

# Referees and Coaches

Exploring Supervision

# Anybody Recognize This?

~ `	! 1	@ 2	# 3	\$ 4	% 5	^ 6	& 7	* 8	( 9	) 0	{ [	} ]	← Backspace
Tab ⇐ ⇒	" ,	< ,	> .	P	Y	F	G	C	R	L	? /	+ =	 \ _
Caps Lock ⬆	A	O	E	U	I	D	H	T	N	S	- _	Enter ↵	
Shift ⬆	:	Q	J	K	X	B	M	W	V	Z	Shift ⬆		
Ctrl	Win Key	Alt								Alt Gr	Win Key	Menu	Ctrl

Probably Not? But You Probably Recognize This?

### QWERTY KEYBOARD

~ `	1	@ 2	# 3	\$ 4	% 5	^ 6	& 7	* 8	( 9	) 0	- _	+ =	Delete	
Tab	Q	W	E	R	T	Y	U	I	O	P	{ [	} ]	 \ ~	
Caps	A	S	D	F	G	H	J	K	L	: ;	" '	Enter		
Shift		Z	X	C	V	B	N	M	< ,	> .	? /	Shift		
Ctrl		Alt										Alt		Ctrl

<http://www.computerhope.com>

# Effectiveness of the QWERTY v DVORAK

Some dispute findings but most accept

- DVORAK 33% fewer errors
- Guinness Book of World Records
  - 212 words a minute with DVORAK
- 30 times less stressful to hands
- Ergonomically superior
- Alternate hands
- 70% of the keys used are on one row

# Why QWERTY over DVORAK?

QWERTY was more effective for typewriters

Why was it not adopted once technology advanced?

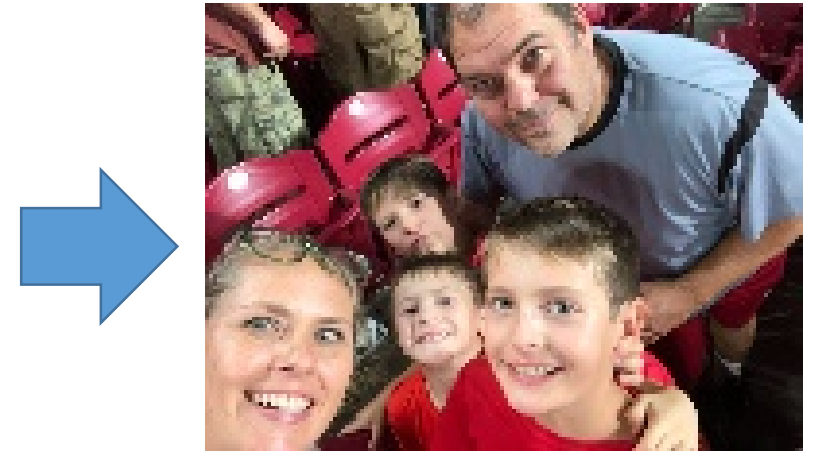
- We already know what we are doing.
- We have been doing this for so long.
- It works the way we are doing it.
- It is too expensive to change.
- It will take too much to relearn what I am doing.

High blood pressure, high cholesterol, and smoking are key risk factors for heart disease. About **half of Americans** (47%) have at least one of these three risk factors.<sup>7</sup>

Several other medical conditions and lifestyle choices can also put people at a higher risk for heart disease, including:

Diabetes  
Overweight and obesity  
Poor diet  
Physical inactivity  
Excessive alcohol use

Men over 50 with belly fat are 2xs more likely to have a heart attack



August 14, 2018

I weighed 306 lbs



March 8<sup>th</sup>, 2019

I weigh 276 lbs

My Goal...

255 lbs



Your team is tasked with  
getting me to 255 lbs

# Why Didn't You???

Give me a list of conditions?

Punish me for not changing?

Why did you clap when I told you I went from 306 to 275 but my goal was 255?

Why did you build in rewards?

Why did you track my progress?

# PUNISHMENT BASED INTERVENTIONS

Not a single reviewer of studies of the effects of official punishment alone (custody, mandatory arrests, increased surveillance, etc.) has found consistent evidence of reduced recidivism.



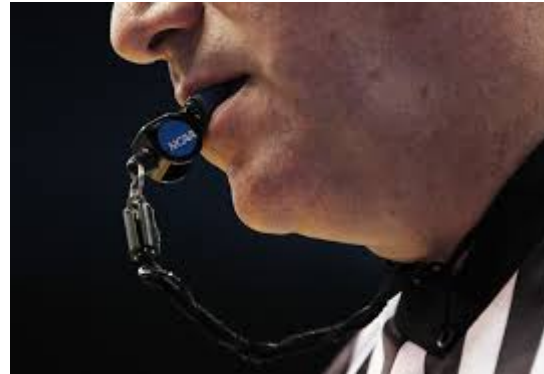
What if the Juvenile Justice System  
Was Not Originally Designed to  
Change People's Lives?

## Probation was initially developed to divert low risk individuals

- The focus of supervision was to monitor compliance
- It assumed people would self correct
- We give the client a list of rules and we expected that they adhere to those rules
- Because they were low risk, we had high success rates (Picked the best candidates)

# Historical Role of Community Supervision

While officers hats have changed, the core function of community supervision has been to



# Why Do Some People Change Immediately?

1. Commit no offense against the laws of this or any other State or of the United States. You are to report any arrests within 24 hours.



2. Not use, possess, or consume any illegal drug or prescription drug not currently prescribed to you by a medical professional. You shall bring all current prescription bottles to your Community Supervision Officer. If new medication is prescribed, you must bring the new prescription bottle by your next scheduled report date



3. Report to the Community Supervision Officer as directed for the remainder of the supervision term unless so ordered differently by the Court.



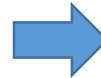
4. Abide by the rules and regulations of the Harris County Community Supervision and Corrections Department (hereinafter referred to as HCCSCD).



5. Permit a Community Supervision Officer to visit you at your home, place of employment or elsewhere.



6. Work at suitable employment and/or attend school full-time. Present either verification of employment or provide a log of all attempts to secure employment to your Community Supervision Officer as directed. You must notify HCCSCD of any change in your employment status by your next scheduled reporting date.



7. Remain within Harris County, Texas or any counties directly touching Harris County, Texas. You may not travel outside these locations unless you receive prior written permission from the Court through your Community Supervision Officer.



Criminal behavior is an isolated, rare event

The very next day,  
youth placed on  
supervision are  
expected to be  
compliant





# CORE VALUES



Justice-involved individual can change

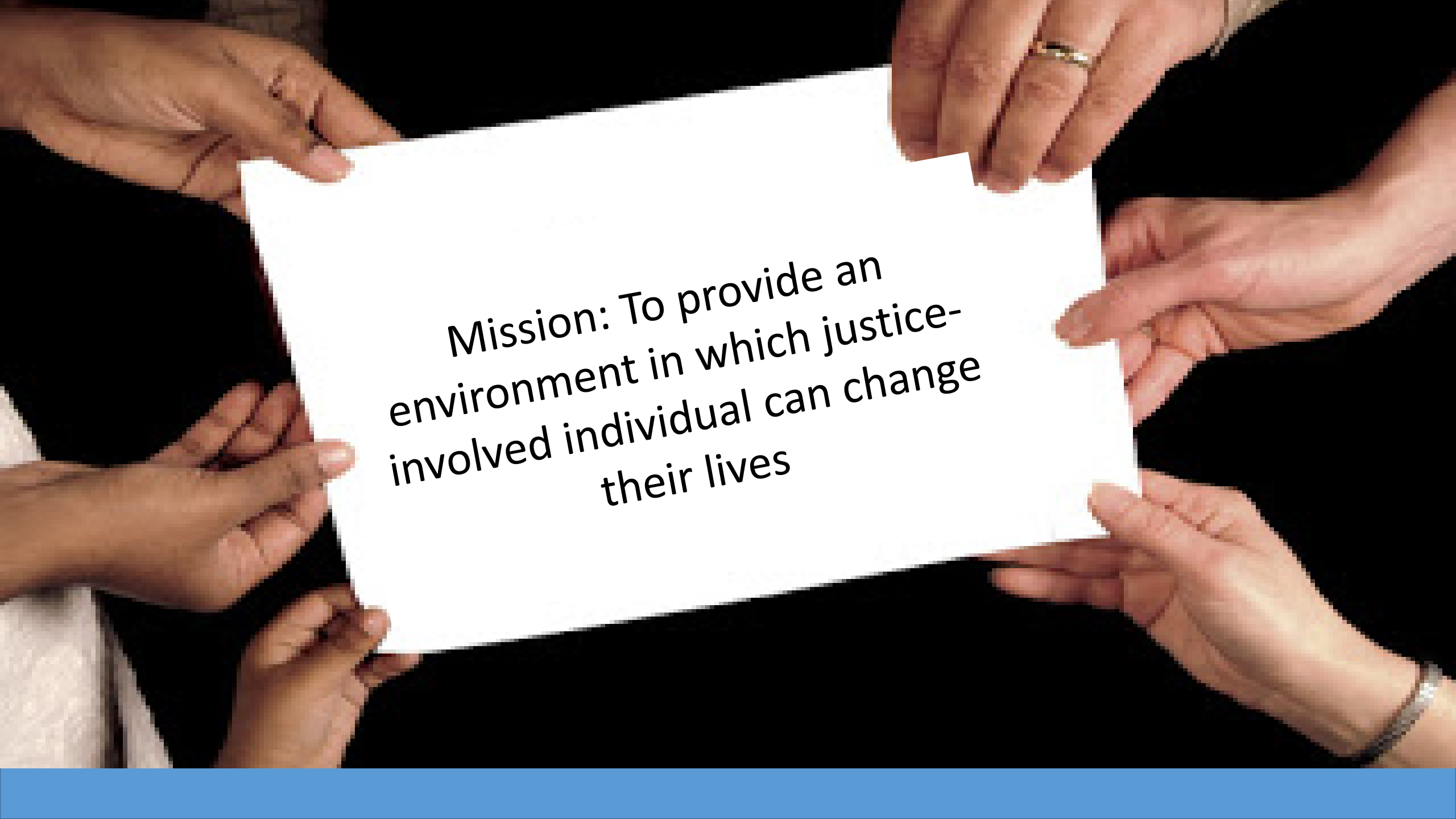
Justice-involved individual deserve respect and dignity

Justice-involved individual are trying their best

Justice-involved individual can grow under the right conditions

Justice-involved individual have inherent worth and value

Justice-involved individual are human beings with strengths, barriers, needs, & history who live in the context of a family, community, culture, society, system and therefore need a unique path to change

A group of diverse hands are holding a white rectangular sign against a black background. The sign contains a mission statement in black text. The hands are of various skin tones, and one hand on the right has a gold ring and a silver watch. The sign is slightly tilted.

Mission: To provide an  
environment in which justice-  
involved individual can change  
their lives

# Coach (and Referee) is a way of seeing ourselves...

Not a technique or intervention or EBP

Social psychologists use the concept of “**narrative identity**” to capture the story we tell about ourselves.

# Staff and Agencies—How do we work?

Agency	Coach	Frustrated agency Policy doesn't match practice Low risk/self correctors	Inspirational staff Leads change Moderate to high risk/needs help	Congruent
	Referee	Content staff Fair, just, equitable Low risk/self correctors	Frustrated staff Policy/procedure makes tough to coach Inconsistent, confused clients	Incongruent
		Referee		Coach
	Staff			

# Community Corrections Agencies as Team Owners

## Agency Characteristics that Support Coaches

- Support winning (focus on outcomes)
- Learning environment and expect failures
- Encourage staff to develop small, innovative ways to support client and agency change
- Focuses on Competence Fidelity versus Operational Assurance (Mathews, 2017)
- Reinforce staff for improving success
- Clear and consistent expectations
- Trust the coaches and the players
- Have a clear mission
- Integrate values into policies
- Avoid risk reduction strategies and focus on behavioral change
- Create an environment that employees are value

# Community Supervision Officers (and management) as a Coach

## Community Supervision Officers

- Believe that (all) individuals can change
- Develop a play book that is designed to help players (clients) improve
- Recognize that the individual on supervision is a human being with strengths, barriers, needs, culture, and systems
- Challenge ourselves to be great and to do great things
- Own the losses, don't shy away
- Adjust on the fly

# What Are the Components of Effective Practices

	Referee	Coach
Risk Assessment		
Risk Principle		
Address barriers		
Case planning		
Train individuals in new skills		
Cognitive-Behavioral Interventions		
Use of reinforcement		
Build community supports for the offender		
Measure outcomes		
Quality assurance		

# Where Do We Go From Here

Pride

Together

Progress

Tools



# The Challenge ...

Challenge the status quo

Challenge when we hear hopelessness

Challenge to be great

Challenge to change the system and the people in it