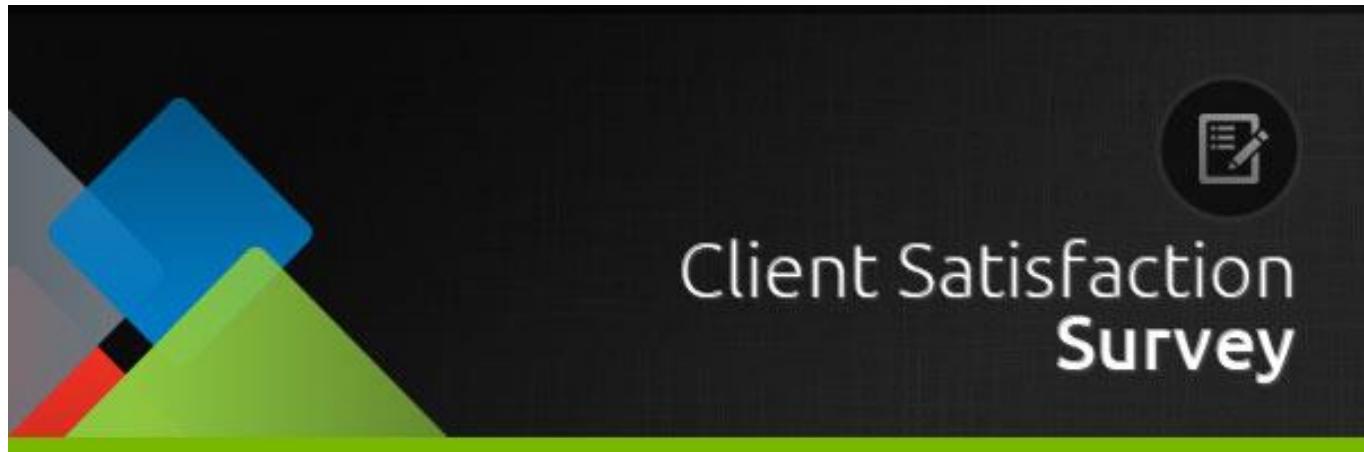


Nineteenth Judicial Circuit

2014 Client Survey Results

Circuit Court of Lake County, Illinois



ADMINISTRATIVE OFFICE OF THE CIRCUIT COURT OF LAKE COUNTY, IL
DIVISION OF ADULT PROBATION SERVICES
DIVISION OF JUVENILE PROBATION & DETENTION SERVICES
CLIENT SERVICES SURVEY

Mission Statement:

The mission of the Circuit Court of Lake County is to serve the public. It accomplishes this mission by providing a fair and responsive system of justice, committed to excellence, and fostering public trust, understanding and confidence.

The Administrative Office of the Circuit Court supports the mission of the Court by providing programs and services that are accessible to Court users, are delivered fairly and expeditiously, and enhance the independence and accountability of the judicial system. Each of the six divisions of the Administrative Office include among their operational goals provisions for better serving the public¹; of these, several divisions provide regular supervision of and services to those members of the community charged with or convicted of a criminal offense: the Divisions of Adult Probation Services and Juvenile Probation & Detention Services.

Survey Purpose:

Criminal defendants and sentenced offenders hold a unique role in the delivery of programs and services within the justice system. These persons are usually not considered *clients* or *customers* in the traditional sense because their entry into the court system is not purely voluntary, nor are the services provided to them initially perceived to be in their own self interests. Programs, services, and supervision provided to them are not anything sought, but rather conditions placed upon them by the Court. Despite this distinction, however, because organizational resources are expended on this group in an effort to achieve a particular outcome, they are considered to be Court clients in a broader sense and use of the term. The court takes appropriate responsibility to assure that these clients understand and are compliant with the conditions placed upon them; Court resources, in terms of staff time, effort, and interventions, are directed towards enforcing these conditions; and the anticipated outcomes associated with these services are that offenders follow the orders of the court and remain crime-free. These outcomes are directly related to increased community safety and, therefore, advance public trust and confidence in the judicial system.

In order to maximize the effective and efficient use of court resources, as a means towards increasing offender compliance with the conditions of supervision (both at the pre-trial and post-adjudication stages) and reducing recidivism, the Circuit has embraced evidence-based practices (EBP) as the basis for offender management. EBP is not a specific program or technique, but refers to those general practices that have been proven to best reduce offender recidivism (Bogue et al, 2004). Current research indicates that the most effective interventions with offenders share similar characteristics in terms of targeting offender risk, needs and responsivity. A number of research studies over the past two decades have demonstrated that matching higher-risk offenders with more intense services (e.g., risk principle) and specifically addressing dynamic criminogenic needs (e.g., needs principle) can significantly reduce recidivism. Several recent studies conducted with Lake County adult probationers² have revealed similar results when the level of intervention was matched with offender risk levels, as measured by the use of empirically validated actuarial instruments.

¹ For a complete list of Division Supporting Statements of the Court's Mission and Divisional Goals, please go to the court's website: [http://www.19thcircuitcourt.state.il.us/Organization/Pages/mission_support.aspx#admin](http://www.19thcircircuitcourt.state.il.us/Organization/Pages/mission_support.aspx#admin)

² Verborg, R. (June 2008). *Preliminary Findings of the Lake County Division of Adult Probation's Cognitive Outreach Groups (COG)*. Research paper presented to the Judges of the 19th Judicial Circuit; Waukegan, IL.
Verborg, R. (July 2009). *Research Findings from the 19th Judicial Circuit-Division of Adult Probation: Lake County Group Reporting Project*. Research paper presented to the Judges of the 19th Judicial Circuit; Waukegan, IL.

Much less research attention, however, has been given to the EBP principle of responsivity, which refers to the delivery of programs and services in a style and mode that is consistent with the ability and learning style of the offender (Lowenkamp, 2004). This principle has two parts:

- General Responsivity: Interventions should take a behavioral approach, based on cognitive and social learning theories, which allow offenders to learn new behaviors.
- Specific Responsivity: Interventions should be focused in such a way that maximizes the response from individual offenders, based on their level of psycho-social functioning (e.g., motivation, maturity, learning style, mental health, etc.).

General responsivity has to do with the general learning style and method of program delivery that has proven to be most effective in changing the criminal behavior of offenders. Cognitive-behavioral methods, which focus on restructuring client's thought processes and learning new psycho-social skills, have been found to be extremely effective in reducing offender recidivism – especially among higher-risk offenders. Specific responsivity relates to those characteristics of individual offenders that may impact how that person responds to and interacts with the delivery of services. Successfully addressing specific responsivity factors can result in lowering resistance (Conner, 2009) and increasing receptiveness to correctional programming.

Correctional clients' willingness to invest in the change process is considered to be a significant predictor of successful program outcomes (Martin, Garske, & Davis, 2000), and the perceived quality of the relationship between the client and the change agent is considered a critical component of that process. Client dissatisfaction with this relationship is strongly correlated with resistance to the change process and, consequently, poor program outcomes (Preston, 2000). The most effective client/change agent relationships appear to be those that successfully integrate aspects of procedural justice (e.g., firm, but fair and respectful) with a positive working alliance, effective communication techniques (e.g., Motivational Interviewing³ - Miller & Rollnick, 2002), and cognitive change strategies (Cormier, Nurius, & Osborn, 2009). Implementation of such varied and active engagement methods, often coupled with interactive skills training, are more likely than traditional methods (e.g., didactic lecturing) to increase program effectiveness and client satisfaction (Small, Reynolds, O'Connor & Cooney, 2005). Measuring offender satisfaction, therefore, can offer insights into whether court staff are actively facilitating the change process and maximizing the ability of judicial clients to respond to change in a positive way.

Opportunities to address responsivity factors exist at each stage of offenders' experience with the justice system. Stakeholders and justice partners throughout this process, including judges (Warren, 2007), prosecutors and defense attorneys (Birgden, 2004), and non-judicial staff (Applegate, Smith, Sitren, & Springer, 2009), are strongly encouraged to respond appropriately and adequately to address an offender's individual issues. Probation officers, in particular, are identified as being uniquely situated within the criminal justice system to function as change agents in order to prepare offenders motivationally to comply with the conditions of probation, engagement with treatment providers and programming, and to invest in other positive life changes (Alexander, VanBenschoten, & Walters, 2008). Such actions closely adhere with the performance standards established for the Court (Circuit Court of Lake County, IL Strategic Plan, 2009):

- *The Court shall give individual attention to cases, deciding them without undue disparity among like cases and upon legally relevant factors.*
- *Decisions of the court shall unambiguously address the issues presented to it and make clear how compliance can be achieved.*
- *The Court shall take appropriate responsibility for the enforcement of its orders.*

³ Motivational Interviewing (MI) is a communication style that involves the use of questions and statements to help clients find their own reasons for changing problem behaviors. All Lake County Adult and Juvenile Probation Officers and Judicial Operations' Compliance Unit Officers have been training in MI, and four Adult Probation staff have also been trained as MI trainers.

Survey Description:

The primary goal of offender supervision is to facilitate a reduction in recidivism. Former Lake County Court Services Director, Robert Bingham (1994) believed that offender change was, in part, influenced by the quality of the relationship that exists between probationers and probation staff. Despite this assertion, little professional literature has directly examined probationers' attitudes and perceptions about their experiences with supervision (Applegate et al, 2009). Effective administrators in the private sector have long recognized the value of soliciting feedback from consumers in order to improve the practices and inform management decisions regarding their businesses. Well-developed customer surveys can help to identify potential problem areas in the delivery of services, the responsiveness of staff, and the ability to address the needs of special populations. Feedback can also be used to validate the effectiveness of existing business practices. Only recently have the correctional and justice communities begun to seriously consider the role of probationers as clients in the delivery of services and to solicit client feedback in order to improve those interventions that are designed to reduce recidivism among this population.

Client surveys in the area of community corrections, when such measures are employed, typically examine only specific areas related to probationers' experience with treatment interventions (e.g., substance abuse or mental health treatment) or attitudes regarding the meaningfulness of their sentence compared to other offender groups (e.g., jailed or imprisoned offenders). To date, only a handful of published survey results have reported to utilize correctional client feedback within the context of performance management and improvement efforts. The Walker County (TX) Office of the Judicial District Community Supervision and Corrections Department, for example, developed a questionnaire to survey probationers about their perceptions of the Department, its staff, and the services provided (Henningsen, Beto, Ross, & Bachrach, 1996). The results of that survey were considered to hold practical uses in planning for future probation service delivery, agency staffing practices, and staff training. An updated and much more comprehensive version (60 items) of this survey was employed by the Nueces County (TX) Community Supervision and Corrections Department (Rhoades and Venegas, 2006). This survey solicited probationers' opinions concerning: secretarial assistance for probationers, availability of office hours, transportation, the provision of services (specifically, employment, GED training, and alcohol and drug counseling), and the probation officer (e.g., the provision of information, the quality of the relationship, and problem-solving and help offered). Several survey questions, in particular, demonstrated good discriminant validity, significant response variability, and were strongly correlated with overall probationer satisfaction:

- *When you were first put on probation, did the Probation Officer clearly explain the rules of probation to you?*
- *When you were first put on probation, did the Probation Officer clearly answer all of your questions?*
- *Do you think you have a good relationship with your Probation Officer?*
- *Do you think that your Probation Officer treats you fairly?*
- *Do you think your Probation Officer treats you with respect?*
- *Do you think your Probation Officer wants to help you with your problems?*
- *Do you think your Probation Officer has helped you to succeed on Probation?*
- *When you have a question, does your Probation Officer answer it clearly and honestly?*

Based on the findings generated by Rhoades and Venegas (2006), the Senior Management Team of the Circuit Court of Lake County developed a set of ten questions related to the quality of the relationship between supervised court clients and supervising staff members. Extensive pilot testing of the instrument was conducted throughout the organization with slightly varying versions of the survey being applied during January and May/June 2009. The results of the latter pilot survey were released to Court managers and stakeholders in July 2009 and to court staff and the general public on the Court's website in September 2009. Feedback received throughout this process resulted in the development of several final versions of the survey in January 2010: a set of 10 general questions tailored to the specific population served by the division.

Questionnaires were written to accommodate both English- and Spanish-speaking clients in the divisions. (Copies of the English versions of all surveys are attached following this report.) In addition, an initial six-month survey cycle was decided upon by the Senior Management Team in order to track changes in the perceptions of court clients and to evaluate the impact of court improvement initiatives. In 2010, the survey was administered to clients in affected divisions for four weeks during February and one week during September. The court divisions and units identified in the client survey included:

- Adult Probation Services: The Division of Adult Probation Services is responsible for investigating, interviewing and managing adult criminal defendants and sentenced offenders released to community supervision. Direct client services are facilitated, as directed by the Court, throughout the criminal justice process:
 - Pretrial Supervision Unit: The Pretrial Bond Supervision (PTBS) Program is designed to alleviate jail overcrowding by allowing the community supervision of arrestees who are released on bond while awaiting disposition of their pending criminal cases.
 - General Probation: Criminal offenders sentenced to community supervision are generally assigned to a Probation Officer who regularly meets with the offender in order to review and assure compliance with the Court orders and conditions associated with their probation sentence. Lake County has several specialized probation units to which offenders may be assigned based on the nature of their offense and/or special circumstances: Standard Probation, Sex Offender Unit, Domestic Violence Unit, DUI (Driving under Influence) Unit, Intensive Probation Supervision (IPS), and Drug / Mental Health Court.
 - Group Reporting Project: Criminal offenders on probation who are determined to be of low-risk to the safety of the community and less likely to re-offend may be supervised through a group reporting format. This method is designed to allow larger groups of probationers to meet at one time at various sites throughout Lake County where brief information topics are presented and reporting forms are collected. Group Reporting probationers do have the opportunity for one-on-one assistance, as requested.
 - Therapeutic and Intensive Monitoring (TIM) Court⁴: The purpose of the TIM Court Program is to reduce crime, enhance public safety, and reduce jail populations by facilitating treatment and interventions for non-violent substance abusers, persons whose mental health issues are a primary reason for their criminal offenses, and military veterans whose service-related trauma has resulted in involvement in the criminal justice system. Each component of TIM Court (Drug Court, Mental Health Court, and Veterans' Treatment Court) has an established multidisciplinary team consisting of treatment professionals, probation officials, judges, assistant state's attorneys, and assistant public defenders. Depending on the phase of the program, a defendant can be required to report to court up to once per week. The services provided are extensive and incrementally reduced as the client stabilizes and progresses through the program.
- Juvenile Services: The Division of Juvenile Probation and Detention Services is comprised of four primary functional components and supporting units – Juvenile Intake, Secure Detention, Juvenile Probation and the FACE-IT Program. Collectively they represent a continuum of services from informal diversionary-level interventions, to structured supervision in the community, to residential care and intensive treatment.
 - The Probation Unit of the Division of Juvenile Probation and Detention Services is responsible for the provision of casework services and supervision of minors who are adjudicated or placed on court supervision. In addition to standard probation services, specialized caseloads have also been developed for juvenile offenders in order to address the special needs of youth and their families: Gender Specific, Sex Offender, Mental Health, and Spanish Speaking. Surveys were distributed to both juvenile probationers and their adult parent or guardian.

⁴ Therapeutic & Intensive Monitoring (TIM) Court participants were not included as a distinct population on the Court Client Survey until 2011.

- Juvenile Detention & Residential Services provides a structured and secure environment for youth in custody while awaiting their court hearing. Programs offered to youth while in custody include Academics, Physical Education and Wellness, Gender-Specific Services, Life Skills Training, and Mental Health Services. Surveys were distributed to FACE-IT residents, Home Detention youth & recently released detainees from Secure Detention, and their adult parent or guardian.

The initial survey cycles (2010) provided a baseline measure for future application of the survey, which occurred annually 2011-14 during the month of May. Questionnaires are distributed to all clients who meet with Court staff during the course of normal business. Assurances are made by staff that clients complete surveys only once during that time. In Adult Probation Services, surveys are distributed to clients when reporting to meet in the office with their assigned probation officer by front desk receptionists; pretrial services officers distribute the surveys to defendants at face-to-face meetings at the office or in the field; and surveys are distributed to group reporting offenders at the beginning of scheduled group meetings. In Juvenile Probation Services, surveys are distributed to juvenile probationers and their parent(s)/guardian(s) during scheduled office or home visits. In secure detention, juvenile offenders are given the survey at the time of release; FACE-IT participants are given the survey on a single day; parent(s)/guardian(s) of detention and FACE-IT youth are distributed the survey during visitation periods.

In 2013, a web-based version of the questionnaire was developed with access available through the circuit court's public website.

Survey Results:

Table 1 examines the response rates of all surveys completed within the organization and each of the divisions, as well as the unit-level break-downs for the Division of Adult Probation Services (General Probation, Group Reporting, Pretrial Services, and TIM Court) and the Division of Juvenile Probation & Detention Services (Juvenile Probation – Youth & Parents and Juvenile Detention & Residential Services – Youth & Parents), during the respective survey cycles.

Table 1
Client Survey – Response Rate Analysis

	Year	2010	2011	2012	2013	2014
All Divisions	1569	1007	898	1112	1016	
Adult Probation Services	1180	759	666	888	695	
General Probation	548	282	179	466	240	
Group Reporting	148	154	297	152	201	
Pretrial Supervision	484	261	152	226	246	
Therapeutic & Intensive Monitoring (TIM) Court	n/a	16	38	16	7	
Unit Not Recorded	0	46	0	28	1	
Juvenile Probation & Detention Services	389	248	232	224	321	
Juvenile Probation	242	173	178	164	240	
Juvenile Probation - Youth	132	75	80	80	132	
Juvenile Probation - Parents	110	98	98	84	108	
Juvenile Detention & Residential Services	147	75	54	60	81	
Juvenile Detention & Residential Services - Youth	84	53	32	37	36	
Juvenile Detention & Residential Services - Parents	63	22	22	23	45	

The survey results are noted below. The Senior Management Team of the 19th Judicial Circuit established a **performance goal of 80 percent agreement for each of the items noted below**. This benchmark has been recommended as an appropriate starting point for other performance measurement initiatives, such as the National Center for State Courts' (NCSC, 2005) CourTools measures, and has been successfully integrated within the context of additional customer-improvement efforts in other areas throughout the 19th Judicial Circuit. Using this score as a performance standard allows for better comparisons among the various divisions, as well as making some general observations about the data results. The following tables provide data for the *rate of agreement* to each of the 10 Likert scale items contained on the *Client Survey*. The rate of agreement is determined by the percent of valid responses (i.e., all numerical responses) to an item that were answered as either "Agree" (4) or "Strongly Agree" (5). Responses that were answered as either "Don't Know" (N/A) or are missing were excluded from the analysis of that particular item. Color-coding allows division directors and unit managers to prioritize those items which require corrective action. Each percentage on these tables is color-coded using the following scheme:

	<p>$\geq 90\%$ Agreement</p> <p>80% - 89.9% Agreement</p> <p>70% - 79.9% Agreement</p> <p>60% - 69.9% Agreement</p> <p>50.1% - 59.9% Agreement</p> <p>$\leq 50\%$ Agreement</p>
--	---

CIRCUIT COURT OF LAKE COUNTY
PERCENT AGREEMENT - OVERALL (All Organizational Responses)

Item	Survey Year					Change 2013-14
	2010	2011	2012	2013	2014	
1. Overall, I was satisfied with the services I (<i>my child</i>) received as a client.	75.8%	74.9%	75.8%	77.5%	81.9%	+4.4%
2. When I (<i>my child</i>) first reported, a staff person clearly explained the rules and what was expected of me.	86.5%	83.9%	83.7%	87.4%	89.4%	+2.0%
3. When I (<i>my child</i>) first reported, a staff person clearly answered all of my questions.	85.1%	84.4%	83.3%	86.0%	89.5%	+3.5%
4. I believe that I have a good relationship with this staff person.	77.6%	77.5%	78.9%	81.5%	84.0%	+2.5%
5. I believe that this staff person treats me fairly.	83.4%	83.0%	84.5%	85.5%	89.9%	+4.4%
6. I believe that this staff person treats me with respect.	85.0%	84.6%	85.2%	87.8%	91.6%	+3.8%
7. I believe that this staff person wants to help me (<i>my child</i>) with my (<i>his/her</i>) problems.	79.1%	77.6%	80.6%	81.5%	84.3%	+2.8%
8. I believe that this staff person wants to help me (<i>my child</i>) to succeed on supervision?	82.2%	81.9%	84.3%	85.4%	88.4%	+3.0%
9. When I have a question, I believe that this staff person will answer it clearly.	85.3%	84.4%	84.0%	87.3%	90.3%	+3.0%
10. When I have a question, I believe that this staff person will answer it honestly.	86.0%	84.4%	84.6%	86.8%	90.8%	+4.0%

DIVISION OF ADULT PROBATION SERVICES
PERCENT AGREEMENT - ADULT PROBATION (All Division Responses)

Item	Survey Year					Change
	2010	2011	2012	2013	2014	
1. Overall, I was satisfied with the services I received as a client.	76.6%	78.7%	80.7%	78.0%	80.3%	+2.3%
2. When I first reported, a staff person clearly explained the rules and what was expected of me.	87.7%	85.3%	86.7%	88.3%	88.7%	+0.4%
3. When I first reported, a staff person clearly answered all of my questions.	86.7%	86.0%	86.5%	87.1%	88.4%	+1.3%
4. I believe that I have a good relationship with this staff person.	79.1%	80.8%	83.2%	82.5%	81.8%	-0.7%
5. I believe that this staff person treats me fairly.	85.0%	86.5%	87.1%	86.6%	89.3%	+2.7%
6. I believe that this staff person treats me with respect.	85.9%	87.9%	87.9%	88.2%	90.1%	+0.9%
7. I believe that this staff person wants to help me with my problems.	79.0%	80.3%	83.3%	82.2%	81.6%	-0.6%
8. I believe that this staff person wants to help me to succeed on supervision?	82.2%	84.5%	86.2%	86.3%	86.1%	-0.2%
9. When I have a question, I believe that this staff person will answer it clearly.	86.9%	86.9%	87.1%	88.2%	89.6%	+1.4%
10. When I have a question, I believe that this staff person will answer it honestly.	87.9%	87.1%	87.6%	87.8%	89.5%	+1.7%

DIVISION OF JUVENILE PROBATION & DETENTION SERVICES

PERCENT AGREEMENT – JUVENILE SERVICES (All Division Responses)

Item	Survey Year					Change
	2010	2011	2012	2013	2014	
1. Overall, I was satisfied with the services I (<i>my child</i>) received as a client.	73.5%	62.7%	60.9%	75.9%	85.4%	+9.5%
2. When I (<i>my child</i>) first reported, a staff person clearly explained the rules and what was expected of me.	82.8%	79.4%	74.8%	83.7%	90.9%	+7.2%
3. When I (<i>my child</i>) first reported, a staff person clearly answered all of my questions.	80.2%	79.2%	73.6%	81.4%	91.7%	+10.3%
4. I believe that I have a good relationship with this staff person.	73.0%	66.7%	65.6%	77.8%	88.6%	+10.8%
5. I believe that this staff person treats me fairly.	78.6%	71.5%	76.4%	81.3%	91.1%	+9.8%
6. I believe that this staff person treats me with respect.	82.1%	73.9%	77.0%	86.4%	94.9%	+8.5%
7. I believe that this staff person wants to help me (<i>my child</i>) with my (<i>his/her</i>) problems.	79.5%	68.7%	72.2%	79.0%	90.2%	+11.2%
8. I believe that this staff person wants to help me (<i>my child</i>) to succeed on supervision?	82.3%	73.1%	78.4%	81.6%	93.3%	+11.7%
9. When I have a question, I believe that this staff person will answer it clearly.	80.4%	75.7%	74.2%	83.5%	91.8%	+8.3%
10. When I have a question, I believe that this staff person will answer it honestly.	80.2%	75.1%	75.2%	82.6%	93.7%	+11.1%

Conclusions:

Overall, the results obtained from this survey are considered impressive and very positive. Generally, there were no significant differences noted in the Percent Agreement within the 19th Judicial Circuit overall, or within any of the major divisions. The only exception to this was the Division of Juvenile Probation and Detention Services, which saw a significant improvement in the Percent Agreement – particularly within the area of Probation services, and especially in terms of its Parent Surveys. Upon closer examination of the results, it was discovered that this change was primarily due to the data collection methodology employed across time frames. Whereas participants were surveyed primarily in the lobby while awaiting a court hearing in 2010, during latter survey cycles, participants were surveyed during appointments with their (their child's) respective probation officer – either in the office or in their own homes.

Comparative benchmarking in the area of offender-client satisfaction is limited at this time due to the sparse and idiosyncratic use of client surveys within the larger correctional community. Despite this lack of standardization, however, some general conclusions can be drawn and internal efforts for improvement can be made. For example, greater familiarity between clients and professionals, while essential to rapport-building and persuading positive change, can often be perceived by clients as invasive, contentious, or restrictive (Martin et al, 2000). Likewise, Juvenile Services clients consistently rated their experiences less positively than adult probationers, though the ratings of parents, especially those of detention and residential clients, were much more favorable than those of their children. These differences, too, may simply be an artifact of the varying level of implementation of evidence-based practices (EBP), in general, within those divisions.

Across all divisions, one item in particular was generally rated more poorly than other items on the survey. This was item 4: *Do you think you have a good relationship with this staff member*. One reason for the consistently low scores associated with this item may be the perception of an adversarial relationship between probationers and probation officers. Despite the introduction of approaches such as therapeutic jurisprudence within the criminal justice process, as well as evidence-based practices in correctional settings, attitudes persist among clients that probation exists for no other reason than to set these clients up for failure – contributing to further resistance towards the change process (Clark, Walters, Gingrich & Meltzer, 2006). Attitudes such as this are best approached not by refuting the source of resistance, but by implementing and practicing appropriate Motivational Interviewing (MI) skills, such as rolling with resistance – offering reflections, emphasizing the offender's choice and control, or reframing the resistance (Alexander et al, 2008). In general, client survey findings that are lower-than-expected should not be viewed as an organizational failure, but as an opportunity for the organization to better focus its training efforts on improving particular aspects of the client-officer relationship – therefore, reducing offender resistance and increasing compliance with the conditions of probation.

Continued evaluation of the qualitative aspects of supervision and service delivery provides an invaluable source of information regarding probationers and the conditions that can ultimately improve their opportunities for a successful probation experience. The results of the survey are reviewed annually by the 19th Judicial Circuit's Senior Management Team and shared with employees on the court's intranet site. The division directors provide guidance and assistance within their respective divisions to improve the existing perceptions of the client-staff relationship within divisions and throughout the court organization, for example:

- Assist staff in their efforts to be more personable with correctional clients.
- Provide opportunities for staff to spend more quality time to interact with clients.
- Facilitate regular, on-site Motivational Interviewing refresher trainings.
- Coordinate with the Division of Psychological Services to provide in-service trainings in the areas of empathic communication, cognitive change and cognitive restructuring strategies.
- Integrate Motivational Interviewing and Solution-Focused Therapy techniques in order to reduce client resistance, reluctance, reactance, and ambivalence.

References:

Alexander, M., VanBenschoten, S.W., & Walters, S.T. (2008). Motivational Interviewing training in criminal justice: Development of a model plan. *Federal Probation*, 72 (2).

Applegate, B.K., Smith, H.P., Sitren, A.H., & Springer, N.F. (2009). From the inside: The meaning of probation to probationers. *Criminal Justice Review*, 34 (1), 80-95.

Bingham, R.H. (1994). Probation questionnaires: A tool for gathering management information. *Executive Exchange*, Winter 1994.

Birgden, A. (2004). Therapeutic jurisprudence and responsivity: Finding the will and the way in offender rehabilitation. *Psychology, Crime & Law*, 10 (3), 283-95.

Bogue, B., Campbell, N., Carey, M., Clawson, E., Faust, D., Florio, K., Joplin, L., Keiser, G., Wasson, B., & Woodward, W. (2004). *Implementing Evidence-Based Principles in Community Corrections: Leading Organizational Change and Development*. Washington, D.C.: National Institute of Corrections.

Clark, M.D., Walters, S., Gingerich, R., & Meltzer, M. (2006). Motivational Interviewing for probation officers: Tipping the balance toward change. *Federal Probation*, 70 (1), 38-44.

Conner, R.L. (2009). *Resistance: A Primer for Advocates and Change Agents*. The Advocacy Project Discussion Paper Series, No. 09-1. Nashville, TN: The Advocacy Project at Vanderbilt University Law School.

Cormier, S., Nurius, P.S., & Osborn, C.J. (2009). *Interviewing and Change Strategies for Helpers: Fundamental Skills and Cognitive Behavioral Interventions* (Sixth Edition). Belmont, CA: Brooks/Cole, Cengage Learning.

Henningsen, R., Ross, T., Beto, D.R., & Bachrach, D. (1996). *Probationer as a Customer*. Huntsville, TX: George J. Beto Criminal Justice Center at Sam Houston State University.

Lowenkamp, C. (2004). *Correctional Program Integrity and Treatment Effectiveness: A Multi- Site, Program- Level Analysis*. Unpublished doctoral dissertation. Cincinnati, OH: University of Cincinnati.

Martin, D.J., Garske, J.P., & Davis, M.K. (2000). Relation of therapeutic alliance with outcome and other variables: A meta-analytic review. *Journal of Consulting and Clinical Psychology*, 68, 438-450.

Miller, W.R., & Rollnick, S. (2002). *Motivational Interviewing: Preparing People for Change* (Second Edition). New York, NY: Guilford Press.

National Center for State Courts (2005). CourTools – Trial Court Performance Measures. Williamsburg, VA: Author. http://www.ncsconline.org/D_Research/CourTools/tcmp_courttools.htm

Nineteenth Judicial Circuit Court of Illinois (2009). *Strategic Plan of the Nineteenth Judicial Circuit of Lake County, Illinois*. Waukegan, IL: Author. http://www.19thcircuitcourt.state.il.us/bkshelf/l_range/StrategicPlan_012009web.pdf

Preston, D.L. (2000). Addressing treatment resistance in corrections. In L. Motiuk & R.C. Serin (eds.), *Compendium 2000 on Effective Correctional Programming* (Chapter 8). Ottawa, ON: Correctional Service of Canada.

Rhoades, P.W., & Venegas, M. (2006). *A Survey of Probationers 2005: A Report for the Nueces County Community Supervision and Corrections Department*. Corpus Christi, TX: Social Science Research Center at Texas A&M University-Corpus Christi.

Small, S.A., Reynolds, A.J., O'Connor, C., & Cooney, S.M. (2005). *What Works, Wisconsin: What Science Tells Us about Cost-Effective Programs for Juvenile Delinquency Prevention. A report to the Wisconsin Governor's Juvenile Justice Commission and the Wisconsin Office of Justice Assistance*. Madison, WI: University of Wisconsin-Madison.

Warren, R.K. (2007). *Evidence-Based Practice to Reduce Recidivism: Implications for State Judiciaries*. Washington, D.C.: National Institute of Corrections.