

Pushing the Envelope: Emerging Trends, Research and Resources to Enhance Gender Responsive Approaches to Women Involved in the Criminal Justice System

Becki Ney,
Center for Effective Public Policy

Maureen Buell,
National Institute of Corrections

Alyssa Benedict, CORE Associates

Andie Moss, The Moss Group

Patricia Van Voorhis, Ph.D.,
University of Cincinnati

A project of the Bureau of Justice Assistance and the National Institute of Corrections

This morning.....

- Discuss resources available through the National Resource Center on Justice Involved women and the National Institute of Corrections
- “Preview” some of the sessions that will be conducted at the AJFO (case management, sexual safety, motivating behavior change)
- Review some of the emerging research (assessment and classification and case management)

RESOURCES

Becki Ney, National Resource Center on Justice Involved Women

Maureen Buell, National Institute of Corrections

National Resource Center on Justice Involved Women

The National Resource Center (NRCJIW) was established by the U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance in partnership with the National Institute of Corrections.

The NRCJIW advances evidence-based, gender-responsive practices for *all* women involved in the justice system.

Ultimately, with the aim of reducing recidivism and increasing successful outcomes for women involved in the justice system.

The Resource Center Partners

The National Resource Center is administered by the Center for Effective Public Policy (www.cepp.com) and its partners:

- CORE Associates (<http://coreassociates.org>)
- Orbis Partners (www.orbispartners.com)
- The National Center for Trauma-Informed Care (www.samhsa.gov/nctic)
- The Moss Group (www.mossgroup.us)
- University of Cincinnati, School of Criminal Justice (<http://www.cech.uc.edu/criminaljustice>)
- Women's Prison Association (www.wpaonline.org)

The Resource Center's Mission and Audience

Provide guidance and support to criminal justice and other professionals who work with justice involved women.

Such as:

- Criminal Justice Stakeholders
- Law Enforcement
- Courts
- State and Local Corrections
- Community Corrections and Supervision
- State and Local Government Officials
- Service Providers

Primary Activities

- Targeted Technical Assistance
- Training and Webinars on Key Topics
- Centralized referral for evidence-based, gender-responsive research, knowledge and resources
- Policy and Practice Briefs, Coaching Packets
- Professional Network

See our website at:

www.cjincludedwomen.org

Targeted TA Areas and Examples

1. **Gender-Informed Policy and Practice:**
 - ✓ Increase awareness of gender responsive strategies among stakeholders, agency leadership and staff
 - ✓ Train staff about effective strategies for working with justice involved women
 - ✓ Establish a working committee to advance gender responsive approaches in your jurisdiction/agency
 - ✓ Develop a gender responsive strategic plan
 - ✓ Conduct a gender-informed review of your current policies and practices
 - ✓ Develop specific gender-informed policies and practices (handling of misconducts and disciplinary reports, transport and delivery for pregnant women, programming, sexual safety, etc.)

Targeted TA Areas and Examples

2. **Assessment and Classification:**
 - ✓ Learn more about gender-informed assessment and classification tools (pretrial through reentry and supervision in the community)
 - ✓ Develop a strategic plan to incorporate gender specific assessment and/or classification tools into your current system (readiness)
 - ✓ Train staff on the use of gender-informed tools
 - ✓ Develop a plan/Implementing gender-informed assessment and classification
 - ✓ Develop/implement a quality assurance/continuous quality improvement plan to assure you achieve the results you anticipate

Targeted TA Areas and Examples

3. **Culture and Offender Management**
 - ✓ Conduct a gender-informed review of rules and expectations
 - ✓ Develop methods for motivating positive behaviors
 - ✓ Gain a greater understanding of how disciplinary practices effect behavior
 - ✓ Develop strategies for promoting environments of safety, dignity and respect

Targeted TA Areas and Examples

4. **Case Work/Discharge and Reentry Planning**
 - ✓ Provide professionals, case managers and supervision officers with the knowledge and skills necessary to work with women involved in the criminal justice system
 - ✓ Skill based training for staff
 - ✓ Implement the Women Offender Case Management Model (WOCMM)
 - ✓ Establish gender specific caseloads
 - ✓ Link assessment and case management information
 - ✓ Develop treatment plans
 - ✓ Learn effective communication and interactions skills

Targeted TA Areas and Examples

5. **Community Partnerships**
 - ✓ Identify organizations to partner with
 - ✓ Develop partnerships with community organizations
 - ✓ Conduct multidisciplinary training for staff and community partners about effective strategies for working with justice involved women

Contact information:

Becki Ney
(717) 454-0012
bney@cepp.com

www.cjincludedwomen.org

National Institute of Corrections

- **Who We Are**
 - Created in 1974 through legislation
 - Part of the Department of Justice, Bureau of Prisons
 - Result of 1971 Attica Prison (NY) uprising
- **What We Do**
 - Training, technical assistance, information services to Federal, state and local corrections
 - Award funds to support program initiatives
 - Provide leadership to influence correctional policy, practice and operations nationwide

Gender-Informed Practices Assessment (GIPA)

What: ...measured assessment of sound principles of EBP & GI programming and practices...

How: ...improve outcomes to include risk reduction through application of gender-responsive principles.

GIPA supports management functions to include:

- Gap analysis
- Empirical support for funding initiatives
- Quality assurance, program improvement & process assessment
- Assessment of facility culture

Assessment process includes:

- Document & file review
- Broad range of interviews & focus groups
- Observation of programs, services & operations

GIPA Domains Assessed (1-4)

- **Leadership & Philosophy:**
 - Commitment to EBP & GR through mission, leadership, policy, practice, programs, contractual agreements
- **External Support:**
 - Funding, community partnerships, agreements & outreach
- **Facility**
 - Accessibility, privacy & condition of facility
 - Gender informed environment and programming
 - Understanding of related case law & legal issues
- **Management and Operations**
 - Leadership knowledge & commitment
 - Management infrastructure & accessibility
 - Importance of 'voices of the women'

GIPA Domains Assessed (5-8)

- **Staffing & Training:**
 - Hiring & training
 - Staffing pattern
- **Facility Culture**
 - The role of trauma & physical, emotional safety
 - Change management
 - Reporting culture & the voice of the women
 - Staff, offender & staff/offender culture
- **Offender Management (Sanctions & Discipline)**
 - Understanding survival behaviors
 - Sanctions, discipline, privileges & incentives
 - Understanding of dual roles: limit setting while fostering healthy relationships
- **Assessment & Classification**
 - Custody, external, assessment, response to assessment
 - Knowledge of gender informed research on assessment/classification

GIPA Domains Assessed (9-12)

- **Case & Transitional Planning:**
 - Gender informed assessment, planning, continuity & collaboration
 - Knowledge of re-entry, wrap around services, team supervision
- **Research-Based Program Areas**
 - Research and knowledge base of critical factors for women
 - Use of programs that are curriculum based with relevance for women
- **Services**
 - Access to and managing services relevant to women
 - Knowledge of psychiatric/medical issues occurring with frequency for women.
- **Quality Assurance & Evaluation**
 - QA, evaluation & assistance

GIPA Deliverables

GIPA report contains:

- Delivery of GIPA process overview
- Recommendations supported by agency's existing implementation and enhancement opportunities.
- Overview of agency's strengths, challenges and opportunities drawn from each of the 12 domains
- Appendix of summary responses from focus groups and surveys of both staff and women offenders.

Follow-up strategic planning process

- Prioritize next steps
- Opportunity to develop a multi-year strategic plan for enhancing evidence-based and gender-responsive practice in the facility and department.

E-Learning Justice-Involved Women

○ What: 5 Course Curriculum with Overview

- Courses as stand-alone and/or sequential
- General awareness building or foundational to more in-depth work with this population

○ Target Audiences:

- Broad range of corrections professionals to include facility & community based, line staff through management
- External stakeholders (treatment & service providers, advocacy groups, mentors, funders...)

E-Learning: Justice Involved Women

Course 1: Who Are Justice Involved Women

- Research & theory
- Policy & practice implications

Course 2: Impact of Interpersonal Violence (IPV)

- Long term effects
- Correlation with IPV, substance abuse, mental health & post traumatic stress disorder (PTSD)

Course 3: Trauma and Trauma-Informed Practices

- Prevalence
- Adverse & Childhood Effects (ACE) study
- Symptoms as adaptations

E-Learning: Justice Involved Women

Course 4: Effective Gender-Informed Practices

- Blending respect with accountability
- Strategies and approaches
- Working with non-compliant & resistant behaviors

Course 5: Compassion fatigue and building resilience

- Who we are and what we bring to the workplace
- Environmental, cultural and organizational challenges
- Personal resilience: blending self-awareness and self-care

For additional information on:

NIC products built upon a foundation of gender-neutral and gender-informed research:

- Women's Risk and Need Assessment (WRNA)
- Women Offender Case Management Model (WOCMM)
- Gender-Informed Practices Assessment (GIPA)
- Training and technical assistance (TA) specific to women

Contact: Maureen Buell, Correctional Program Specialist
mbuell@bop.gov or 1-800-995-6423 ext. 40121

Emerging Trends and Research

Patricia Van Voorhis
University of Cincinnati

Gender Responsive Assessments for Women Offenders

Influenced by Two Theoretical Perspectives:

1. **"Canadian Model"** Don Andrews, James Bonta, Paul Gendreau, Robert Hoge, and others.
2. **Feminist/Gender Responsive Model**
Barbara Bloom, Barbara Owen, Stephanie Covington, Meda Chesney Lind.

Construction Validation in Four Sites (2004-2008)

- Maui – probation;
- Missouri – institutions, probation, prerelease;
- Minnesota – institutions, probation;
- Colorado – institutions, prerelease.

Research Produced Two Assessments: 1. Gender Responsive Trailer

Dynamic Risk/Needs (LSI-R)

Criminal history
Education/employment
Financial
Family/marital
Accommodation
Leisure/recreation
Companions
Alcohol/drug problems
Emotional/personal
Attitude/orientation

+

Gender-Responsive Risk/Needs

Parental stress
Dysfunctional relationships
Housing safety
Mental health history
Current Depression (symptoms)
Psychosis (symptoms)
Victimization
Strengths: Family support; self efficacy, educational assets



Identify high, med., low risk
Identify treatment needs

Second Instrument is a Stand-Alone.

- o Criminal history
- o Criminal thinking (sample variations)
- o Antisocial associates
- o Vocational/educational
- o Financial problems
- o Low family support
- o Housing problems
- o Substance abuse
- o Mental health history
- o Depression/anxiety (symptoms)
- o Psychosis/suicidal (symptoms)
- o Victimization/trauma
- o Relationship dysfunction
- o Parental stress
- o Housing safety

And strengths (self-efficacy, family support, parental involvement, and educational assets)

Putting it All Together: Probation

New Assessment	Recidivism			
	Maui	Minn	MI	
Traditional: Gender Neutral	.36***	.72 .31***	.71 .26***	.69
Traditional +GR	.38***	.74 .35***	.74 .32***	.74
GR (partial)	.21***	.17***	.24***	

***p < .01

Latest Work:

1. NIC/UC Revalidation Study

Stand alone Probation	N=217
Trailers- Probation	N=508
Pre-release Stand Alone	N=464
Pre-release Trailer	N=485
Prison – Stand Alone	N=537
Prison - Trailer	N=1138

**Latest Work:
Preliminary Work in Pretrial Settings: Gehring**

Risk/Need Factor	Any Failure (6 Mo)	
	Women	Men
<u>Gender-Neutral</u>		
Criminal History	.34***	.32***
Employment/Financial	.18**	.10*
* Education	--	.19***
* Substance abuse	.34***	.24***

* Scales differ for men and women
*p < .10; **p < .05, ***p < .01

Preliminary Work in Pretrial Settings: Gehring

Risk/Need Factor	Any Failure (6 Mo)	
	Women	Men
<u>Gender-Responsive</u>		
* Abuse	.18**	--
Trauma	.06	.15**
* Mental Health	.40***	.14**
Homelessness	.30***	.11*
<u>Strength</u>		
* Family Support	-.17**	-.13*

*p < .10; **p < .05, ***p < .01

Scales Were Optimized for Each Group, Gehring

Scale	Women	Men
Education	No items predictive	Highest grade, special ed, IEP
Substance abuse	Only picks up associated problems, and not offenses	Problems plus offense hist.
Abuse	Physical and sexual abuse, adult and child abuse	No measures predictive
Mental health	Psychosis, depression, history, bipolar, adhd, PTSD	Homelessness, personality disorder, schizophrenia
Family support	Contact and relationships	Assistance/help

Preliminary Pretrial Work, Gehring

Assessment Model	Any Failure (6 months)			
	Women		Men	
Traditional: Gender Neutral	.31***	.76	.34***	.72
Gender-Responsive (alone)	.31***	.70	.19***	.60
GR + GN	.36***	.74	.33***	.71

***p < .01

Typologies: An Emerging Picture

There are now 4 studies where data are showing types:

1. A gender-neutral type—Canadian Model;
2. Gender-responsive types – Public Health Model

Studies:

1. Reisig, Holtfreter, & Morash, 2006
2. Brennan, Breitenbach, Dielerich, Salisbury, Van Voorhis, 2010
3. Salisbury & Van Voorhis, 2010
4. Jones, 2011 (girls)

Brennan et al., 2011

Four Main Types (Pathways)

1. Normal functioning, drug dependent, no other risk factors (35%);
2. Victimized, depressed, substance abusing, retaliatory violence (23.6%);
3. Socialized offender: Canadian Model; poverty (28.5%);
4. Aggressive Antisocial, Serious mental illness, poverty (12.9%).

Emerging Lessons from Gender-Informed Risk and Needs Assessments

- Many (newly applied) gender-responsive factors were predictive of misconducts and recidivism.
- Some factors emerged as *strengths* – family support, educational assets and self-efficacy.
- The traditional predictors of criminal behavior (gender-neutral) factors were *also predictive* of prison misconduct and reoffending for women.

New Developments: Evidence-based, Gender Responsive Programs and Services

- The field has suffered from a lack of evaluative research on gender-responsive programs.
- However, this situation is changing....

New Developments: Women Offender Case Management Model (WOCMM)

- Case management with wrap around services
- Gender-Responsive (Strengths-Based, Trauma-Informed, Culturally Competent, Relational)
- Team Approach
- Consistent
- Continuous
- Individualized
- Collaborative
- Enhance Motivation
- Implementation Integrity
- Outcome Based

(Orbis Partners, 2006)

Implications of Emerging Research and Best Practices

- ✓ Use evidence-based AND gender-responsive research to inform the development of tools and interventions
- ✓ Target women's risk factors
- ✓ Recognize the low risk women generally present to society
- ✓ Create environments that are safe, supportive, respectful and dignified
- ✓ Avoid re-traumatization and assure that interventions are trauma informed

(Bloom, Owen, Covington, 2003)

Implications of Emerging Research and Best Practices

- ✓ Recruit staff who have both the interest and knowledge to work with women under criminal justice supervision
- ✓ Cross train staff regarding women's needs, trauma-informed approaches, relationships, risk, mental health
- ✓ Acknowledge how relationships affect women's lives:
 - Motivations
 - Children
 - Dysfunctional Relationships
 - Reentry issues
- ✓ Build partnerships with a wide range of community organizations to establish multidimensional, wraparound services

(Bloom, Owen, Covington, 2003)

Workshop Previews

Andie Moss,
The Moss Group

Alyssa Benedict,
CORE Associates



Sexual Safety and Women Involved in the Criminal Justice System

How We Got Here
and What We Are Learning

How We Got Here: Historical Context

- During the 1990's came the onset of lawsuits dealing with staff sexual misconduct at women's facilities across the country
- Learned from the lawsuits, used them to inform initial framework in how to address sexual safety in women's facility
- Began conducting facility assessments

Lawsuits Make Headlines



Learning from the Lawsuits: NIC Systemic Approach

- Create a model of correctional management for effective practice vs. ad hoc response to crisis
- Holds all components of the facilities and Agency responsible
- Creates multi-faceted approaches to the issue with many units working together



46

Systemic Components

- Leadership
- Law
- Policy
- Training
- Investigations
- Community Involvement – Volunteers
- Inmate/resident programs

Systemic Components

- Management and Operations
 - Key control
 - Isolated areas
 - Supervisory practice
 - Inmate movement
 - Use of technology
- Medical and Mental Health Response
- Media Response

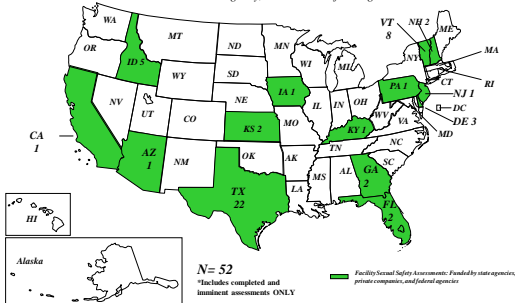
Systemic Components

- Response the critical incident debriefing
- Culture
 - Norms and behaviors
 - Influencing factors
 - Creating reporting cultures
 - Role of unions

What We Are Doing Now

- Sexual Safety Assessments
- Framework is now more refined, and the work is more focused on preventative strategies
- Informed by PREA Draft Standards, BJA National Resource Center on Justice Involved Women, Owen/Wells Research, GIPA, case management, NIC gender-responsive principles, practitioner experience, and legal issues

Facility Sexual Safety Assessments since 2008
Under Agency, NIC and BJA funding.



What We Are Learning

- Need for gender-informed practices/evidence-based practices
- Need for gender-informed/trauma informed investigations
- Concern over women/girls relationships with one another
- Lack of skills and knowledge to address day- to-day interactions that minimize relational toxic drama

What We Are Learning

- Sometimes “overcorrection” in addressing “suspicious” relationships – sanctions that are harsh and inconsistent
- Lack of policy or poor policy – i.e. “no touch “ policy
- Lack of programming addressing healthy relationships and programming to understand the victimization cycle many women have experienced
- The impact of leadership and culture

Example: Dilemma

Acceptable	Unacceptable
Handshake	Oral Sex
Shoulder pat	Open mouth kiss
Quick hug (public)	Entering others’ room fondling (over under clothes)
Quick Kiss (cheek)	Hugs that last a few seconds (excessive)
Conversation/respectful dialogue	Handholding
Complement inmate’s overall grooming	Touch
Brief touch to arm	Two in shower
Consoling Hug	Yelling “I love you” in the yard

Please Join Us!
**Assessing and Enhancing a Culture of Sexual Safety in
Confinement Facilities for
Women and Girls**

Sunday, October 16, 9:00 AM to 4:00PM

For more information contact Andie Moss at:
amos@mossgroup.us

Beyond Behavior Management

Alyssa Benedict,
CORE Associates, LLC

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Beyond Behavior Management: Creating Safety, Cultivating Client Resources and Transforming Your Program Using a Behavior Motivation Paradigm

INTRODUCTORY REMARKS:

- Link to research on strengths-based clinical practice
- Moving more deeply into gender responsive, relational practice
 - Challenge of applying philosophy and skills to behavior management
- Service/program/facility type matters
 - Concept of necessarily looking different – static and dynamic features
 - Model versus approach/paradigm
- Language matters - resident vs. offender vs. inmate
- Above all, a process with great potential to transform
 - Involves a dramatic shift for some – where we think the principles of GR don't apply, they do
- Can be the vehicle for enhancing all aspects of community and facility-based supervision

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Foundational Research

- Female Development
 - Socialization
 - Psychological Development
- Female Characteristics
 - Strengths and Differences
 - Culture and Diversity
- Female Pathways
 - Risks, Strengths and Needs
 - Trauma
- Brain Research

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And...

- Female Emotions Expressions and Relational/Peer Dynamics
- Female Responses to Traditional Interventions
- Emerging and Best Practices in GR Programming and Approaches

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Definition of Gender Responsive (GR) Services for Females

...are those that **intentionally** allow research and knowledge on female socialization and development and females' risks, strengths and needs to affect and guide **ALL** aspects of program and system design, processes, and services...

(Benedict, adapted from Maniglia)

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The Five CORE Practice Areas (Benedict, 2005)

*Physical and Emotional Safety

- Relational
- Strengths-based
- Trauma-informed
- Culturally Competent
- Holistic

*Balancing Support and Limit Setting, Maintaining Healthy Boundaries, Holding Clients Accountable

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Why a New Approach? (Benedict, 2010)

Struggles Related to:

- Lack a GR philosophy about behavior “management”
- Lack a developmentally appropriate philosophy
- Compartmentalize behavior “management” approaches
- High level of inconsistency in staff members’ approaches within the same behavior “management” system
- Insufficient time for ongoing staff training and development around implementing an effective approach based on female development and females’ unique risks, strengths and needs.
- Administration/staff fears and biases about the population or sub-population they are serving and the methods required to maintain order and safety (this is most operative in higher security programs/facilities)

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Why a GR Approach?

- Designed for males and less effective for females.
- Several characteristics of traditional systems render them far less effective for females.
- Many actually include practices that are counter to the principles of GR.
- While some emerging systems represent dramatic improvements from older systems (those that have a “relational,” strengths-based and/or restorative philosophy) many such systems still lack a keen awareness of and attentiveness to gender.

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Also...

- Need for GR programs that facilitate females’ recovery, growth, empowerment, etc.
- Understanding root of behaviors
- Understanding the larger context of behavior for females (GR pathways) and the immediate context (environment cues behavior)
- Understanding the interaction between both contexts at any given point in time

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Consider

- Behaviors that:
 - Concern us
 - Make operations difficult
 - Prevent offenders from building on strengths and overcoming challenges

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Survival Behaviors

- Early childhood decisions
- Exposures and responses
- Behaviors meet needs, the need is to survive
- Recognizing and praising resiliency and creativity
- Considering gender, culture, ethnicity and class

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Survival Behaviors

- External behavior reflects an internal emotional/ psychological state
- To influence/motivate offender behavior, their internal state must first be understood, then accepted, then addressed
- Ultimately, healthy connection/rapport precedes effective intervention

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Risk of Strategies Used

- How can the following be particularly ineffective for females?
 - Levels
 - Points
 - Isolation
 - Restraints
- What skills are particularly relevant for female offenders?

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CORE Behavior Motivation Paradigm: Goals (Benedict, 2010)

- Safety
- Connection
- Cultivation of Power
- Motivation
- Skill Building and Sharing
- Self-Management
- Facilitate Treatment

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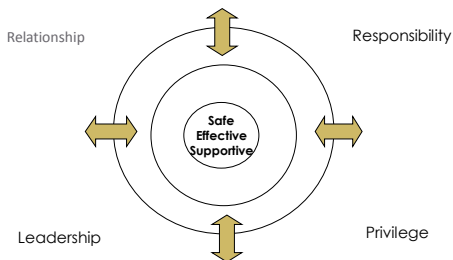
CORE Principles of Program Safety and Behavior Motivation (Benedict, 2010)

- CORE Principle # 1:** Actively Create an *Environment* that Meets Underlying Needs
- CORE Principle # 2:** Create *Interactions* in the Environment that Meet Underlying Needs
- CORE Principle # 3:** Consciously and Effectively *Respond* Using a Gender-specific Approach

***Creating a Culture Using Behavior Motivation as the Vehicle**

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The Circle of Behavior Motivation for Girls and Women (Benedict, 2010)



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Motivating Behavior

- Not limited to when there are problems
- We are motivating behavior **all the time** when we are using a GR approach
 - Connecting
 - Focusing on strengths
 - Harnessing resources
 - Teaching skills
 - Providing opportunities for voice, self-empowerment and growth

***Providing all of the above in challenging situations**

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CORE Behavior Motivation Paradigm: Essential Micro Skills

- *Five CORE Practice Areas
- Trauma Competence
- Cultural Competence
- Relational Language Skill Steps
- Strengths-based Language
- Boundaries
- Balancing Support and Accountability

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Sunday, October 16, 9:00 AM to 4:00PM

- Contact Information:
Alyssa Benedict, MPH
Executive Director, CORE Associates, LLC
 - (401)837-2673
 - COREassociatesLLC@comcast.net

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