

**North Dakota Juvenile Court Staffing
Standards Study**

Final Draft Report June, 2005

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Executive Summary

The state of North Dakota faces a challenge shared by many courts, determining the optimum number of juvenile court staff needed to successfully complete the work of the juvenile court. Maintaining an adequate level of staff resources is essential to effectively manage and resolve court business while upholding a high level of customer service. In order to meet these challenges, an objective assessment of the number and allocation of juvenile court officers and administrative staff needed to handle caseloads is necessary. To this end, the North Dakota Office of The State Court Administrator contracted with the National Center for State Courts (NCSC) to conduct a staff workload assessment for the juvenile court

As is true in all courts, cases in the North Dakota juvenile court vary in the level of complexity and amount of juvenile court officer and administrative staff time and attention needed to be successfully resolved. Given that juvenile court officers handle multiple cases with varying levels of complexity, measuring juvenile court staff workload can appear to be an arduous task. This study utilized a weighted workload assessment methodology with a time study data collection procedure to translate staff workload into an estimate of staff need. The two primary analyses used by the weighted workload assessment are:

- **Juvenile court staff workload assessment**
The staff workload calculation is based upon the average amount of time juvenile court staff need to resolve a case and the annual number of cases

- **Juvenile court staff resource assessment**
This assessment involves a series of calculations that compare the current available staff resources to the predicted resource demand

Staff Workload Assessment

The juvenile court staff workload value represents the total number of minutes of annual case-related work and is calculated from case weights and annual case counts. This measure is based upon baseline data and current practices, the challenge is to provide juvenile court staff sufficient time to *reasonably* assess clients, listen to victims, clearly explain terms of probation and monitor compliance with terms of probation—features fundamental to the public perception of fairness and appropriate treatment by the court. The assessment of juvenile court staff workload is the first phase in a weighted workload assessment. Components of the workload assessment include the following:

- Time study an event-based data collection process designed to measure the actual time juvenile court staff currently spend in resolving different types of cases
- Qualitative adjustment of the case weights based on an examination of current practice and expert juvenile court staff opinion

Time study

The major products from the time study portion of a weighted workload assessment are the individual case weights. Case weights are used to calculate the overall

juvenile court staff workload values. In this study, individual case weights were generated for four case type categories.

The individual case types associated with each category are shown in Appendix B. Each case weight represents the average amount of time it takes juvenile court staff to process the case from initiation/intake to resolution. Final case weights were developed through a qualitative adjustment process. Final case weights are located in Appendices C, D and E. The case weights are applied to the annual case counts for a court to derive a workload value.

Qualitative Adjustments

No quantitative resource assessment model by itself can determine the *exact* number of staff needed to stay current with caseloads. Therefore, results from a weighted workload assessment model should be used in concert with other qualitative, court-specific factors that may impact the need for staff resources. Qualitative adjustments take into account unique aspects of case processing not adequately captured in by the time study data collection.

An adequacy of time survey solicited opinions from study participants concerning whether current staffing levels were sufficient to provide reasonable and satisfactory service to the public. This information was used in the case weight adjustment process. Additionally, the advisory committee reviewed individual case weights to determine whether they seemed reasonable. Both of these “reality checks” supported the calculated case weights and indicated that adjustments to four case weights were not necessary. The final case weight compositions are provided in Appendix E

Staff Resource Assessment

Overall, the projected staff resource need is determined through the following three calculations:

- Staff Demand – comparison of workload to the staff year value
- Staff Availability – determination of the current staff resources available for case-related work
- Staff Need – comparison of the staff demand calculation to the available case-related staff resources.

Staff Demand

The staff demand value is calculated by dividing the staff workload value by the staff year value and represents the staff full time equivalent (FTE) needed to process the case-related work of the court. The staff year value is the amount of time per year that a member of the juvenile court staff has available to process his or her workload and non-case related activities. This value is reached by the advisory committee after careful consideration of the typical number of days per year and hours per day that staff should be available to work on case-related and non-case-related activities. This value accounts for weekends, holidays, sick days, vacation time, and administrative leave time. Applying the new case weights to the 2004 case counts to obtain the workload and then dividing the workload by the staff year value produces the staff demand. The calculated staff demand for case related activities in the North Dakota juvenile court is 43.46 FTE.

Staff Availability

The staff availability value is the number of FTE available to process the case-related workload. This calculation excludes the number of FTE that are necessary to conduct the non-case-related work of the juvenile

court. Non-case-related activities include department meetings, community contact, job related training, non-case-related administration, and court related travel.

When the FTE required for non-case related activities is subtracted from the staff FTE currently available to conduct all the work of the court, the North Dakota juvenile court has 44.91 FTE available to conduct case-related activities.

Staff Need

The staff need value is the comparison of the predicted staff demand to the staff resources currently available to process cases (staff availability value).

This study determined that as a whole, the North Dakota juvenile court is adequately staffed. Specifically, overall at the state level, the juvenile courts are staffed at adequate levels and additional staff is not necessary. However, the model does indicate that one administrative unit does demonstrate the need for additional staff, while other units have more than sufficient number of staff. A comparison of the staff demand, availability and need values is shown in Table 1.

related and non-case-related work is approximately a 4 to 1 ratio. Specifically, for every 1 FTE in the juvenile court, approximately 0.25 of that FTE is engaged in non-case-related work. This relationship can be translated into the approximate ratio of 1 FTE completely dedicated to non-case-related activity (administrative staff) for every 4 FTE dedicated to case-related activity (juvenile court officer). However, this relationship must be tempered with the understanding that given the current practices of the juvenile court, administrative staff and juvenile court officers both perform case-related and non-case-related work. See Appendix G for potential methods of applying the 4 to 1 staffing ratio to future personnel decisions.

Table 1: Total Staff Need

North Dakota Juvenile Court Staff Resources (FTEs)	
State Level Predicted Staff Demand	43.46
State Level Staff Availability	44.91
State Level Staff Need	-1.45

Based upon current juvenile court practices and procedures, the workload model indicates that the relationship between case-

Introduction

A clear measure of court workload is central to the determination of how many staff members are needed to effectively and efficiently resolve all cases coming before the court. Raw and unadjusted case count and/or disposition numbers offer only minimal guidance regarding the amount of work generated by those case counts/dispositions. In response to this challenge, courts are increasingly turning to more sophisticated techniques to obtain quantitative documentation of staff resource needs in the state trial courts and criminal justice area. Assessing the court staff workload through the development of a workload assessment model is a rational, credible, and practical method for determining the need for court related personnel.

While case counts have a role in determining the demands placed on the juvenile court administrative units, they are silent about the resources needed to process the vast array of cases effectively. Case count/disposition numbers offer only minimal guidance regarding the amount of court staff work generated by those case counts. Moreover, the inability to differentiate the work associated with each case type creates the potential misperception that equal numbers of cases for two different case types result in equivalent workloads.

For example, a “typical” serious formal probation case has a greater impact on juvenile court resources than a “typical” diversion case. For this reason, the NCSC believes that a comprehensive program of court staff workload assessment is the best method for measuring case complexity and determining the need for juvenile court staff resources.

Until now, the North Dakota juvenile court did not employ a methodology to objectively quantify the need for juvenile court officers and administrative staff. The NCSC was therefore commissioned by the North Dakota Office of The State Court Administrator to conduct a juvenile court staff workload assessment study designed to measure the workload of the state’s juvenile courts.

Currently, the North Dakota juvenile court staff resources consist of 4 directors of juvenile court, 40 juvenile court officers, 19 juvenile court secretaries and 3 drug court coordinators.

This report details the methodology of the North Dakota Juvenile Court Staffing Standards Study and presents a juvenile court staff workload model that differentiates case processing time standards for each of the major case types handled by the juvenile court officers and administrative staff. The primary goals of the project were 1) to establish staff workload standards conducive to effective and efficient case resolution and 2) to provide a viable tool to predict future juvenile court staff need.

Specific objectives of the juvenile court staff workload assessment study are as follows:

To conduct a quantitative evaluation of juvenile court staff resources on a state-wide basis

To provide accurate, easily understandable criteria to assess the need for additional staff resources

To provide a valid method for determining the need for additional staff resources in the state

Overview: Workload Assessment Model

A court staff workload assessment model is a quantitative representation of the inter-related variables that work together to determine staff resource needs. The core of the workload assessment model is a time study whereby the juvenile court staff keep track of the amount of time spent working on each of the case types under investigation. When the time-study data are joined with case count data for the same time period, it is possible to construct a "case weight." The case weights represent the average court staff time required to handle a case from intake to disposition.

The utility of a case weight is that it summarizes the variation in court staff time by providing an average amount of time per case. Some cases take more time than the case weight and some take less time than the case weight, but, on average, the case weight accurately reflects the typical amount of time needed to dispose of specific case types. Once developed, case weights can be used to calculate the total staff workload for the court.

Applying the case weights to current or projected annual case count numbers results in a measure of annual juvenile court staff workload. These workload values are then divided by the amount of work time available for an individual staff member resulting in an estimate of required court staff resources. This approach is straightforward and sufficiently rigorous to measure resource needs and evaluate resource allocations.

It is important to note that even the most widely used and accepted resource assessment techniques, including the workload assessment model, will not determine the *exact* number of juvenile court

staff needed to stay current with caseloads. No quantitative resource assessment *model* by itself can accomplish that goal. Results from a workload model should be used in concert with other considerations, including budget constraints, population trends, and other more qualitative, court-specific factors that may impact the need for juvenile court staff resources.

To determine which, if any, case types may need to be adjusted, the advisory committee are asked to review the individual case weights to ensure that they are reasonable and reflect the practices of the court. Also, results from the adequacy of time survey are examined to determine if case weight adjustments are warranted.

Methodology

Two fundamental pieces of information are necessary to determine the juvenile court staff resources required to handle the total workload demand. The two pieces of information are:

- *Workload.* Workload is generated from two components, 1) the case weights which are the average time spent on case processing as determined by the time study and 2) the annual number of case counts. Multiplying these two values produces the workload estimate.
- *Resource Assessment.* The assessment of staff resources is based upon the following three calculations 1) staff demand, 2) staff availability and 3) staff need.

The primary goal of the Workload Assessment Study is to provide an accurate picture of the amount of time juvenile court staff need to resolve different types of cases in an *efficient* and *effective* manner. The basic components of the study are shown in Figure 1, and each step of the study is discussed in more detail below.

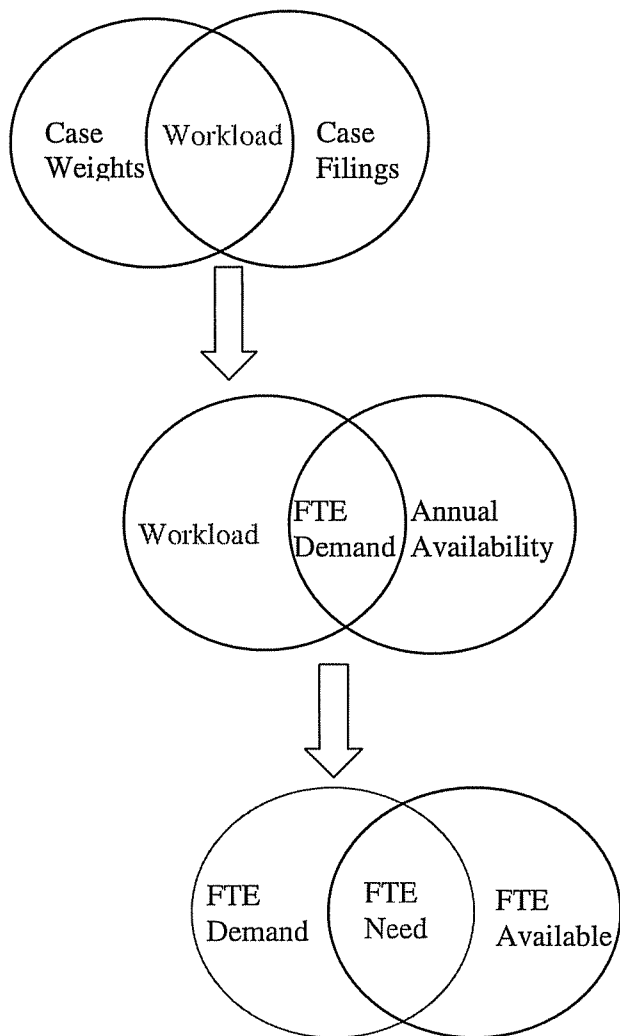


Figure 1: Methodology Overview

Workload

Time Study

A time study measures case complexity in terms of the average amount of staff time actually spent processing different types of

cases. The essential element in a time study is collecting time data on all juvenile court staff activities. Juvenile court directors, officers and administrative staff record all time spent on various case types on a daily time log and then enter their time on a Web-based data collection instrument. Juvenile court staff matters include time spent processing cases, case-related work, non-case-related work, and travel time. Non-case-related activity is a catch-all category and includes activities that cannot be attributed to a specific case, such as, department meetings, community contact, training and non-case-related administration. The specific non-case-related activities, case types and case-related activities examined during the time study are provided in Appendix A.

The NCSC project team provided training for all juvenile court staff participating in the study on how to record their time and complete the Web-based data collection instrument. The training was conducted approximately one week before the start of the time study, thereby giving participants the opportunity to familiarize themselves with the data collection tools. Study participants recorded their time on a Web-based data collection instrument that submitted all data directly into a NCSC database.

The one-month data collection effort was very successful. Sixty-one juvenile court staff recording a total 470,930 minutes of time were included in the analysis. Overall, the participation rate was 95 percent.

Case Weight Calculation

The final individual case weights for each of the case type categories for North Dakota juvenile court are found in Table 2.

For diversion/non-supervised cases, juvenile

court staff spend an average of 164 minutes per case. As noted earlier, perhaps no case is an “average” case taking exactly 164 minutes of staff time, but on average, juvenile court staff spend this amount of time on diversion/non-supervised cases. Some cases take more time and some cases take less time. As was to be expected, case weights were lower for diversion/non-supervised cases and the highest case weight was for the juvenile drug court case type.

Table 2: Case Weights for Juvenile Court Case Types

Type of Case	Average Minutes per Case
Diversion/Non-Supervised	164
Non-Petitions/ Supervised	444
Juvenile court petition: Deprivation & TPR	299
Juvenile court petition: Delinquency & Unruly/ Formal Probation	813
Juvenile drug court	3,392

Adequacy of Time Survey

Juvenile court supervisors, officers and administrators were also asked to participate in an adequacy of time survey to examine whether current staffing levels were sufficient to provide reasonable and satisfactory service to the public. This survey asked participants to evaluate how well specific tasks, associated with the following six activity categories: non-case-related activities, case file record management, intake, case processing, monitoring case plan, and response to probation violations were actually being performed by the court. The survey was administered via a Web-based data

collection instrument which was made available to juvenile court staff over an approximate three week period. Overall, the participation rate for this survey was very high, with 85 percent (n=53) of all juvenile court staff responding to the survey.

For the adequacy of time survey, participants were asked to rate how much time they had for each of the 79 tasks. Specifically survey participants responded to the prompt “I typically have time to complete this task in a reasonable and satisfactory way . . .” on a scale of 1 to 5, with 1 being “never” and 5 being “always.” An average rating of “3.0” indicated that survey respondents felt they “usually” had enough time to perform the specified tasks. This value was the cut off value indicating an adequate level of staffing to complete the listed tasks. An average value less than 3.0 may provide evidence for case weight adjustment.

On average, juvenile court staff indicated that they had adequate time to effectively complete the tasks associated with the six activity categories. Specifically, 69 of the 79 tasks listed received average ratings greater than 3.0. One slight exception to this was in the completion of the YASI assessment instrument. Staff average ratings on this item were slightly below 3.0, indicating there was not enough time to adequately complete the instrument at this time. This could be a byproduct of the implementation process, and is discussed in the *Best Practices* section of this report. Overall, the results from the adequacy of time survey did not indicate that adjustments to the case weights were necessary. The results of the survey are shown in Table 3 and in more detail in Appendix F.

Table 3: Average Ratings for Each Category on the Adequacy of Time Survey

Activity Category	Average Response
Non-case-related Activities	3.47
Case File Record Management	3.40
Intake	3.70
Case Processing	3.54
Case Plan Monitoring	3.44
Response To Probation Violations	3.58

Case weight adjustment

The final case weights reflect the outcome of a structured study of juvenile court staff workload that involved a time study , adequacy of time survey and careful review by the advisory committee. This comprehensive process provides a more accurate prediction of workload and resulting staff resources need than any single process. Each step validates the prior step and accounts for the practices used and challenges faced by the juvenile court. Since the final case weights account for quantitative and qualitative aspects of case processing, they can be viewed as accurate, valid and credible.

The case weights for each case type were reviewed by the advisory committee to determine if any qualitative adjustments were necessary. In this review process, the advisory committee considered factors other than the actual time recorded in the time study. It was determined that the case weights calculated from the time study data accurately reflect the practice and procedures utilized by the juvenile court. Thus, no qualitative adjustments were made to the case weights.

Workload calculation

Applying the case weights to the annual case counts produces the overall staff case-related workload for the court. The overall workload value for the North Dakota juvenile court was 4,233,859 minutes. Calculations of the workload values are found in Appendices C and D.

Resource Assessment

Staff Demand

The staff demand is calculated by dividing the staff workload value by the staff year value and represents the staff full time equivalent (FTE) needed to process the case-related work of the juvenile court. The staff year value is defined as the number of days staff has to process his or her assigned caseload in a one year period. Weekends, holidays, vacation, sick leave and administrative leave are deducted from 365 days to arrive at the staff year value. The average workday is defined as 7.75 hours. Converting the workday into minutes and multiplying that by the number of available days results in the average annual availability of staff. In the North Dakota juvenile court, staff average 101,835 minutes of availability annually (219 days x 7.75 hours x 60 minutes). Calculations for the staff year value are shown in Table 4.

Table 4. Calculation of Staff Year Value

	Days	Minutes
Available Time	365	169,725
<u>LESS</u>		
Weekends	104	48,360
Holidays	10.5	4,883
Vacation/ Sick/ Admin Leave	31.5	14,648
TOTAL TIME	219	101,834

When the workload values were divided by the staff year value of 101,834 minutes, the North Dakota juvenile court requires 43.46 FTE to complete *case-related- work of the juvenile court*.

Staff Availability

The staff availability value is the number of FTE available to process the case-related workload. This calculation excludes the number of FTE that are necessary to conduct the non-case-related work of the court. Non-case-related activity include department meetings, community contact, training, non-case-related administration and court related travel.

To determine current available juvenile court staff resources, the number of funded full-time equivalent (FTE) juvenile court positions was used. To adjust for the amount of time spent on non-case-related activities and travel, the average amount of time recorded during the time study as pertaining to non-case related activities and travel was extrapolated to estimate an annual time value and converted to FTEs. The number of FTEs required to conduct non-case-related activities was then subtracted from the number of funded FTE juvenile court staff positions.

Although the North Dakota juvenile court has 64 funded FTE staff positions, because 19.09 FTE are required for non-case related activities and travel the total number of FTE available to process cases is 44.91.

Staff Need

The staff need value is the comparison of the predicted staff demand to the juvenile court staff resources currently available to process cases (staff availability). Specifically, the staff availability FTE is subtracted from the predicted staff demand FTE.

This study determined that the North Dakota juvenile courts are staffed fairly adequately at the state level. However, some administrative units did show a need for additional juvenile court staff. The result of these calculations show that North Dakota juvenile courts do not need additional staff. The calculations are shown in Table 5 .

Table 5: Staff Need

North Dakota Juvenile Court Staff Resources (FTEs)	
Predicted Staff Demand	43.46
Staff Availability	44.91
Staff Need	-1.45

Based upon current juvenile court practices and procedures, the workload model indicates that the relationship between case-related and non-case-related work is approximately a 4 to 1 ratio. Specifically, for every 1 FTE in the juvenile court, approximately 0.25 of that FTE is engaged in non-case-related work. This relationship can be translated into the approximate ratio of 1 FTE completely dedicated to non-case-related activity (administrative staff) for every 4 FTE dedicated to case-related activity (juvenile court officer). However, this relationship must be tempered with the understanding that given the current practices of the juvenile court, administrative staff and juvenile court officers both perform case-related and non-case-related work. See Appendix G for potential methods of applying the 4 to 1 staffing ratio to future personnel decisions.

Keeping the Model Current

In the absence of any significant changes in case processing, court structure, or jurisdiction in the North Dakota juvenile courts, the case weights developed during the course of this study should be relatively accurate well into the future. Periodic updating is necessary, however, to ensure that the case weights continue to accurately represent the juvenile court staff workload. Increased efficiency, statutory or procedural changes, or implementation of various case flow management initiatives over time may result in significant changes in case processing. There should be no reason to replicate this study or to undertake a complete time-study. Instead, efforts should be made to identify only those case types for which time-study data may have changed significantly from the initial study results. Relatively small-scale samples can then be taken from certain juvenile court staff to assess whether any adjustments to certain case weights are warranted.

Workload assessment models such as this can be used effectively in court staff resource management. The North Dakota juvenile court's 2004 CMS case count data were used to validate this model¹. The real power of the model lies in its applicability in predicting future staff resource needs with caseload projection analysis. Projected caseloads can be easily inserted into the model to provide an estimate of future staff requirements.

Conclusion

The workload assessment model for the North Dakota juvenile court indicates that at the state level, the courts are fairly adequately staffed. However, some administrative units are showing a need for additional staff.

The case weights generated in this study are valid and credible because of the techniques employed. The TIME STUDY provided a quantitative basis for assessing staff need which was further enhanced by the court's Advisory Committee review of individual case weights, which allowed for qualitative adjustments to the case weights. Although the case weights generated in this study should be valid for many years, periodic updating should be conducted to ensure the continued accuracy and integrity of the case weights. Multiple factors may impact the affect of case weights, such as changes in court rules, jurisdiction, technology and legal practices. Periodic reviews should be conducted to evaluate whether changes have occurred that are acting to impact the juvenile court staff workload.

¹ CMS data used is from 4/13/05 report.

Best Practices Recommendation

The National Institute of Corrections has recently produced a series of papers outlining the evidence-based practices associated with successful community supervision of youth and adults in the criminal justice system. Specifically, the evidence-based practices outlined in these documents relate to assessment and supervision techniques and practices that relate to reduced offender risk and recidivism. This section of the report will focus on these identified best practices and how the North Dakota Juvenile Court Probation system's practices fall within these practices. Each of the eight principles will first be defined, followed by a discussion of North Dakota's practices relative to each principle. The final section will include recommendations for change to more closely align practices with the identified best practices principles.

“The conventional approach to supervision in this country emphasizes individual accountability from offenders and their supervising officers without consistently providing either with the skills, tools, and resources that science indicates are necessary to accomplish risk and recidivism reduction. Despite the evidence that indicates otherwise, officers continue to be trained and expected to meet minimal contact standards which stress rates of contacts and largely ignore the opportunities these contacts have for effectively reinforcing behavioral change. Officers and offenders are not so much clearly directed what to do, as what not to do.” (*Implementing Evidence-Based Practice in Community Corrections: The Principles of Effective Intervention*, 4/30/2004, page 1).

The NIC provides an integrated model, which incorporates eight evidence-based principles of effective supervision, organizational development and collaboration based on research findings to suggest the most promising and effective practices to managing community-based offenders. Evidence-based practice implies that 1) there is a definable outcome(s); 2) the outcome and the practice are measurable; and 3) the outcome is defined according to practical realities (recidivism, victim satisfaction, etc).

Eight Evidence-Based Principles for Effective Interventions

1. Assess Actuarial Risk/Needs.
2. Enhance intrinsic motivation.
3. Target interventions.
 - a. Risk Principle: Prioritize supervision and treatment resources for higher risk offenders;
 - b. Need Principle: Target interventions to criminogenic needs.
 - c. Responsivity Principle: Be responsive to temperament, learning style, motivations, culture, and gender when assigning programs;
 - d. Dosage: Structure 40-70% of high-risk offenders' time for 3-9 months;
 - e. Treatment: Integrate treatment into the full sentence/sanction requirements.
4. Skill Train with Directed Practice (use Cognitive Behavioral treatment methods).
5. Increase Positive Reinforcement.
6. Engage Ongoing Support in Natural Communities.
7. Measure Relevant Processes/Practices.
8. Provide Measurement Feedback.

Principle 1: Assess Actuarial Risk/Needs.

Effective supervision practices begin with a reliable and valid assessment. Assessment is the cornerstone to implementing many of the evidence-based principles described in this document. Good offender assessments help supervising officers determine appropriate supervision levels and, through the identification of an offender's strengths and weaknesses, help to develop the most appropriate supervision strategies.

Offender assessment is most reliable when officers and administrative staff are formally trained to use assessment instruments, including using the most effective methods of obtaining data (interview, official records, collateral verification), using correct scoring procedures and minimizing the use of overrides, and using the assessment information to develop case plans and inform case decisions throughout the supervision process.

Offender assessment is an ongoing function of supervision and is done on both a formal and informal basis. Formal assessments and reassessments are conducted according to established protocol of the specific assessment instrument used in a jurisdiction. Informal assessment consists of gathering and documenting case information obtained through face-to-face contacts, observations, collateral contacts and other information learned about the offender. Both the formal and informal assessment information should reinforce on another and both should be used to determine supervision and case management strategies. (See Andrews, et al, 1990; Andrews & Bonta, 1998; Gendreau, et al, 1996; Kropp, et al, 1995; Clements, 1996).

North Dakota's Practice: *Use of the Youth Assessment Screening Instrument (YASI)*

The North Dakota Juvenile Court Services system adopted the use of the YASI for juvenile probationers within the last few years. At this time, all juvenile court officers have been trained in the use of the instrument and they are currently in the validation phase of its use. The validation process should be completed in September, at which time juvenile court officers will be instructed to fully adopt the use of the instrument, according to standards that have recently been drafted. Additionally, judges will be trained as to the utility of the YASI instrument in making sentencing decisions and will be encouraged to reinforce the expectation of obtaining this document from juvenile court officers for decision making purposes.

Results of the *Adequacy of Time Survey* conducted by the NCSC indicate that staff felt there was not enough time to adequately complete the instrument at this time. This could be a byproduct of the implementation process. Staff frequently feel the implementation of a new process, such as the use of an assessment instrument, only adds work to their currently "full plate" while nothing has been taken off, thus resulting in more work with less time. The perception that there is not enough time to complete the YASI might also reflect the need for additional training on the instrument and the local policies for its use, including why it is conducted, how it can and should be used to develop a case plan for each individual under supervision, and for whom the instrument will be completed and at what phase of the case filing/adjudication process it will be completed.

Recommendations:

To strengthen the use of the YASI in the case management process, the North Dakota Juvenile Court system should develop a clear set of policies and practices regarding the YASI. Policies might include, but not be limited to, the following:

- Purpose of the use of the YASI (e.g. to identify risk, to assist in the development of a comprehensive case plan, to better direct resources, etc.);
- Training requirements, including booster training sessions, if appropriate;
- Point at which the YASI is to be completed (e.g. prior to adjudication to assist in judicial decision-making, within 30 days of adjudication, etc.), as well as whether and when re-assessments should be completed;
- Quality assurance expectations, if any.

Principle 2: Enhance Intrinsic Motivation.

Simply becoming involved in the juvenile justice system does not mean that a youth will feel the need to make the necessary changes in their lives to lead them down a pro-social path. Sometimes such involvement does create a turning point for a youth, however, this cannot simply be assumed. Behavioral change is a dynamic experience, which ebbs and flows, and it can be positively influenced by probation officers and other providers if approached appropriately. Long term behavioral change only occurs when the person making the change has an intrinsic desire to do so. That is, the youth must want to make the changes that are necessary to keep them from further penetrating the system.

Research indicates (Miller & Rollnick, 2002; Miller & Mount, 2001; Harper & Hardy, 2000; Ryan & Deci, 2000) that the

use of motivational interviewing techniques, rather than fear, intimidation or persuasion, can effectively be used to enhance an individual's motivation to embark on and maintain positive behavioral changes.

North Dakota's Practice: Motivational Interviewing.

It does not appear that the North Dakota Juvenile Court Services system has formally been trained in or adopted motivational interviewing practices. Some of the state's units contract for services, such as cognitive skills program delivery and other programs. Both Lutheran Social Services and Youth Works appear to have solid programs that encourage positive behavioral change among youth, however the specific interview techniques used are unknown.

Recommendations:

At a minimum, Juvenile Court Officers should be encouraged to relate to clientele and their families in a constructive manner that encourages youth to want to engage in positive behavioral changes. Skills that enhance the ability to interact with youth and that encourage interactive communication should be strengthened among staff. Optimally, all juvenile court officer and administrative staff would be trained in Motivational Interviewing® techniques and administrative staff would conduct periodic quality assurance assessments to ensure its use.

Principle 3: Target Interventions.

The third evidence-based principle focuses on targeting services and interventions toward those who will receive the greatest benefit. Of course, all treatment services to which juvenile offenders are referred should show proven effectiveness with criminal justice populations, such as cognitive-behavioral methodologies (when the programs are rigorously adhered to).

- **Risk Principle:** *Prioritize supervision and treatment resources for higher risk offenders.*
 The research on the risk principle is quite compelling in terms of showing that the most effective use of limited correctional resources is to focus on the needs of high risk offenders. In fact, research indicates that focusing supervision and treatment resources in lower risk offenders produces little if any positive effect on recidivism rates: if left alone, they would do just as well as when managed similar to their higher risk counterparts, so directing fewer resources to this population is a wiser use of resources. (See Gendreau & Groggin, 1997; Andrews & Bonta, 1998; Harland, 1996; Sherman, et al, 1998; McGuire, 2001, 2002).
- **Responsivity Principle:** *Be responsive to temperament, learning style, motivations, culture, and gender when assigning programs.*
 Encouraging an offender to engage in positive behavioral changes goes beyond identifying his or her needs and requires addressing *who they are*. Addressing the responsivity principle requires that officers pay attention to juvenile's individual characteristics and matches them appropriately to treatment services. Care should be taken to address such characteristics as culture, gender, motivational stages, developmental stages and learning styles. (See Miller and Rollnick, 1991; Gordon, 1970, Williams, et al, 1995).
- **Need Principle:** *Target intervention to criminogenic needs.*
 Many youth in the juvenile justice system have a range of needs to be addressed. The need principle stresses that focusing on those needs that relate most closely to illegal or criminal behavior will result in the greatest reductions of recidivism. Examples of criminogenic needs include, but are not limited to: substance abuse, conduct disorder, delinquent peers, lack of impulse control and dysfunctional families. To most effectively impact delinquent behavior, criminogenic needs should be addressed according to the most significant needs, as indicated by an actuarial assessment. (See Andrews and Bonta, 1998; Elliott, 2001, Harland, 1996).
- **Dosage:** *Structure 40-70% of high-risk offenders' time for 3-9 months.*
 Unstructured time can be a terrible burden to a person trying to change behaviors. Higher risk offenders need more initial structure than their lower risk counterparts, and the goal should be to decrease the official structure over time, so the offender can eventually maintain positive control over his/her own life. The initial three to nine months of supervision for higher risk offenders should include a plan to structure 40%-70% of their free time. This can be accomplished by devising a clear case plan with expectations of the juvenile offender, and the youth can be held accountable by keeping daily journals proving compliance with the plan. Research indicates that the lack of such a coordinated plan can result in negative effects on offender behavior. (See Palmer, 1995; Gendreau & Groggin, 1995; Steadman, 1995; Silverman, et al, 2000).

- **Treatment:** *Integrate treatment into the full sentence/sanction requirements.* The delivery of targeted and timely treatment has a strong effect on behavioral change. The use of cognitive-behavioral treatment for offenders has been shown to be effective in many studies. Once again, the effectiveness of these treatment interventions have been proven with higher risk offenders rather than lower risk offenders. When possible, lower risk offenders should be diverted from the criminal justice system, under which circumstances they will most likely not return. (See Palmer, 1995; Clear, 1981; Taxman & Byrne, 2001; Currie, 1998; Petersilia, 1997, 2002; Andrews & Bonta, 1998).

North Dakota’s Practice: Targeted Interventions.

The Juvenile Court Services system has adopted the *Keys to Success* cognitive skills program to be used with youth deemed to be most appropriate for that program. Additionally, a large number of cases that come to the attention of Juvenile Court Services staff are status offenses and these cases are regularly diverted out of the criminal justice system to other service agencies. These agencies address, on a voluntary basis, the needs of the youth and their families, and while there have been no formal evaluations, are seen as being effective with this population.

Recommendations.

It is recommended that the North Dakota Juvenile Court Services system commit to using the risk YASI risk assessment instrument to identify and focus supervision and treatment resources on high risk youth. Best practices clearly indicate that the greatest use of limited resources is to focus on those youth posing the greatest risk of recidivism. Additionally, it is recommended

that, where possible, Juvenile Court Officers do what they can to meet the responsibility principle. If resources are limited, research indicates that no services are better than services that do not meet the needs of the client. It does not appear that case plans drive supervision practices, or that supervision practices are currently based upon risk levels, however, it appears that the state is moving in this direction, given the current implementation of the YASI. Clarifying this practice could be an area where the Juvenile Court Services could significantly improve its functioning and direct limited resources to their greatest benefit.

Principle 4: Skill Train with Directed Practice
(use Cognitive Behavioral treatment methods).

Several research studies have shown that the delivery of evidence-based programming that emphasize the development of cognitive skills are related to decreased recidivism (Mihalic, et al, 2001; Satchel, 2001; Miller & Rollnick, 2002; Lipsey, 1993; McGuire, 2001, 2002; Aos, 2002). The effective use of such programs, however, is dependent upon the quality of training of those delivering the program and the degree to which the skills being taught are also being modeled by the program facilitators.

North Dakota’s Practice: Skill Training.

The state of North Dakota has been delivering the “Keys to Innervations” (hereafter referred to as *Keys*) cognitive skills development program to youth deemed to be in need of such programming since 1996. This program emphasizes that the juvenile accept responsibility for their behavior, understand that they have the power to change their behavior, and provide

skills towards changing their behavior. All juvenile court officers have been trained to deliver this program. A statewide evaluation of this program, completed in 1999, indicates that the program reduces recidivism rates among youth who complete it (Thompson, 1999). Additionally, there is some indication that the program impacts recidivism rates by increasing levels of self-esteem and teaching youth how to gain a sense of personal control over their lives. This evaluation also indicated high degrees of satisfaction among youth participants.

Interview data indicate that, while the *Keys* program has been implemented statewide, strict fidelity to the program is not being maintained. Specifically, the program is designed to be delivered over a number of weeks, with each session building on information learned in previous modules. Some juvenile court officers have found it difficult to keep youth in the program for the duration, so they have modified the curriculum to deliver it over a two-day period.

In addition to the *Keys* program, the Fargo juvenile court office is just beginning to implement a life management skills program for use with older youth. This program is being used to supplement the *Keys* program. Little is known about this program at this point.

Recommendations.

With *Keys* being the single cognitive skills program sanctioned by the state, North Dakota is on the right track, but could benefit from introducing a series of programs that can address the diverse needs, age ranges and learning styles of youth throughout the state of North Dakota. It is clear that the development of cognitive skills can improve the risk of recidivism among juvenile delinquents, but there is no clear

evidence that indicates any one program as being superior to others. Research indicates that fidelity to the program model and matching the program age, gender and ethnicity differences are critical to the integration of information and skills. It is recommended that the state of North Dakota continue its use of cognitive skills programs and that they consider expanding the programs used to address the developmental and cultural differences among the youth served. Of course, any new program that is adopted should be evidence-based.

Principle 5: Increase Positive Reinforcement.

While the criminal and juvenile justice system is notorious for using punishment models and focusing primarily on negative behavior, correctional and behavioral change research indicates that positive reinforcement is much more likely than negative reinforcement to lead to sustained positive changes in behavior. In fact, research indicates that human beings need four positive responses to behavior to each single negative response to a behavior. Positive reinforcement should be real and meaningful, as opposed to contrived.

North Dakota's Practice: Positive Reinforcement.

There is no standard practice in North Dakota to use positive reinforcement with youth, however, Youth Works does work on a strength-based, or "pro-youth" philosophy. Youth Works, which exists in a handful of locations across the state, is based on a philosophy that supports this notion. This organization works with youth on a voluntary, rather than forced basis, and encourages pro-social behavioral change among youth through the use of individual counseling, family counseling, peer counseling, and mentorship programs. Though formal evaluation of this program

has not been conducted, it appears that such interventions meet the spirit of this principle for effective interventions.

Additionally, the state-sponsored juvenile court conference which will be held in the fall of 2005 will focus on using a strength-based model in working with youth in the community. While not specifically endorsed as a standard practice, working from a strengths-based model does appear to be an area with much support among the Juvenile Court Administrators.

Recommendations:

North Dakota Juvenile Court Services should continue to encourage the identification and reinforcement of strengths among youth on their caseload. Staff should be trained to learn to identify positive behaviors and to consistently provide feedback to youth regarding these behaviors.

Principle 6: Engage Ongoing Support in Natural Communities.

Personal behavioral change is more likely to be maintained long term when those behavioral changes are supported by people around us. Research indicates that working with people in an offender's immediate environment, such as a parent, teacher, minister, neighbor, aunt or uncle or pro-social peer to support and reinforce positive behavioral changes can have a significant impact on the offender's ability to sustain those changes over time. Additionally, recent research indicates that systems and programs that improve ties between an offender and the community, such as restorative justice practices, positively impact behavioral changes. (See Arzin & Besalel, 1980; Emrick et al, 1993; Higgins & Silverman, 1999; Meyers & Smith, 1997; Wallace, 1989; Project MATCH Research Group, 1997; Bonta et al, 2002; O'Connor

& Perryclear, 2003; Ricks, 1974; Clear & Sumter, 2003; Meyers et al, 2002).

North Dakota's Practice: Support in Natural Communities.

Though not specifically addressed as a "program," juvenile court officers engage with the community naturally in a number of ways across the state. In many jurisdictions, especially those that include smaller communities, work with the natural communities as much by necessity as by design. Collaborations between and among local law enforcement, courts, social services, schools and other agencies are seen as critical to community supervision. Most districts reported having excellent communication with schools, and see the schools as allowing for a great networking process. In many cases, districts have formed networks with other agencies and organizations out of necessity; many communities are small enough that the court services staff are in the community and network with other agencies on a regular basis. Finally, the informal approach to case processing in many cases appears to involve families and these other agencies, typically trying to determine the best option for the youth in question.

The state of North Dakota has also committed to a restorative justice philosophy in working with youth on probation. Movement toward this philosophy has emerged over the past twenty years, and it is now codified in statute. Restorative justice, in North Dakota, focuses on issues of public safety, accountability of the offender to the victim and the community, and competency development of those youth served through juvenile court. Processes used include community accountability boards, juvenile accountability conferences, restitution funds,

meaningful community service, mentoring and victim/offender mediation.

Recommendations.

We recommend that Court Services agencies in North Dakota continue to collaborate with agencies and individuals in the community with whom the courts are involved. Consider identifying additional potential stakeholders who are not involved with the courts and probation services and developing a plan to involve these entities more consistently in the community supervision process.

Principle 7: Measure Relevant Processes/Practices.

Evidence-based practices are founded on sound measurement of practices and outcomes. Measuring what is happening is the key to understanding what works and how well. It is imperative that changes in cognitive and skill development and offender recidivism get measured routinely if offender outcomes are expected to improve. Additionally, measuring staff performance is an important way to ensure that work is completed in the expected manner and that fidelity to program models are maintained. (See Henggeler et al, 1997; Milhalic & Irwin, 2003; Meyers et al, 1995; Azrin, 1982; Meyers, 2002; Hanson & Harris, 1998; Waltz et al, 1993; Hogue et al, 1998; Miller & Mount, 2001; Gendreau et al, 1996; Dilulio, 1993).

North Dakota's Practice: Measuring Relevant Processes and Practices.

The North Dakota Supreme Court issues an annual statistical report in which caseload, court disposition and referral information is reported by judicial district and statewide. While this information is important in terms of understanding and tracking the workload of the courts and court services staff, it does not provide information regarding the

effectiveness of processes and practices used by juvenile court officers on a daily basis. The Supreme Court's Annual Report also provides narrative regarding the work of juvenile court officers, but this is descriptive in nature, as opposed to evaluative. In addition to the Annual Report, some programs, such as *Keys* have been formally evaluated by university professors. These reports provide useful information on which to base program changes.

Recommendations.

It is recommended that the North Dakota Administrative Office of the Courts, work with the Juvenile Policy Board and the Information Technology Office to identify meaningful performance measures and develop systems to capture this information on a regular basis. When staff are held accountable for meaningful measures of performance, they are more likely to engage in those activities as well as to record them. When those performance measures are based on evidence-based practices, desired outcomes are likely to improve.

Principle 8: Provide Measurement Feedback.

Once a system to measure performance has been designed and implemented, it is important to provide regular feedback to court staff and the community regarding that performance. Providing feedback to the youth under supervision will enhance performance and outcomes, as will the provision of performance data to staff. Monitoring the delivery of services within an organization helps build accountability and maintain integrity to the agency's mission. Conducting performance audits and case reviews that focus on improving outcomes help to keep agencies focused on the ultimate goals of the organization. Finally, reporting how the courts are performing to the community will likely

increase the public's confidence in the juvenile courts' work. (See Project Match Research Group, 1997; Agostinelli et al, 1995; Alvero et al, 2001; Baer et al, 1992; Decker, 1983; Luderman, 1991; Zemke, 2001; Elliott, 1980).

North Dakota's Practice: Providing Measurement Feedback.

As indicated above, the state Supreme Court provides an annual report which contains basic statistical counts and descriptive information regarding the work of the juvenile courts. IN addition, their website, which is easily accessible, makes this information readily available to both court staff and the community.

Recommendations.

This recommendation builds upon the previous one. If the North Dakota AOC decides to implement a system in which

performance measures are identified and regularly measured, this information must be made available to staff and used to continually improve the system. What gets measured gets done, and what gets done should be the most important work. These should all be related and all juvenile court staff should understand what they, collectively, are expected to accomplish.

All systems are not perfect and implementing changes in a system is a difficult task. If any of the recommendations in this document are considered for implementation, care should be taken to develop a comprehensive plan, which includes a developmental and implementation strategy for individual officers, individual judicial districts or management units and the state juvenile court system as a whole.

APPENDIX A: Non-Case-Related Activities, Case Types And Case-Related Activities

Non-Case-Related Activities Measured During Time Study

- Department Meetings
- Community Contact
- Training Activities
- Non-Case-Related Administration
- Juvenile Court Referee/Courtroom Support
- Non-Case-Related Travel
- Leave (Vacation, Sick, etc.)
- Breaks/Lunch
- Time Study Project (Filing out form and entry)

Case Types Included in the Time Study

- Diversion/Non-supervised
- Non-petition/Supervised
- Juvenile Court Petition - Deprivation & TPR
- Juvenile Court Petition - Delinquency & Unruly/Formal Probation
- Juvenile Drug Court

Case-Related Activities Measured During Time Study

- Record Management Activities
- Intake Activities
- Emergency Shelter Care/Detention Activities
- Case Processing Activities
- Case Plan Monitoring Activities
- Response To Probation Violations Activities
- Case-Related Travel

APPENDIX B: Relationship Between CMS and Case Types

Diversion/ Non-Supervised

Diverted By Court Officer-No Informal Adjust
Held
Diverted To Another Agency-No Informal
Adjust Held
Informal Adjustment-Diverted To Another
Agency
Letter To Parent
No Further Action Taken
Restitution Only
Charges Dismissed After Informal Adjustment
Counseled, Warned, and Adjusted
Held Open/Deferred
Informal Adjustment-Released With Warning

Juvenile Court Petition: Deprivation & TPR

Case Monitored By Social Services
Court Ordered Services
Custody To Department Of Human Services
Custody To Social Services
Order For Shelter Care (60 Day Order)
Shelter Care
Supervisory Order
TCO (30 Day Order)
TCO 4-Day
TCO 4-Day (Issued By Court Officer)
Termination of Parental Rights
Voluntary Termination

Non-petition/ Supervised

Case Monitored By Court Officer
Closed*
Informal Adjustment
Informal Adjustment - Programs
Informal Adjustment - Unsupervised Probation
Informal Adjustment-Probation
Unsupervised Probation

Juvenile Court Petition: Delinquency & Unruly/

Formal Probation

Case Monitored By Division of Juvenile
Services
Commitment To Division of Juvenile Services
Custody To Division of Juvenile Services
Detention
Formal Probation
Probation
Transferred To Adult Court-Involuntary
Transferred To Adult Court-Voluntary

* CMS data element currently being phased out

APPENDIX C: ND Juvenile Court Administrative Units Model Worksheet

Case Type Category	Case weight (Minutes)	Unit 1 (NE+NEC)	Unit 2 (EC+SE)	Unit 3 (SC+SW)	Unit 4 (NW)	STATE
1 Diversion/Non-Supervised	164.00	664	1128	1,326	398	3,516
2 Non-Petitions/ Supervised	444.00	996	1184	763	574	3,517
3 JCP: Deprivation & TPR	299.00	408	571	391	157	1,527
4 JCP: Delinquency & Unruly/ Formal Probation	813.00	676	683	542	197	2,098
5 Drug court	3,392.00	11	12	14	0	37
6 Total Filings		2,755	3,578	3,036	1,326	10,695
7 Case-Specific Workload (Weights x Filings)		1,260,012	1,477,400	1,161,279	527,232	4,300,419
8 Staff Average Annual Availability (AAA)		121,365	121,365	121,365	121,365	121,365
9 State holidays (- 10.5 days)		4,883	4,883	4,883	4,883	4,883
10 Vacation (-18 days)		8,370	8,370	8,370	8,370	8,370
11 Sick Leave (- 9 days)		4,185	4,185	4,185	4,185	4,185
12 Other (- 4.5 days)		2,093	2,093	2,093	2,093	2,093
13 AAA for Case-Specific Workload (216 days)		101,835	101,835	101,835	101,835	101,835
14 Staff Resource Calculations						
15 FTE Positions*		18.00	20.00	13.00	13.00	64.00
16 Travel (-)		0.79	0.80	0.86	0.35	2.80
17 Non-case related activity (-)		4.58	5.09	3.31	3.31	16.29
18						
19 FTE Staff Resource Supply		12.63	14.11	8.83	9.34	44.91
20 FTE Staff Resource Predicted Demand		12.37	14.51	11.40	5.18	43.46
21 Difference		0.26	-0.40	-2.57	4.16	1.45
22 Total staff = (Travel FTE+ Non-case-related FTE + predicted demand)		17.74	20.40	15.57	8.84	62.55
23 Percentage under (-%)or over (+%)staffed (Total staff-Funded staff)/Funded staff		1.44%	-2.00%	-19.77%	32.00%	-2.27%

*includes drug court coordinators (0.5 FTE -NEC, 0.5 FTE -EC, 1.0 FTE for SC)

APPENDIX D: ND Juvenile Court Districts Model Worksheet

Case Type Category	Case weight (Minutes)	NW	NE	NEC	EC	SE	SC	SW	STATE
1 Diversion/Non-Supervised	164.00	398	513	151	706	422	1,198	128	3,516
2 Non-Petitions/ Supervised	444.00	574	514	482	520	664	542	221	3,517
3 JCP: Deprivation & TPR	299.00	157	172	236	445	126	280	111	1,527
4 JCP: Delinquency & Unruly/ Formal Probation	813.00	197	397	279	466	217	424	118	2,098
5 Drug court	3,392.00	0	0	11	12	0	14	0	37
6 Total Filings		1,326	1,596	1,159	2,149	1,429	2,458	578	10,695
7 Case-Specific Workload (Weights x Filings)		527,232	686,537	573,475	899,281	578,119	913,040	248,239	4,425,923
8 Staff Average Annual Availability (AAA)		121,365	121,365	121,365	121,365	121,365	121,365	121,365	121,365
9 State holidays (- 10.5 days)		4,883	4,883	4,883	4,883	4,883	4,883	4,883	4,883
10 Vacation (-18 days)		8,370	8,370	8,370	8,370	8,370	8,370	8,370	8,370
11 Sick Leave (- 9 days)		4,185	4,185	4,185	4,185	4,185	4,185	4,185	4,185
12 Other (- 4.5 days)		2,093	2,093	2,093	2,093	2,093	2,093	2,093	2,093
13 AAA for Case-Specific Workload (216 days)		101,835	101,835	101,835	101,835	101,835	101,835	101,835	101,835
14 Staff Resource Calculations									
15 FTE Positions*		13.00	9.50	8.50	11.50	8.50	9.00	4.00	64.00
16 Travel (-)		0.35	0.67	0.15	0.30	0.49	0.75	0.12	2.83
17 Non-case related activity (-)		3.32	2.43	2.17	2.94	2.17	2.30	1.02	16.35
18									
19 FTE Staff Resource Supply		9.33	6.40	6.18	8.26	5.84	5.95	2.86	44.82
20 FTE Staff Resource Predicted Demand		5.18	6.74	5.63	8.83	5.68	8.97	2.44	43.47
21 Difference		4.15	-0.34	0.55	-0.57	0.16	-3.02	0.42	1.35
22 Total staff = (Travel FTE+ Non-case-related FTE + predicted demand)		8.85	9.84	7.95	12.07	8.34	12.02	3.58	62.65
23 Percentage under (-%) or over (+%) staffed (Total staff-Funded staff)/Funded staff		31.92%	-3.58%	6.47%	-4.96%	1.88%	-33.56%	10.50%	-2.11%

*includes drug court coordinators (0.5 FTE -NEC, 0.5 FTE -EC, 1.0 FTE for SC)

APPENDIX E: Case Weight Composition

Case Type Category	Case Weight (minutes)	Activity	% of total minutes reported	case weight breakdown (minutes)
Diversion/Non-Supervised	164	Record Management Activities	29.63%	48.59
		Intake Activities	29.58%	48.51
		Emergency Shelter Care/Detention Activities	3.77%	6.18
		Case Processing Activities	32.07%	52.59
		Case Plan Monitoring Activities	3.88%	6.36
		Response To Probation Violations Activities	1.08%	1.77
		Total		100.00%
Non-Petitions/Supervised	444	Record Management Activities	15.46%	68.63
		Intake Activities	12.39%	55.01
		Emergency Shelter Care/Detention Activities	4.13%	18.34
		Case Processing Activities	29.23%	129.77
		Case Plan Monitoring Activities	36.04%	160.03
		Response To Probation Violations Activities	2.75%	12.22
		Total		100.00%
JCP: Deprivation & TPR	299	Record Management Activities	11.11%	33.21
		Intake Activities	4.11%	12.28
		Emergency Shelter Care/Detention Activities	22.28%	66.60
		Case Processing Activities	59.74%	178.61
		Case Plan Monitoring Activities	2.68%	8.02
		Response To Probation Violations Activities	0.09%	0.27
		Total		100.00%
JCP: Delinquency & Unruly/ Formal Probation	813	Record Management Activities	11.09%	90.16
		Intake Activities	6.73%	54.73
		Emergency Shelter Care/Detention Activities	7.02%	57.05
		Case Processing Activities	48.76%	396.39
		Case Plan Monitoring Activities	22.58%	183.54
		Response To Probation Violations Activities	3.83%	31.13
		Total		100.00%
Drug Court	3,392	Record Management Activities	14.63%	496.36
		Intake Activities	1.88%	63.76
		Case Processing Activities	31.04%	1,052.73
		Case Plan Monitoring Activities	48.88%	1,657.87
		Response To Probation Violations Activities	3.58%	121.28
		Total		100.00%

APPENDIX F: Results of Adequacy of Time Survey

I typically have time to complete this task in a reasonable and satisfactory way... (5=always, 4=almost always, 3=usually, 2=seldom, 1=never)

Activity Category	N	Mean	Median
Non-Case-Related Activities	53	3.47	3.40
Case File Record Management Activities	48	3.40	3.29
Intake Activities	51	3.70	3.71
Case Processing Activities	53	3.54	3.40
Monitoring Case Plan Activities	44	3.44	3.37
Response To Probation Violations Activities	45	3.58	3.50
	N	Mean	Median
Non-Case-Related Activities – Individual Tasks	53	3.47	3.40
Design, develop and conducts comprehensive studies and research projects evaluating major programs and operations.	9	2.22	2.00
Assist with information technology activities, purchase, monitor and maintain computer hardware and software	14	2.71	3.00
Attend child protection team meetings.	24	2.75	3.00
Develop and/or present training courses or seminars.	25	2.84	3.00
Provide supervision and education to student interns and all related activities.	27	2.85	3.00
Caseload statistics: gather and report statistics for required state and local reports , as well as requests for special reports.	33	3.03	3.00
Serve on and participate on community committees, task forces, councils and perform associated duties, committee work.	33	3.06	3.00
Develop and implement departmental policies and procedures.	21	3.24	3.00
Review and evaluate programs, services, and functions of the department to determine effectiveness, efficiency and adherence to statutes and policies; track performance measures. Monitor completions, success ratios and recidivism data.	25	3.24	3.00
Perform basic clerical tasks: provide counter service; schedule appointments; answer phones; process mail; respond to routine inquiries; dispense information relative to department programs and program activities	48	3.33	3.00
Keep informed on case law and dispositional precedents.	37	3.38	3.00
Develop, prepare and administer departmental budgets activities.	14	3.43	4.00
Provide word processing service : type narratives, dispositional reports, supplemental reports, letters, memoranda, complete forms, etc.	49	3.45	3.00
Attend training courses or seminars.	53	3.49	3.00
Plan, prepare and direct meetings of probation department staff.	20	3.50	3.00
Personnel management.	16	3.50	3.50
Maintain close liaison with law enforcement agencies, prosecuting and defense attorneys and appropriate agencies	47	3.74	4.00
Give presentations to schools, community agencies, and civic groups.	32	3.75	3.50
Attend meetings of probation department staff.	41	3.76	4.00
Keep informed of departmental policies and procedures.	51	3.78	4.00
Day-to-day billing review and approval.	17	3.88	4.00

APPENDIX F: Results of Adequacy of Time Survey (continued)

Case File Record Management Activities – Individual Tasks		N	Mean	Median
Optical records processing: scanning and related services to support digital record storage.		5	1.60	1.00
Sealing and purging: identification and processing of sealed records; processing expungement orders.		28	3.14	3.00
Identify and dismiss inactive cases.		29	3.34	3.00
Case file folder management: create file folders, shelf files, add documents to files after they are processed, pull and re-shelve files.		40	3.40	3.50
Data entry: record required data regarding parties, documents and events in the automated or manual case management system.		40	3.48	3.50
Intake Activities				
Warrant management: issue and process warrants and return of service on warrants, process warrant cancellations and notify law enforcement; monitor action on cancellations.		26	3.27	3.00
Interview victims to gather information to inform intake decisions.		35	3.29	3.00
Conduct intake drug test: observe collection of urine samples for drug testing. Submit sample for drug testing. Maintain chain of evidence of drug test sample and request that sample be retained.		32	3.50	4.00
Securing shelter care for children.		24	3.50	3.00
After information has been gathered, documenting decision for detention, attendant care, shelter care or returned home.		37	3.62	4.00
Complete, review and verify intake application information and department forms.		41	3.63	4.00
Discuss case with State's Attorney to determine whether there is sufficient evidence to file charges and whether the seriousness of the offense warrants filing.		34	3.65	4.00
Interview juvenile and parent/guardian to obtain background information and information about the offense; record this information for the file.		37	3.65	4.00
Informal adjustment/diverted case disposition: conference with juvenile and/or parent/guardian, letter writing, etc.		42	3.67	4.00
Obtain juvenile or parent release for medical, psychiatric, or other information.		44	3.70	4.00
Review police report of charges against a juvenile who has been cited or taken into custody. Check juvenile's prior arrest record and/or police contacts.		46	3.72	4.00
Review referrals to inform intake decisions.		36	3.72	4.00
Prepare and issue temporary custody orders.		35	3.80	4.00
Refer complaints of suspected child neglect/abuse and file appropriate notifications under the law.		36	3.81	4.00

APPENDIX F: Results of Adequacy of Time Survey (continued)

Case Processing Activities – Individual Tasks	N	Mean	Median
Investigate and recommend placement option: determine private placements available (e.g., group homes, foster homes, relatives) for juveniles who will be placed outside of the home.	13	2.85	3.00
Prepare for and facilitate cognitive and restructuring program.	26	2.85	3.00
Prepare supplemental report on results of professional evaluation (e.g., psychiatric, medical) and any additional recommendations based on that evaluation.	22	3.14	3.00
Monitor readiness of parties for hearings and trials and confirm appearances; notify relevant individuals prior to hearings about missing information/documents or non-compliant legal forms.	32	3.16	3.00
Maintain field notes, phone logs, calendars, verify and update probationer address changes	41	3.22	3.00
Prepare disposition report to juvenile court.	27	3.30	3.00
Prepare terms and conditions of probation document(s) for Judge's signature	35	3.31	3.00
Review case file prior to appearing in court at case hearing. Prepare files for court, including review for apparent completeness of the file	41	3.32	3.00
Develop restitution plan: contact victim(s) and ask them to detail their losses and estimate the dollar value of the loss. Evaluate restitution claims submitted by victim(s). Determine recommendation on the amount of restitution due the victim(s).	38	3.34	3.00
Prepare Dispositional Recommendations: Complete recommendations for disposition - interview client, victim, parents and other collaterals; conduct background check; develop report; attend court hearing.	36	3.36	3.00
Implement informal compliance enforcement measures when appropriate. (e.g., written and telephone notices, interview or mediation, revised payment plan, community service alternatives, etc.)	37	3.41	3.00
Set up a payment schedule of fines, restitution, and other payments.	35	3.46	3.00
Prepare juvenile court petitions - review police reports, draft petition, serve witnesses/parties; interview collateral contacts; brief attorneys; etc.	39	3.46	3.00
Develop treatment plan: identify treatment, educational, employment, or other program which will meet the needs of a probationer/client, his/her family, or others. set case goals and probationer's expected conduct	35	3.51	3.00
Appear in court and answer questions about case; testify at hearing or in court as a witness.	35	3.57	4.00
Determine filing deadlines and court appearance deadlines	32	3.66	4.00
Refer probationer/client for professional evaluation (e.g., medical, psychological, alcohol or drug evaluation) as requested by the court.	34	3.68	4.00
Draw up contract with juvenile outlining conditions of informal probation.	31	3.84	4.00
Convey conditions of release to probationer and assure that they are completely understood by the probationer and probationer's family.	35	3.91	4.00
Set terms and conditions of probation: determine frequency of contact needed during supervision	36	3.92	4.00

APPENDIX F: Results of Adequacy of Time Survey (continued)

Monitoring Case Plan Activities – Individual Tasks			
	N	Mean	Median
Assist State's Attorney in notifying victim as required by law when probationer is released.	44	3.44	3.37
Complete YASI assessments of probationers at required intervals to determine risk to society and the probationers' needs regarding rehabilitation.	10	2.50	2.50
Initiate procedures to request Interstate Compact Supervision for probationers wishing to leave the state permanently.	31	2.97	3.00
Assist trackers in monitoring probationers wearing electronic home monitoring devices	31	3.13	3.00
Monitor treatment providers: follow up to verify that probationer received service and to evaluate the success of referral.	21	3.14	3.00
Maintain chronological reports and other related documents noting and documenting accurate, up-to-date information of program activities and status of probationers.	34	3.24	3.00
Monitor restitution: review department reports to monitor payment of fines, restitution, or other payments by the probationer.	35	3.34	3.00
Interview probationer/client and/or family to determine ability to pay restitutions, fines, and other payments.	40	3.35	3.00
Meet with parents, relatives, school officials, employers, and/or others to check on probationer's conduct and compliance with terms and conditions of probation.	35	3.40	3.00
Prepare court update: modification of orders, revocation, generate supplemental report updating the court on progress of probationer, update the court orally on status of a probation case.	32	3.44	3.00
Check for physical signs of drug abuse by probationer, document drug events and assess case plans for effectiveness. Conduct follow-up drug tests (e.g., UAs, etc.)	33	3.61	4.00
Evaluate extent to which probationer is making satisfactory progress toward goals and is complying with conditions of probation.	35	3.63	4.00
Meet with probationer to determine progress toward treatment goals and compliance with terms and conditions of probation.	34	3.65	4.00
Response To Probation Violations Activities – Individual Tasks			
Report non-compliance to enforcing authority with documentation.	N	Mean	Median
Requests the issuance of arrest warrants; arrests probation violators, conducts search and seizure of person/property/residence, collect and preserve evidence	45	3.58	3.50
Process documents for jail commitment and release: maintain records of in-custody defendants, process documents for jail release, coordinate with custodial officials.	30	3.37	3.00
Investigate probation violations, consults with victims, witnesses or other involved parties regarding the activities of probationers.	17	3.41	3.00
Evaluate the seriousness of a violation of probation and decide whether to file charges	26	3.42	3.00
Determine whether to recommend revocation, modification, or termination of probation and prepare report for supplemental action.	33	3.48	3.00
File petition or request that petition be filed to initiate court process when probationer violates terms of probation or commits a new offense.	34	3.53	3.50
Attend court hearings, negotiate pleas, testify as to involvement with the juvenile.	41	3.54	4.00
	35	3.69	4.00

APPENDIX G: Potential Application of Administrative Staffing Ratio

Method #1: Proposed administrative resource distribution - using current staffing numbers

	Unit 1 (NE+NEC)	Unit 2 (EC+SE)	Unit 3 (SC+SW)	Unit 4 (NW)	State
Current number of juvenile officers*	13.00	13.00	10.00	9.00	45.00
Juvenile court admin- 1 PER COURT LOCATION	5.00	4.00	2.00	2.00	
Juvenile court admin- JUVENILE COURT OFFICER RATIO (1 admin for every 4 juvenile court officers- 0.25)	3.25	3.25	2.50	2.25	
Admin needed for Juvenile court (larger of 2 previous rows)	5.00	4.00	2.50	2.25	13.75
TOTAL JUVENILE COURT STAFF	18.00	17.00	12.50	11.25	58.75
Current total juvenile court staff	18.00	20.00	13.00	13.00	64.00

*includes director and drug court coordinator

Method #2: Proposed administrative resource distribution - using staffing model

	Unit 1 (NE+NEC)	Unit 2 (EC+SE)	Unit 3 (SC+SW)	Unit 4 (NW)	State
FTE Staff Resource Predicted Demand (line #20 on staffing model)**	12.37	14.51	11.40	5.18	43.46
Juvenile court admin- 1 PER COURT LOCATION	5.00	4.00	2.00	2.00	
Juvenile court admin- JUVENILE COURT OFFICER RATIO (1 admin for every 4 juvenile court officers -- 0.25)	3.09	3.63	2.85	1.30	
Admin needed for Juvenile court (larger of 2 previous rows)	5.00	4.00	2.85	2.00	13.85
TOTAL JUVENILE COURT STAFF	17.37	18.51	14.25	7.18	57.31
Current total juvenile court staff	18.00	20.00	13.00	13.00	64.00

**Represents the FTE needed to complete the case-related work of the Juvenile Court - this value will change as annual case count figures increase or decrease. The staffing model should be updated with annual case counts or projected case counts for the various case types to produce a new "staff resource predicted demand" value.

Current Staffing Levels

	Unit 1 (NE+NEC)	Unit 2 (EC+SE)	Unit 3 (SC+SW)	Unit 4 (NW)	State
Number of court locations	5	4	2	2	13
Current number of juvenile court officers*	13.00	13.00	10.00	9.00	45.00
Current number of administrative staff	5.00	7.00	3.00	4.00	19.00
TOTAL JUVENILE COURT STAFF current admin to staff ratio	18.00 0.38	20.00 0.54	13.00 0.30	13.00 0.44	64.00 0.42

*includes director and drug court coordinator

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