

USING INCENTIVES AND SANCTIONS IN COMMUNITY SUPERVISION

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RISK

WHO

Deliver more intense
intervention to
higher risk offenders

NEED

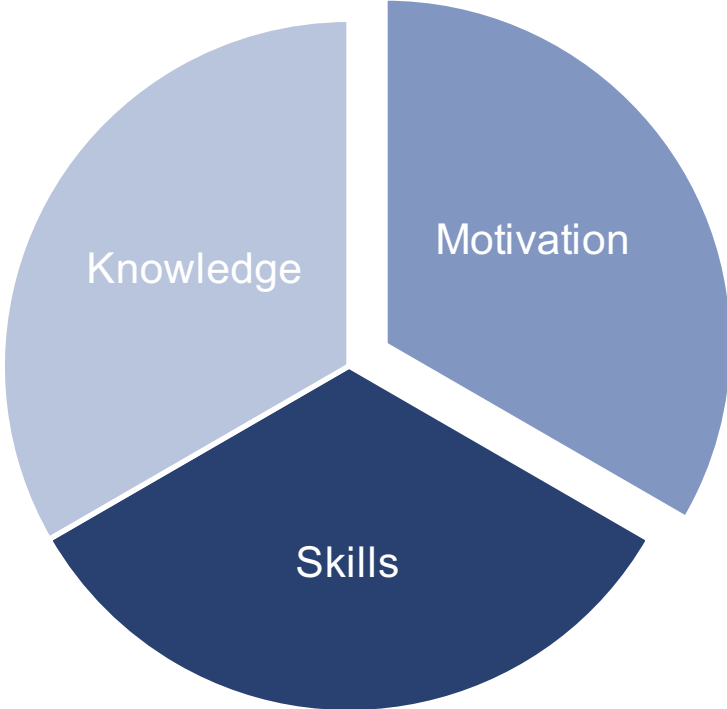
WHAT

Target criminogenic
needs to reduce risk
for recidivism

RESPONSIVITY

HOW

Use CBT
approaches
Match mode/style of
service to offender





MOTIVATING BEHAVIORAL CHANGE

PROJECT OVERVIEW

The main purpose of the project was to develop a sample **protocol for the administration of incentives and sanctions** to be used in community supervision settings.

This document is intended to support the implementation of policies and practices related to recent legislation:

IC 11-13-1-8

Rules and regulations prescribing minimum standards and examinations for probation officers

A schedule of progressive probation incentives and violation sanctions, including judicial review procedures

PROJECT OVERVIEW

Phase I

A committee was convened by IJC with representatives from various positions including judges, prosecutors, defense attorneys, court administrators and probation.

The workgroup discussed concerns and challenges related to the implementation of incentives and sanctions.

The main document produced by the committee was a **template** that could be adapted for use in individual community supervision agencies.

PROJECT OVERVIEW

Three probation departments were selected to pilot the materials in collaboration with IJC and UC: Allen County (L), Lawrence County (M) and Pulaski County (S).

PROJECT OVERVIEW

The pilot counties received initial training on contingency management before reviewing the template.

Each site then participated in follow-up conference call meetings to adapt the template and develop an implementation plan.

Surveys were collected from both officers and offenders to obtain feedback about the experience.

Results were used to inform final revisions to the template.

LOW BEHAVIORAL SEVERITY	MODERATE BEHAVIORAL SEVERITY	HIGH BEHAVIORAL SEVERITY	VERY HIGH BEHAVIORAL SEVERITY
Pattern of arriving late to appointments (3 or more)	Associating with a known felon (no prior approval)	Providing or attempting to provide a false or misleading oral/urine sample	Termination from court-ordered treatment program
Curfew violation	Failure to report for drug screen	Absconding	Violation of no contact order
Failure to comply with payment schedule (after 3 months)	Failure to report as directed	Failure to comply with electronic home detention	Any new arrest
Verbal disapproval Increased home visits	Home detention Extend probation by 6 months	Secure detention Extend probation by 6 months	Revocation of probation filed

TYPE OF REINFORCER	DESCRIPTION	EXAMPLES
Tangible Reinforcers	Material items	Food Clothing Snacks Hygiene items Bus tokens
Reinforcing Activities	Activities that are considered enjoyable by the individual	Spending more time with family Movie tickets Sports/recreation passes Approval of travel requests
Social Reinforcers	Providing attention, praise, approval, and acknowledgement	"Great job!" "You must be very proud of yourself." Thank you notes Indirect praise Nonverbal praise
Token Reinforcers	Items that do not have value by themselves but that can be exchanged for something tangible	Gift cards Points system Certificates Awards Vouchers Participation incentive card Free drug screen Reductions in probation fees and/or length of probation

Incentive	Mean Rating
30 days earned compliance	86.5
15 days earned compliance	79.2
\$50 fee waiver	73.1
Reduced reporting	72.2
\$50 gift card	71.7
Travel permit	61.8
\$20 fee waiver	60.2
\$20 gift card	59.3
Curfew extension	49.0
Letter of recognition – probation officer	42.5
Letter of recognition – judge	42.5
\$5 gift card	37.6
Verbal recognition – judge	37.0
Verbal recognition – probation officer	36.6
Certificate of accomplishment	36.2
Public ceremony of accomplishment	32.2

(Wodahl, Garland and Mowen, 2017)

RESULTS AND FEEDBACK

As a result of the pilot, IJC committee outlined considerations for plea agreements:

Do not limit reinforcers/punishers available to probation officers.

Make reference to risk and need assessments as well as contingency management – and avoid specifying treatment conditions.

Give the officer the ability to terminate probation early if appropriate.

RESULTS AND FEEDBACK

Contingency management cannot be effectively implemented without a structure for case planning.

The administration of incentives and sanctions must be linked to specific target behaviors.

Officers should be consistent (but also individualized) in their implementation of the protocol.

PROJECT OVERVIEW

Phase II

A process and outcome evaluation was recently completed in six counties (adult and juvenile probationers).

- Does the application of sanctions and/or incentives influence the likelihood for recidivism?
- Does the ratio of incentives to sanctions matter?

County	N	%
Bartholomew	72	5.1
Hamilton	490	34.4
Wabash	128	9.0
Wayne	34	2.4
Total Sample	1,424	100.0

	% Adults (N = 709)
Male	72.1
White	80.3
Mean Age (SD)	32.9 (10.2)
High School/GED	67.8
Employed	64.7
Risk Level	
<i>Low</i>	10.2
<i>Moderate</i>	68.9
<i>High</i>	20.9
Current Felony Offense	69.0
Current Violent Offense	11.6

Congratulations!

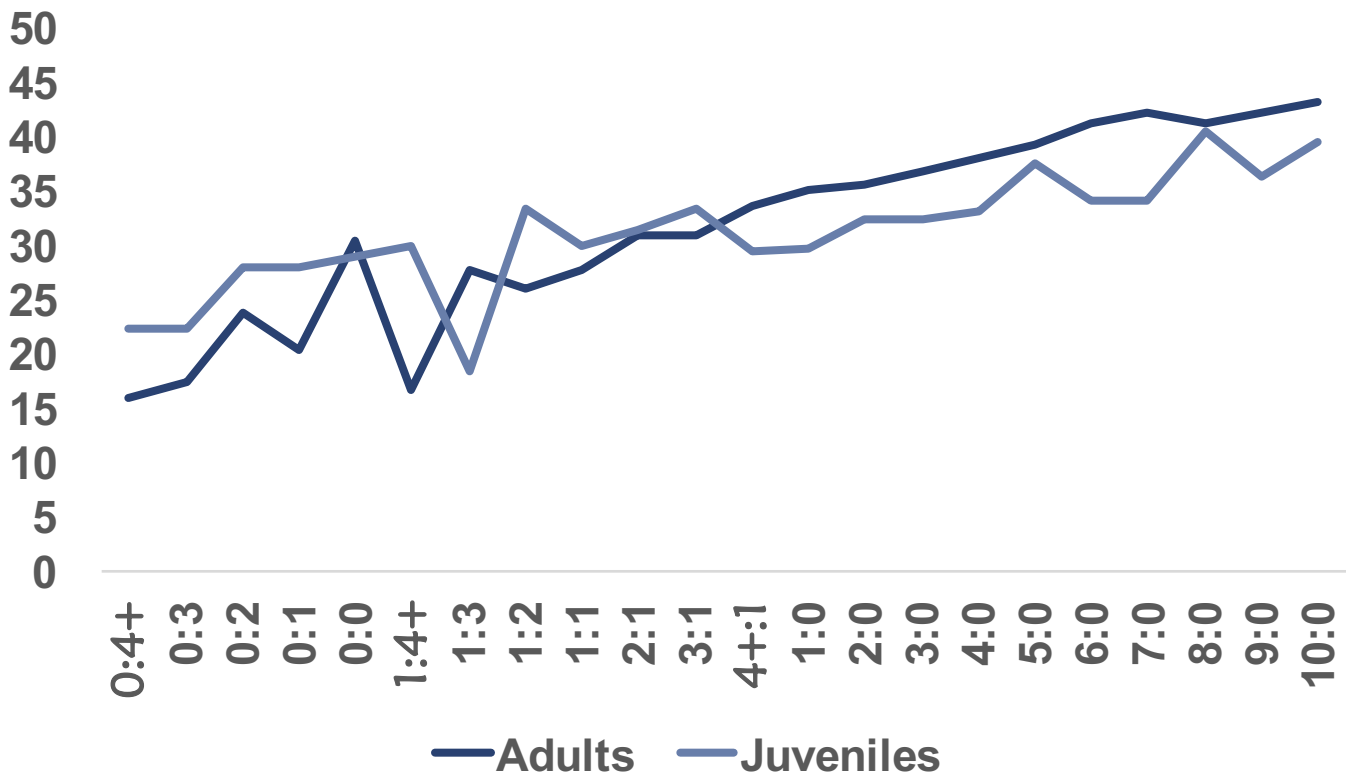
You have earned a PARTICIPATION INCENTIVE CARD.

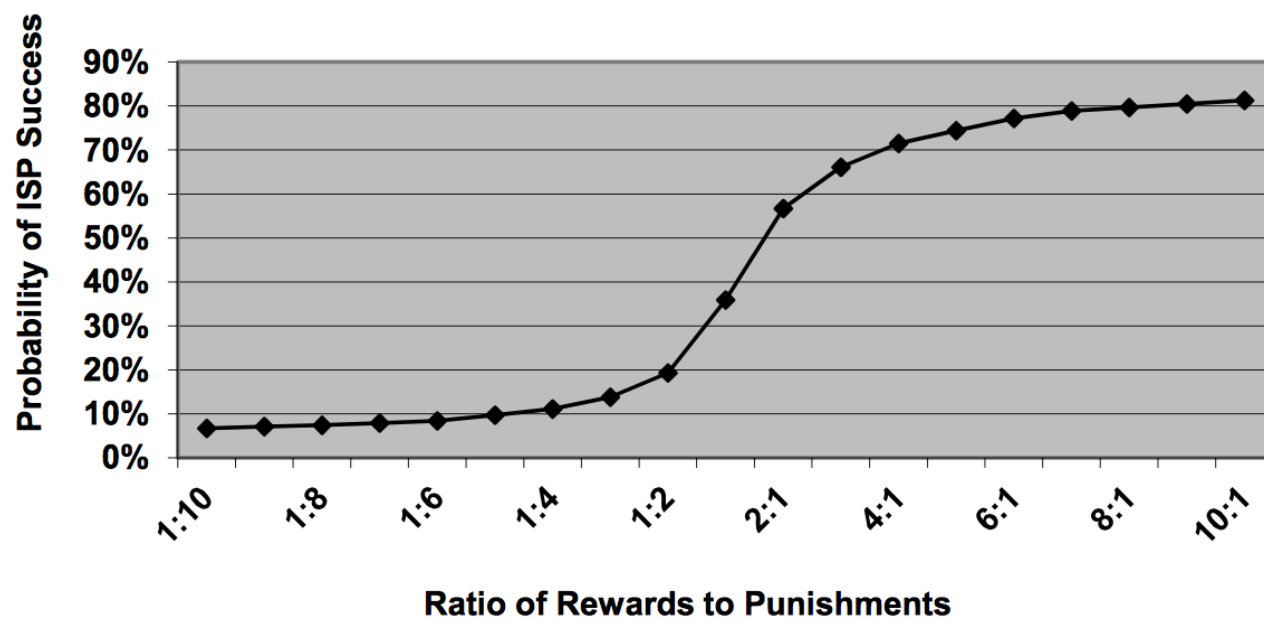
Date	
Name	
Officer	

- Arrived on time for scheduled session.
- Tested negative for alcohol and drugs.
- Paid fees.
- Submitted documentation as required.
- Attended appointments with referral agencies.
- Completed assigned tasks between sessions.
- Engaged in session with officer.

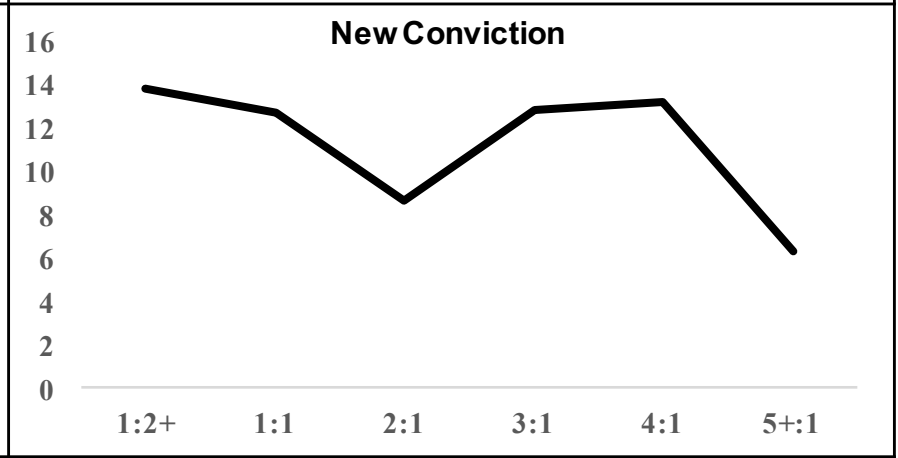
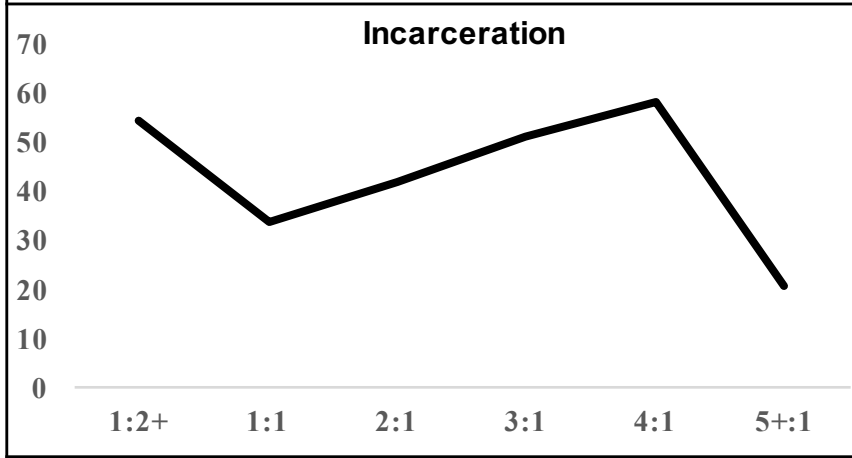
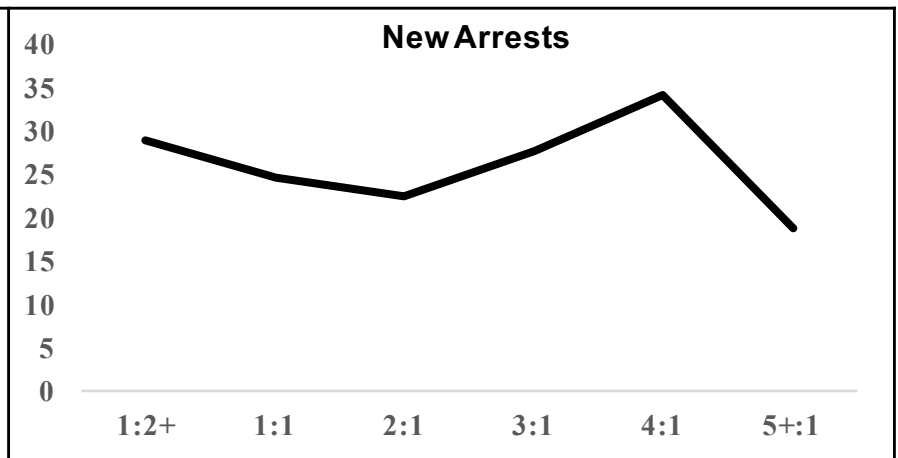
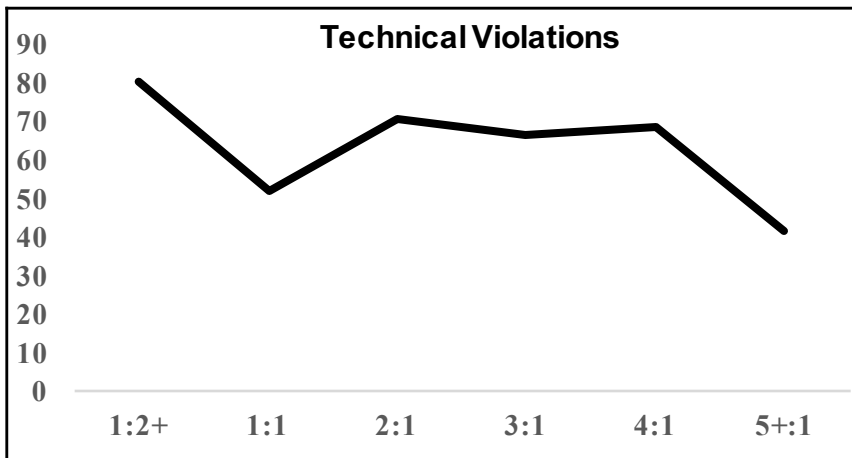
MEASURING OFFENDER PROGRESS

- Offender Progress Rating Form
 - 14 item scale
 - Responses range from 0 (never) to 4 (always)
 - Scores were summed
 - Higher scores indicative of more positive changes related to offender thought processes and behavioral patterns
- Probationer Outcomes
 - Technical violation
 - Recidivism





(Wodahl, Garland, Culhane and McCarty, 2011)



	Violation	New Arrest	Incarceration	New Conviction
Age	0.99	0.99	*0.98	1.00
Male	0.90	0.98	0.73	0.59
White	0.73	*0.52	*0.55	*0.52
HS/GED	0.83	*0.64	0.81	0.68
Employed	0.74	0.84	0.94	1.23
Prior conviction	1.10	1.18	1.03	1.23
Prior violation	1.27	1.34	1.23	0.94
Current felony	*0.66	*0.57	*0.48	*0.52
Violent offense	0.62	0.66	0.96	2.22
High-risk	*1.76	1.22	1.27	*2.69
Behavioral ratio	*0.98	1.00	*0.98	*0.99
Constant	*9.42	1.69	*7.40	0.53

Note. Reported values are odds ratios.

* $p < .05$.

ANECDOTES

Several officers reported that they appreciated the opportunity to have more positive interactions with probationers.

Probationers also expressed that the experience of community supervision was much better (and more beneficial) than they had expected.

During a home visit, it was noted that a probationer had his Participation Incentive Cards in a jar on the center of his table.

Several probationers opted to select reinforcers for other family members.

SURVEY RESULTS

Surveys of probationers confirmed that these offenders had been exposed to contingency management during their office visits with supervising probation officers.

Do you feel that your probation officer focuses mostly on the negative or positive aspects of your situation?

Scale of 1 (MOSTLY NEGATIVE) to 10 (MOSTLY POSITIVE)

Mean = 8.7 (sd = 1.8)

How important do you feel that it is to have a good relationship with your probation officer in order to succeed on probation?

Scale of 1 (NOT VERY IMPORTANT) to 10 (VERY IMPORTANT)

Mean = 9.3 (sd = 1.3)

Work
hard
AND be
nice to
people.

INTRINSIC MOTIVATION

Studies have demonstrated that an individual's perception of what is prompting the change is more important than what is actually prompting the change.

According to self-determination theory, staff can increase internal motivation for change by addressing three basic factors: autonomy; competence; and relatedness.

AUTONOMY

Autonomy is an individual's perception of himself/herself as the agent of an action ("I chose to do this.").

When people think that they are making changes for their own reasons, they work harder and are more likely to stick with the new behaviors.

Too much coercion can undermine internal motivation because it makes people feel that they are being manipulated, which in turn makes them less likely to change (Deci and Ryan, 1985).

COMPETENCE

Competence involves beliefs about confidence (“I can do this.”).

To change, a person needs to believe that change is both important and possible.

Helping offenders set realistic goals, talking about personal strengths, and giving feedback on small successes can increase his/her sense of competence.

RELATEDNESS

Change is more likely when people are available to support the offender.

Relatedness is a powerful explanation of why people sometimes act against their own self-interest (Deci and Ryan, 1985). For better or worse, people tend to behave like those with whom they associate.

Individuals engage in prosocial behaviors because they are meaningful to others to whom they feel connected.

SUMMARY AND CONCLUSIONS

- Contingency management is applicable to community supervision settings. Results from process (Phase I) and outcome (Phase II) evaluations are promising.
- Using incentives and sanctions must be considered within the context of integrated case planning and service delivery.
- Implementation of contingency management in community supervision requires planning and monitoring.
- The support of other stakeholders (e.g., prosecutors, defense attorneys and judges) is paramount.

IMPORTANT REMINDERS

Behavioral change is a gradual process.

Short-term compliance ≠ Long-term behavioral change

Offenders also need the skills to avoid and/or manage risky situations.

We are often reinforcing expected behavior.