- Good role models
- Involve support network in behavioral goals
- Teach support/families ways to help client



Change

Principles of Change*

- Environment to allow change
- Interventions to enhance or maintain motivation to change
- Teaching new skills
- Change conditioned responses
- Involve Natural Support System



The Model of Change

Select services of Contract based on Risk & Need Factors

Formal Controls
Therapeutic Services
Informal Social Controls



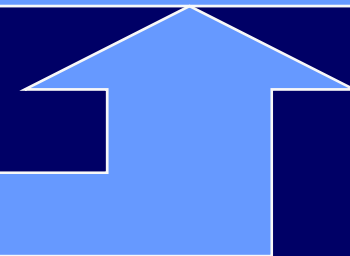
Reinforcement

Timely and Certain



Reassess behavioral contract as offender completes tasks

Help offender maintain natural, pro-social support system



Making Difficult Choices

Get a Job

Not Work

Costs

- Deal with criticism
- Deal with boss
- Get up early
- Boredom
- Too many demands

Benefits

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- Sleep-in
- No stress
- Free time
- Do whatever

How to Get a Job: Case Plan

- Formal Controls

- Curfew



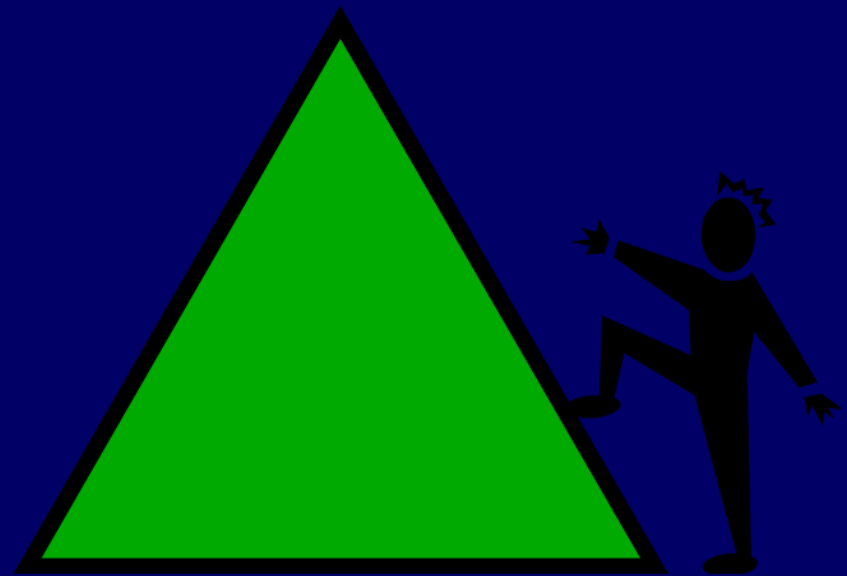
- Services

- Education
- Vocational Training
- Work Program



- Informal Controls

- Family
- Value
- Job



Reinforce the Change

- Reinforcing good behaviors will make them more likely
- Offender needs Feedback
- Swift
- Certain
 - Incremental
 - Clear
- Rewards
 - Social and material
- Sanctions



Graduated Positive Social Responses

Magnitude

Examples

Small

- Handwritten letter from the PO re: accomplishments
- Access to telephone and quiet space to contact potential employer(s)
- Transportation Token

Medium

- Secretary time to type resume or cover letter
- Change format of contacts (e.g., phone calls)
- Certificate of achievement for accomplishments
- Vouchers/bus tokens
- Raffle/Fishbowl

Large

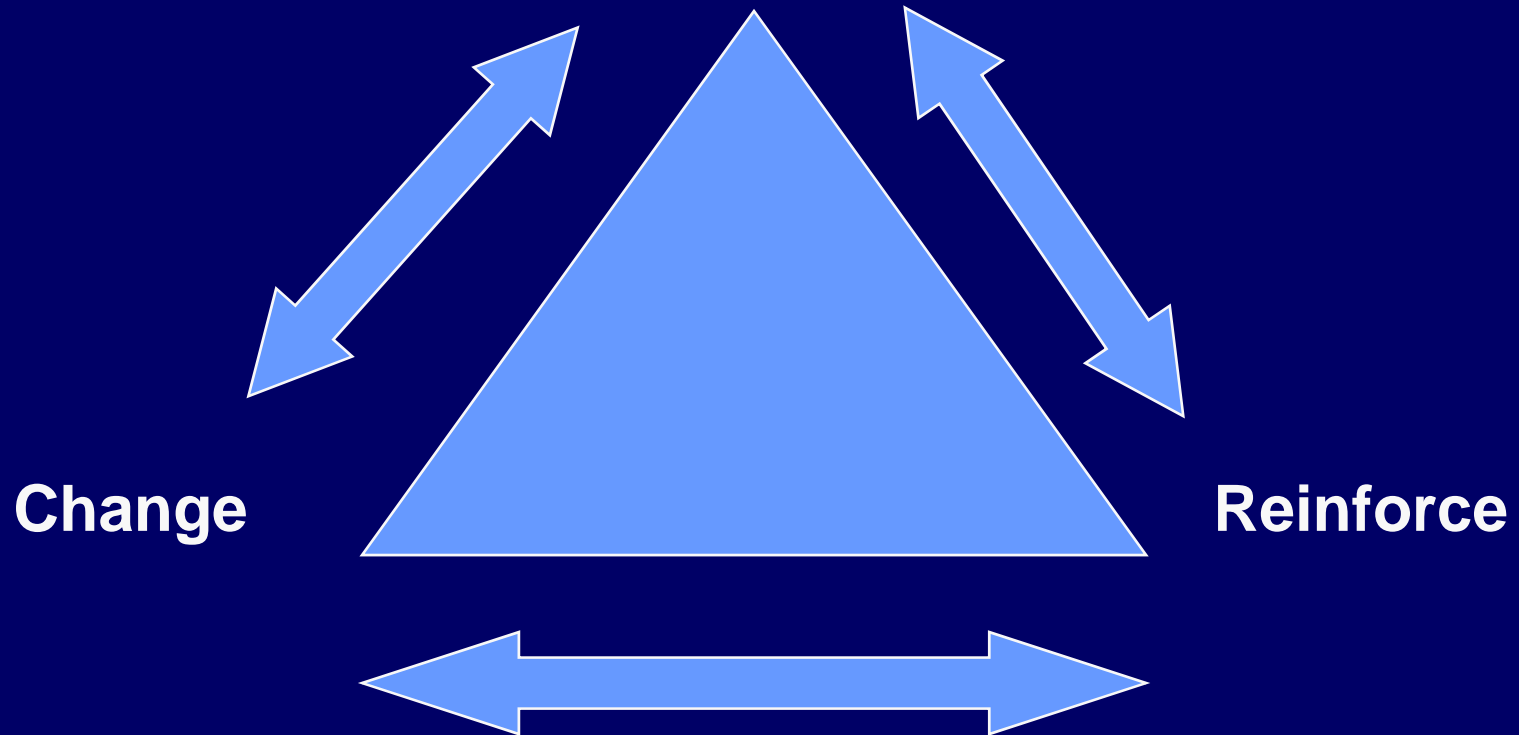
- Decrease reporting frequency and/or substance use testing
- PO requests relaxation of supervision requirements

Techniques to Climb the Organizational Hurdles to Outcomes



Organizational Process of ~~Offender~~ Change

Engage



Rogers' Diffusion of Innovation Accepting Change*

- **Relative Advantage over CM:** how much better than old idea?
- **Compatibility with Existing:** mesh well with organizational norms?
- **Complexity:** how easy to understand?
- **Trialability:** how easy to test?
- **Observability:** how visible are results?

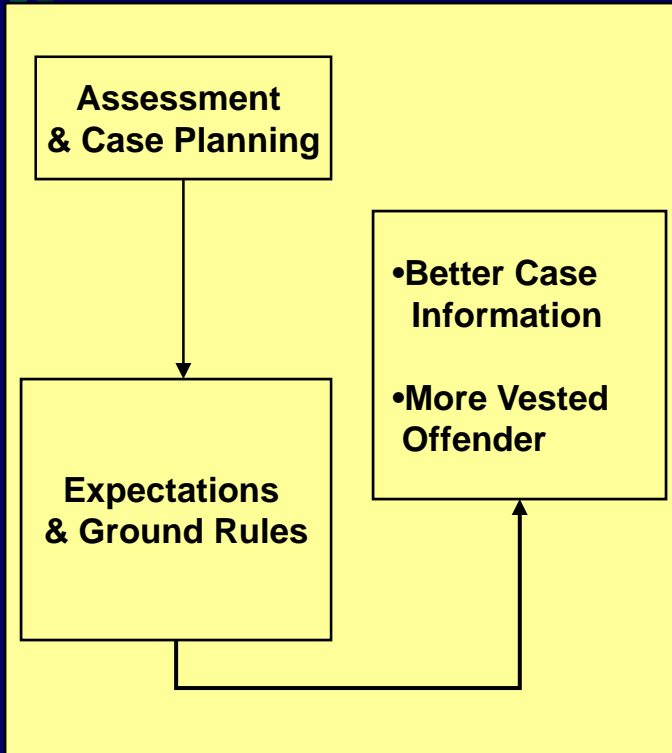


Adopting and Sustaining Change*

- Modest changes only
- Let organization try some processes
- Use tools to make adoption practical
- Purpose of change must be consistent with organizational goals
- Given this, Case = Behavioral Management with
 - Environment/Department
 - Risk/Needs Tool & Case Plan
 - Formal POSITIVE and negative Reinforcers

Step 1: Provide a Vision

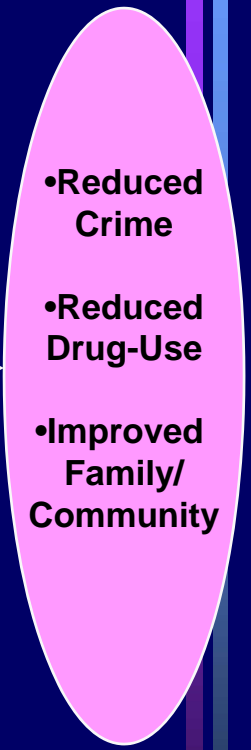
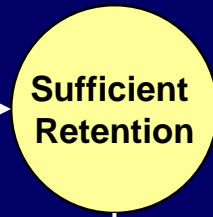
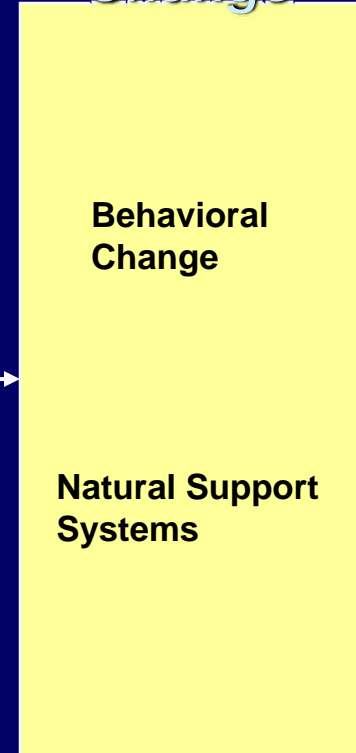
Engagement



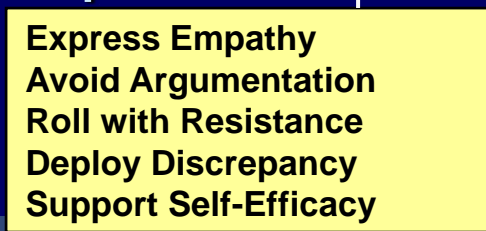
Change



Sustained Change



Department



4 Months

12 Months

18 Months

Step 2: Participatory Management

Staff and Management Skills

- Communication
- Build Rapport
- Contingency management sessions
- Deal with Ambivalence and Resistance
- Design & Implement



Step 3: Tools to Bridge

Translation Tools

- Risk/Need Assessment
- Feedback to Offender
- Behavioral Contract
- Reassessment Process
- Quality of Relationship between Offender and Staff
- Feedback to the Staff/Leaders

EBP Standards

Criteria	NONE	LOW	MEDIUM	HIGH
<p>#1 A standardized assessment tool is used to identify risk level of the offender</p>	<p>Risk level does not influence the services to which the offender is assigned.</p>	<p>The risk level is identified and used to match offender to services.</p>	<p>Risk level guides eligibility for certain services.</p>	<p>The level of supervision varies with the risk level of the offender.</p>
<p>#2 Supervision plans are individualized based on the criminal drivers of the offender.</p>	<p>Supervision plans consist of court orders and standard requirements for the program or facility.</p>	<p>Supervision plans include court orders and one special condition.</p>	<p>Supervision plans address needs of the offender as identified by the assessment tool.</p>	<p>Includes specific needs, resources to develop natural support systems, and tx/service provider plan.</p>
<p>#3 Supervision plans include long term goals and identify short term steps to reach these goals</p>	<p>The supervision plan does not contain short term steps.</p>	<p>Long term goals are included in the supervision plan.</p>	<p>Short term steps identified, but the tools are not provided to achieve these steps.</p>	<p>The supervision plan includes short term steps and the tools to reach these short term steps.</p>

Coaches

- In-House Experts
- Skill Development of Staff
- Organization's Value of Employees
- Expertise within the organization



Step 4: Organizational Climate

Climate: norms that include...

- Agency and staff priorities
- How offenders are handled
- Learning & Processing New Information



Step 5: Benchmarks

- Use of Standardized Risk & Assessment Tool
- Use Behavioral Contracts
 - % Identify Criminogenic Needs
 - % Readjusted Plans
- % Incentives to reach target behaviors
- % Sanctions with 7 days
- % Offenders who report for required meetings
- % Offenders who have a violation warrant
- % Offenders arrested for a new crime while under supervision

Step 6: Process of Change

Goals of Behavioral Management

- Clarify Expectations
- Engage offender in process
- Keep goals pro-social
- Offer reinforcement for pro-social behavior
- Nurture natural support system

Procedures of Behavioral Management

- Effective Risk/Needs Tool
- Risk/Needs Tool used in Case Plan
- Clear Case Plans
- Focus on Target Behaviors
- Feedback on offender's progress
- Keep offender in the loop

Processes of Behavioral Management

- Good Environment
- Manageable Goals
- Guidance from officer
- Openness with offender
- Reinforce accomplishments
- Use of Natural Support System
- Goal-Oriented contacts with offender



EBP for the Organization

Behavioral Management
Concepts

Develop Process/Vision

1. Vertical Slice of Agency Design Program & Series
 - Design
 - Practice Skills
2. Assessment of:
 - Intervention Soundness
 - System Collaboration
 - Implementation of Core Components
3. Conduct Program Fidelity Analysis

Strategic Development
Coaches
Performance Measures

CHANGED
ORGANIZATION

Strategic Parts of Intervention

- Techniques
 - Components
 - Strategies
 - Process
 - Dosage
- Environment
 - *How* delivered
 - Relationship/Rapport
 - Procedural Justice: equity & fairness



Big problem with Supervision & Case Management

Little Techniques & no Environment

Principles of Behavioral Management

- Focus on actions, not attitudes
- Identify problematic behavior(s)
- Clarify expectations
- Introduce problem-solving strategies
- Reinforce good behaviors

