

**The Pennsylvania Conference on Juvenile Justice -  
2013**

# **Juvenile Justice Evidence- Based Practices – 101**

**Achieving our Balanced & Restorative Justice Mission  
Through Evidence-Based Policy & Practice**

**November 7, 2013**

**Richard D. Steele**

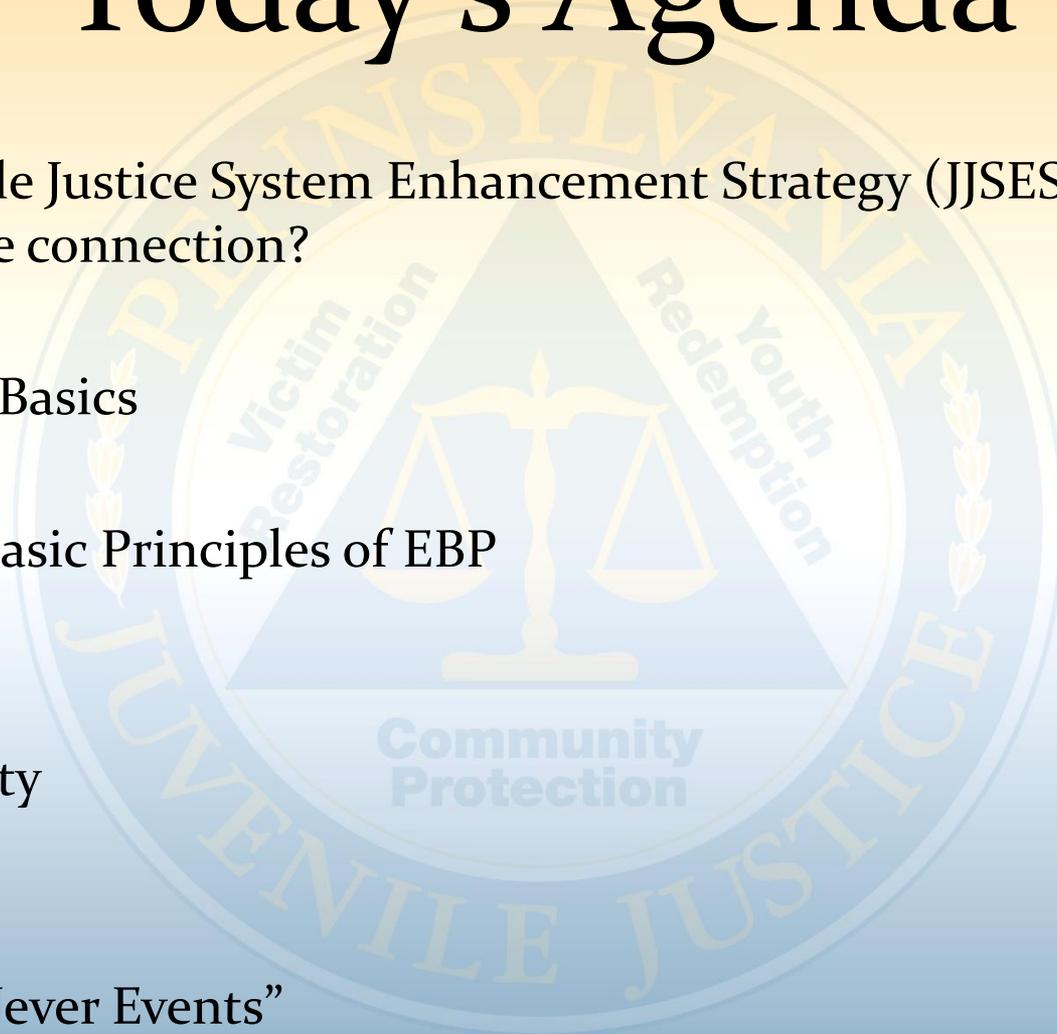
**Director of Policy & Program Development**

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# Today's Agenda

- The Juvenile Justice System Enhancement Strategy (JJSES) and EBP – What is the connection?
- EBP – The Basics
- The Four Basic Principles of EBP
  - ✓ Risk
  - ✓ Need
  - ✓ Responsivity
  - ✓ Treatment
- Top Ten “Never Events”



# History of JJSES

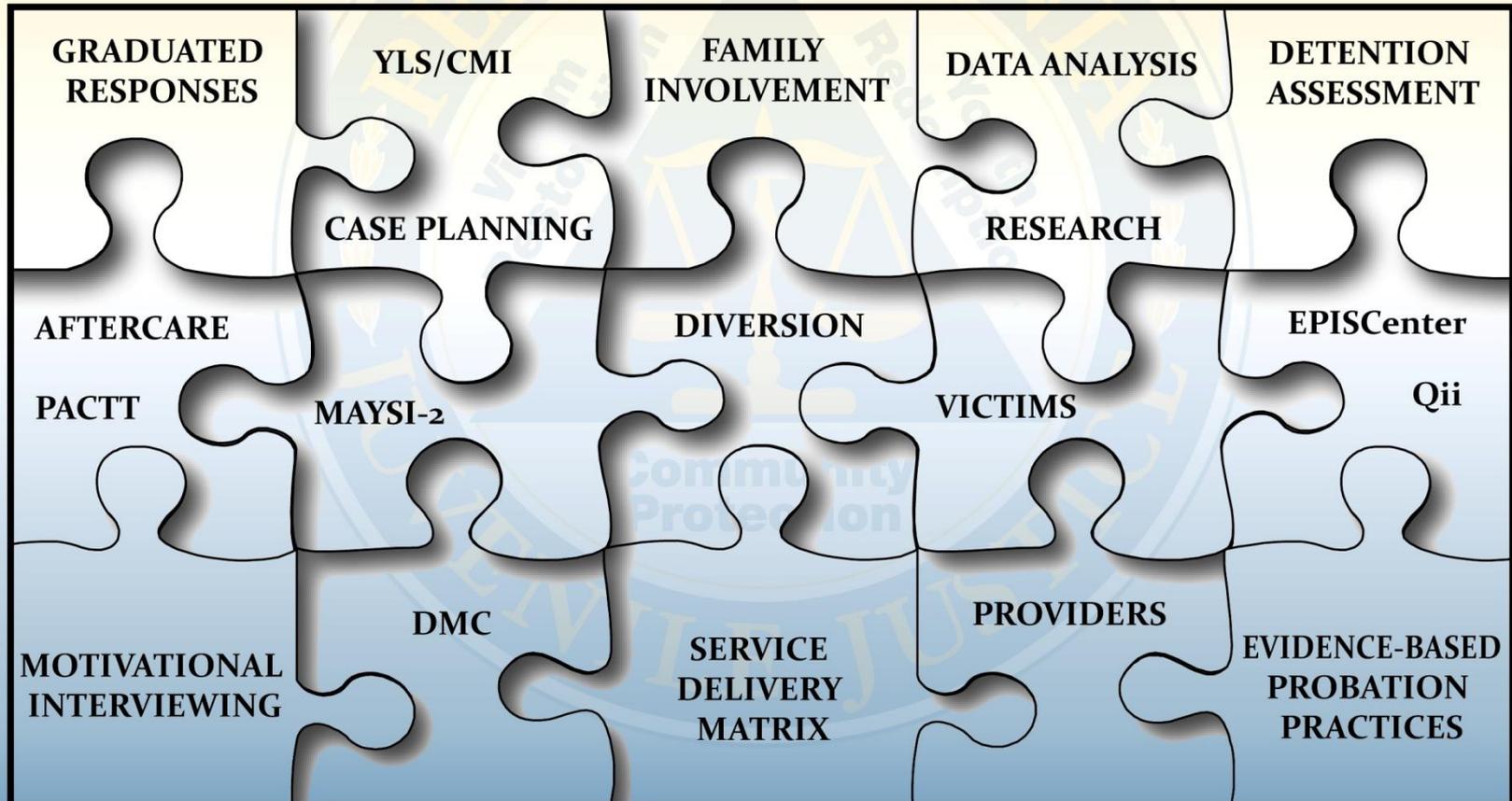
- Concept of JJSES “born” in June 2010  
at JCJC/Chiefs Annual Strategic Planning Meeting
- Designed to organize / sustain “lessons learned” from *Models for Change*
- Leadership Team created
  - Keith Snyder, Coordinator (JCJC)
  - Bob Stanzione (Bucks)
  - Bob Williams (Berks)
  - Beth Fritz (Lehigh)
  - Sam Miller (Cumberland)
  - Russ Carlino (Allegheny)
  - Bob Tomassini (Adams)
  - Rick Steele (JCJC)
  - Mike Pennington (PCCD)
- “Statement of Purpose” developed

# JJSES Statement of Purpose

We dedicate ourselves to working in partnership **to enhance** the capacity of Pennsylvania's juvenile justice system to achieve its balanced and restorative justice mission by:

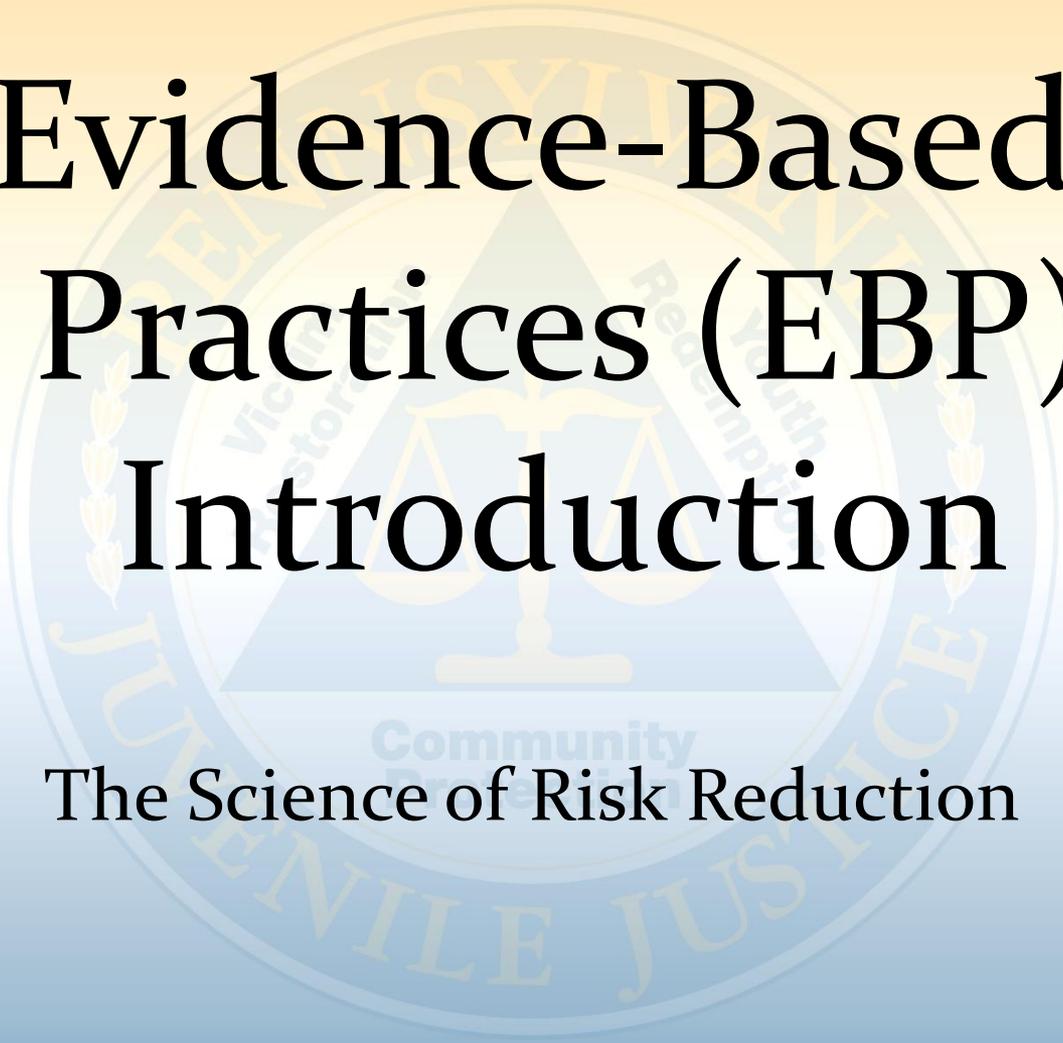
- Employing **evidence-based practices**, with fidelity, at every stage of the juvenile justice process;
- Collecting and analyzing the data** necessary to measure the results of these efforts; and, with this knowledge,
- Striving to continuously **improve the quality** of our decisions, services and programs.

# Elements of Pennsylvania's *Models for Change* Initiatives



# Statement of Purpose Endorsements

- **Juvenile Court Judges' Commission (JCJC)**
- **Juvenile Court Section of the Pa. Conference of State Trial Judges**
- **Pa. Council of Chief Juvenile Probation Officers**
- **Juvenile Justice and Delinquency Prevention Committee of the Pa. Commission on Crime and Delinquency**
- **County Juvenile Court/Probation Departments**
- **Service Provider Organizations and agencies**



# Evidence-Based Practices (EBP) Introduction

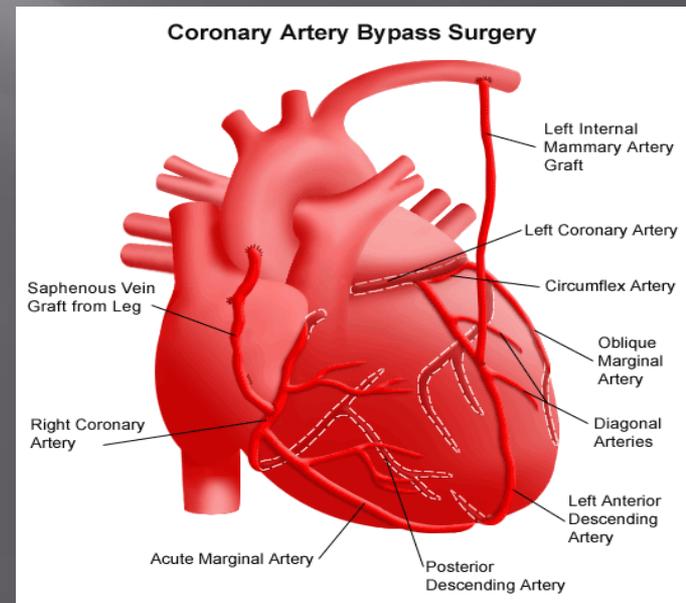
The Science of Risk Reduction

# Risk Reduction

▣ How willing are you to use an intervention that produces a 3% risk reduction?



▣ What if it produced a 15% risk reduction?



WHAT ABOUT A  
30% RISK  
REDUCTION?



# Research Indicates That we can Achieve a 30% Reduction in Recidivism

- ▣ How significant is this number?

# What Does 30% Reduction Look Like?

Out of 1,000 juveniles in the court system

Very High Risk  
Juveniles

Moderately  
High Risk  
Juveniles

Low Risk  
Juveniles

If you....

Do nothing

At **90%** likelihood  
of reoffense  
**900 will reoffend**

At **50%**  
likelihood of  
reoffense  
**500 will  
reoffend**

At **10%**  
likelihood of  
reoffense  
**100 will  
reoffend**

Achieve a 30% reduction  
in reoffense

630 will reoffend

350 will reoffend

70 will reoffend

Fewer victims (assuming  
one victim/offense)

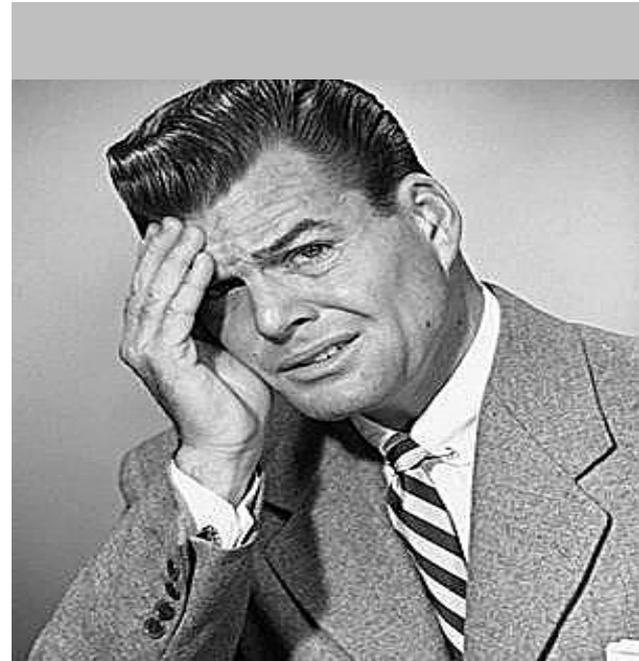
270

150

30

# WHY HAS TRADITIONAL JUSTICE SYSTEM BEEN INEFFECTIVE?

1. We are giving too much attention to the low risk and too little to the high risk
2. Have not applied research knowledge to practices or applied them with fidelity
3. The system is not in alignment
4. Workloads are too high; overwhelmed with conditions
5. Concerns around lawsuits and public pressure (CYA)
6. We are focusing on the wrong issues



<b>Top Four Dynamic Risk Factors</b>	<b>Other Risk Factors</b>	<b>Non-Criminogenic</b>
1. 2. 3. 4.	1. 2. 3. 4.	1. 2. 3. 4. 5.

**Family issues (lack of support or accountability)**

**Self esteem (low)**

**Substance abuse**

**Personal distress (anxiety, etc)**

**Skill Deficits or Temperament (eg, poor impulse control, poor problem solving)**

**Leisure (lack of appropriate recreational outlets)**

**Intelligence (low IQ)**

**Employment (lack of success at work; little desire to work)**

**Education (lack of success at school; little desire for school)**

**Health issues (poor physical health)**

**Mental Health (poor mental health and/or mental illness)**

**Companions (hanging around peers who get in trouble)**

**Thinking/Beliefs (having antisocial attitudes)**

<b>Top Four Dynamic Risk Factors</b>	<b>Other Risk Factors</b>	<b>Non-Criminogenic</b>
1. Anti-Social Thinking	1.	1.
2. Antisocial Peers	2.	2.
3. Skill Deficits/Temper.	3.	3.
4. Family Issues	4.	4.
		5.

<b>Family issues (lack of support or accountability)</b>	<b>Leisure (lack of appropriate recreational outlets)</b>	<b>Health issues (poor physical health)</b>
<b>Self esteem (low)</b>	<b>Intelligence (low IQ)</b>	<b>Mental Health (poor mental health and/or mental illness)</b>
<b>Substance abuse</b>	<b>Employment (lack of success at work; little desire to work)</b>	<b>Companions (hanging around peers who get in trouble)</b>
<b>Personal distress (anxiety, etc)</b>	<b>Education (lack of success at school; little desire for school)</b>	<b>Thinking/Beliefs (having antisocial attitudes)</b>
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<b>Family issues (lack of support or accountability)</b>	<b>Leisure (lack of appropriate recreational outlets)</b>	<b>Health issues (poor physical health)</b>
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<b>Top Four Dynamic Risk Factors</b>	<b>Other Risk Factors</b>	<b>Non-Criminogenic</b>
1. Anti-Social Thinking 2. Antisocial Peers 3. Skill Deficits/Temper. 4. Family Issues	1. Substance Abuse 2. School/Education 3. Employment 4. Leisure	1. Self esteem 2. Personal distress 3. Intelligence 4. Health Issues 5. Mental health

<b>Family issues (lack of support or accountability)</b>	<b>Leisure (lack of appropriate recreational outlets)</b>	<b>Health issues (poor physical health)</b>
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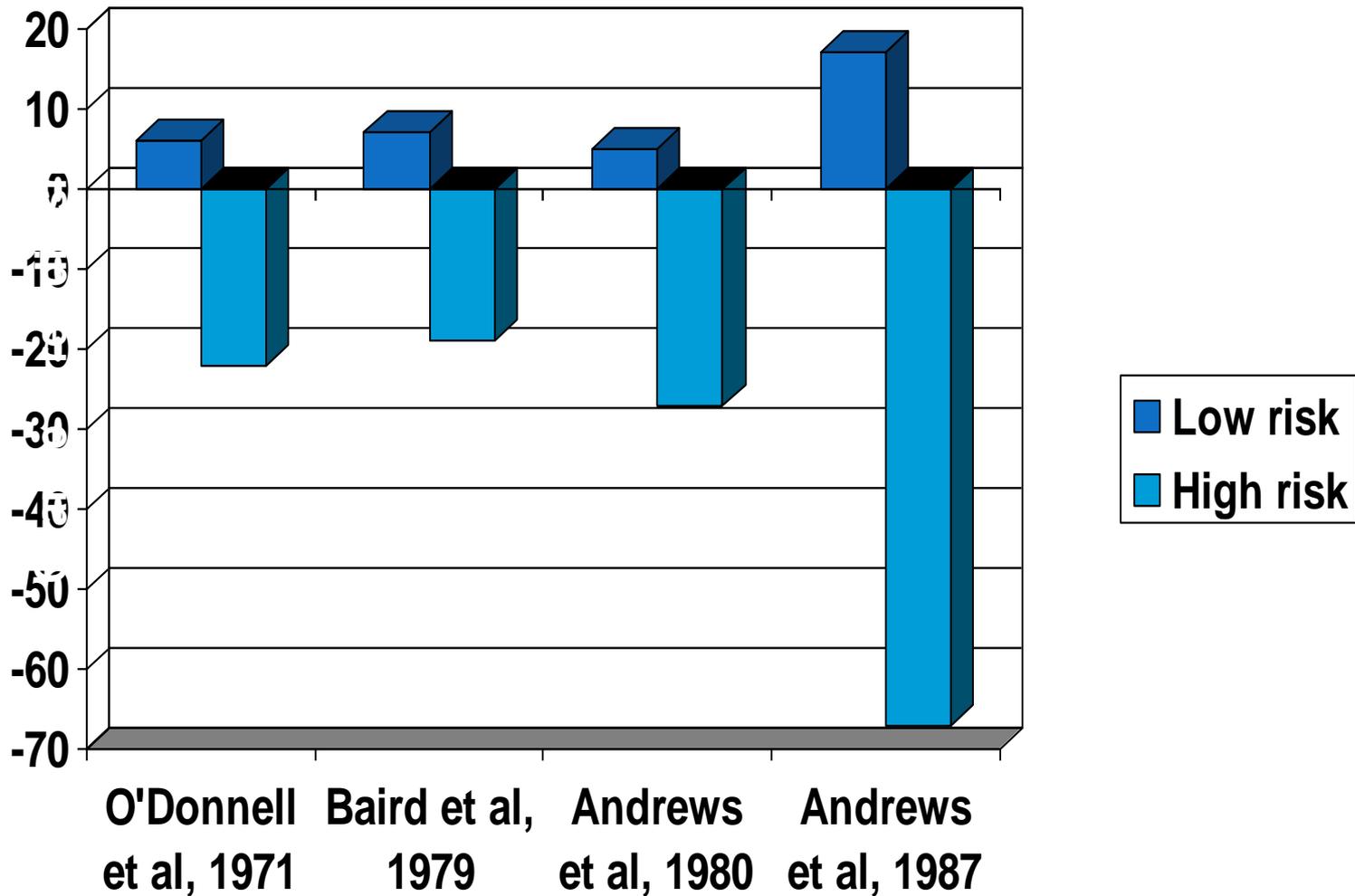
# THE BIG THREE

**Risk**

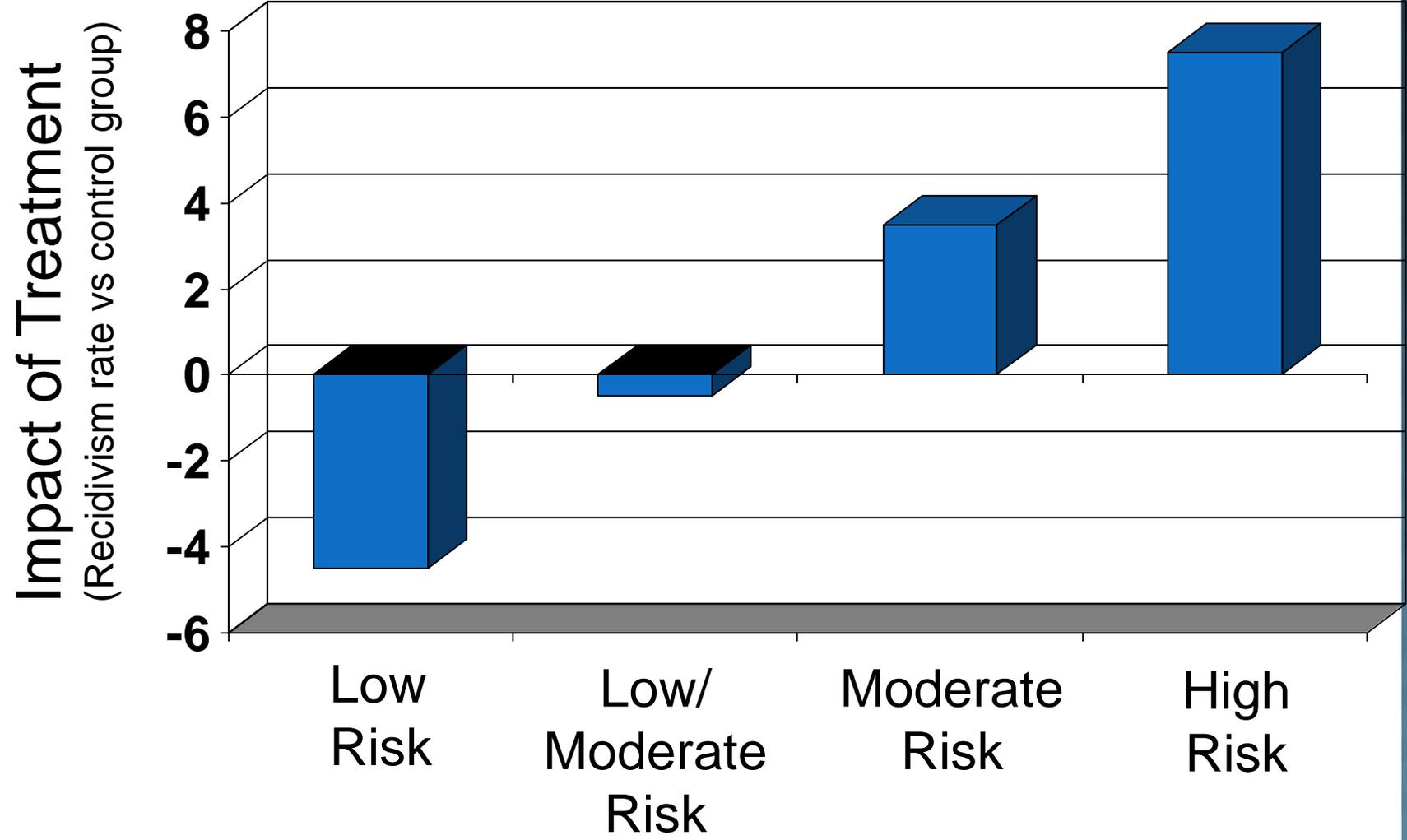
**Need**

**Responsivity**

# WHAT HAPPENS WHEN APPLY INTENSIVE TREATMENT TO HIGH AND LOW RISK POPULATIONS?



# THE IMPACT OF TREATMENT BY RISK



Source: CHRISTOPHER T. LOWENKAMP, CHRISTOPHER AND EDWARD LATESSA, UNIVERSITY OF CINCINNATI, CENTER FOR CRIMINAL JUSTICE RESEARCH, EVALUATION OF OHIO'S COMMUNITY BASED CORRECTIONAL FACILITIES AND HALFWAY HOUSE PROGRAMS (2002).

# TRAVIS CO., TEXAS: IMPACT OF SUPERVISION BY RISK

Risk Level	% Rearrest		% Change in Rate
	Pre-TCIS 1/06-6/06 N = 1287	Post-TCIS 7/07-10/07 N = 614	
Low	26%	6%	-77%
Medium	26%	13%	-50%
High	34%	31%	-9%
Overall	29%	24%	-17%

# EXAMPLE

## WHAT DO WE FOCUS ON?

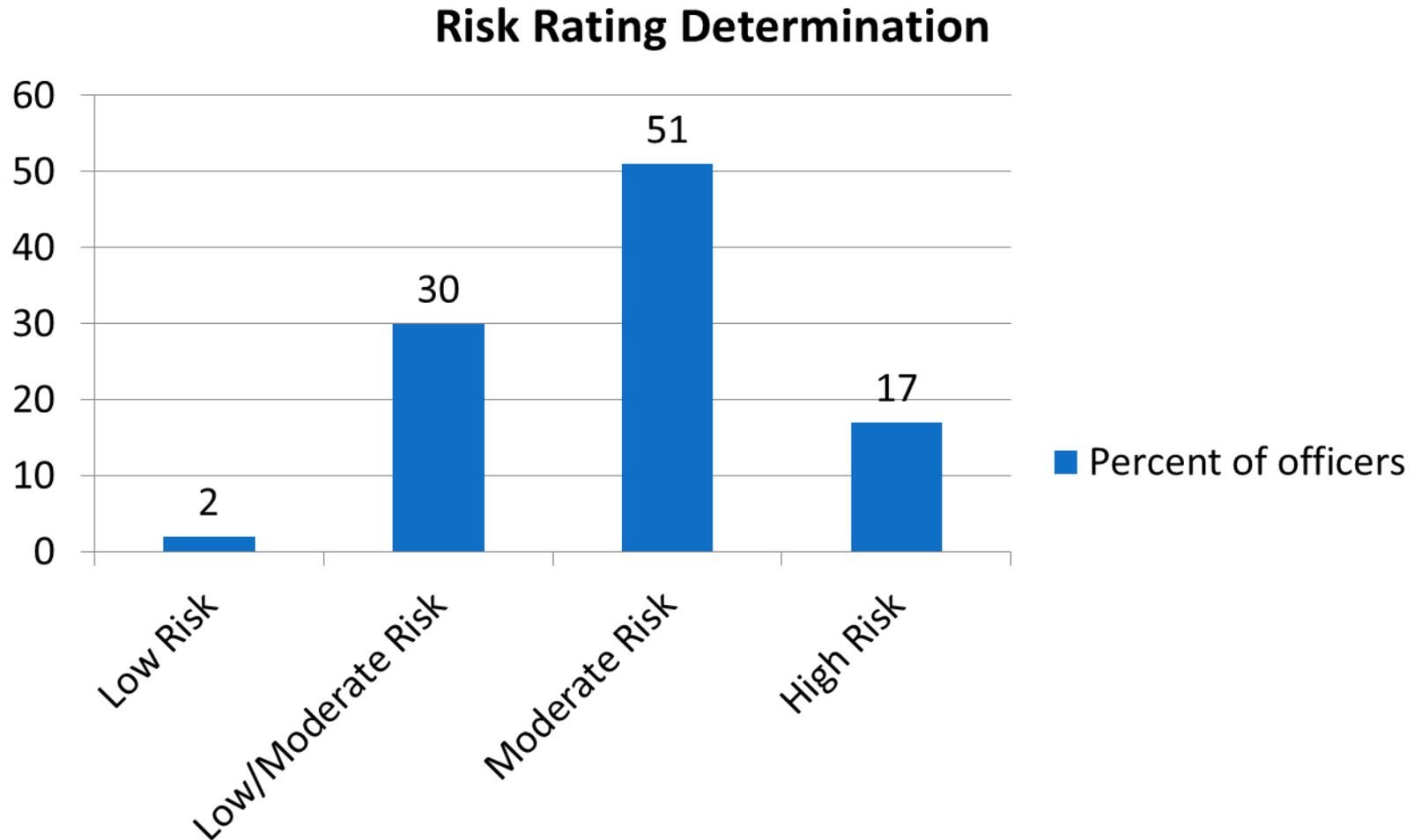
Motivation  
Amount of support  
Scars/tattoos  
Race/ethnicity  
Age  
Current emotional disposition  
Past supervision  
Self esteem  
Gender  
Employment history  
Substance abuse  
Military record  
Parental influence  
Degree of deference  
Height/weight  
Prior record  
Physical health  
Verbal intelligence  
Educational achievement  
Previous treatments  
IQ  
Medications  
Poor self control  
Neighborhood  
Previous abuse history  
Mental health  
Siblings  
Prior successes  
Finances  
Prior failures  
Instigator/follower  
Peers  
Nationality  
Family name  
Attitude/beliefs  
Level of violence

# U.S. PROBATION PROFESSIONAL JUDGMENT VS. ASSESSMENT TOOL

- ⦿ 1,087 officers observed a case vignette and identified risk
- ⦿ Then trained on the risk assessment tool and assessed the case

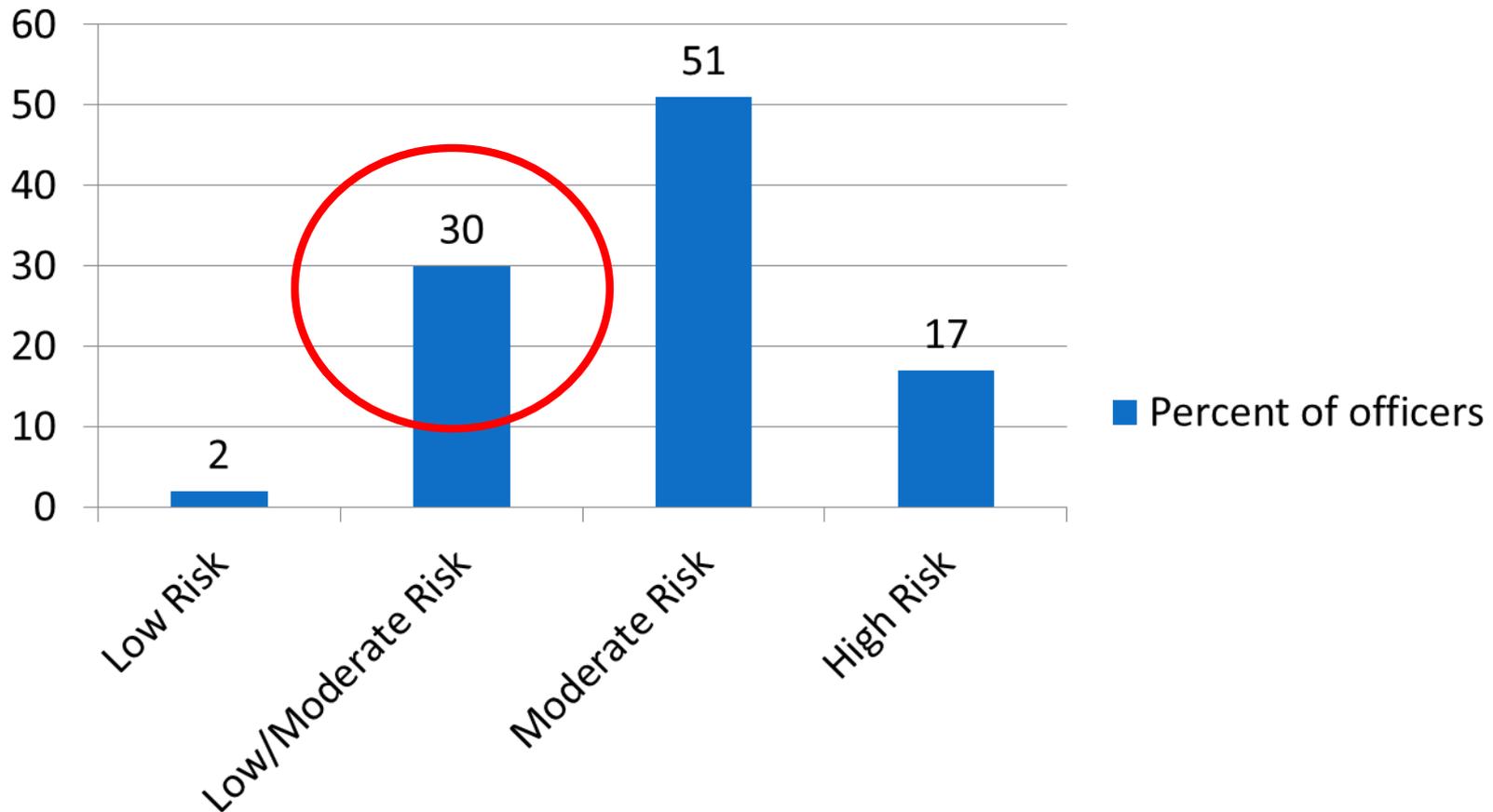
Source: Training to See Risk: Measuring the Accuracy of Clinical and Actuarial Risk Assessments Among Federal Probation Officers, by J. C. Oleson, Scott VanBenschoten, Charles Robinson, and Christopher Lowenkamp, Federal Probation, Volume 75, Number 2, pages 52-56, September 2011

# OFFICER RATINGS OF OFFENDER

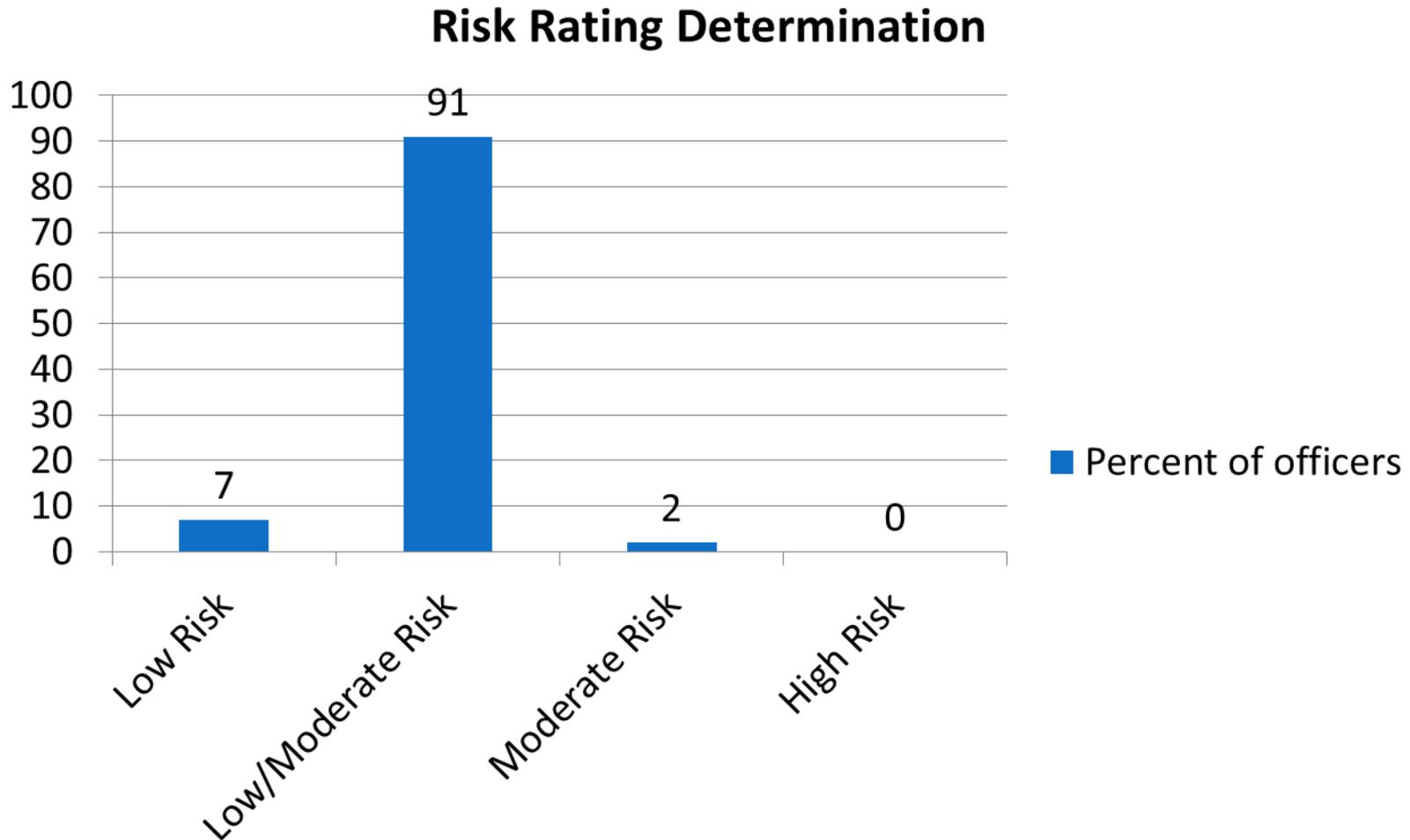


# ACTUAL RISK BASED ON THE PCRA RISK ASSESSMENT TOOL

## Risk Rating Determination



# ASSESSMENT DETERMINATION AFTER TRAINED ON THE PCRA ASSESSMENT



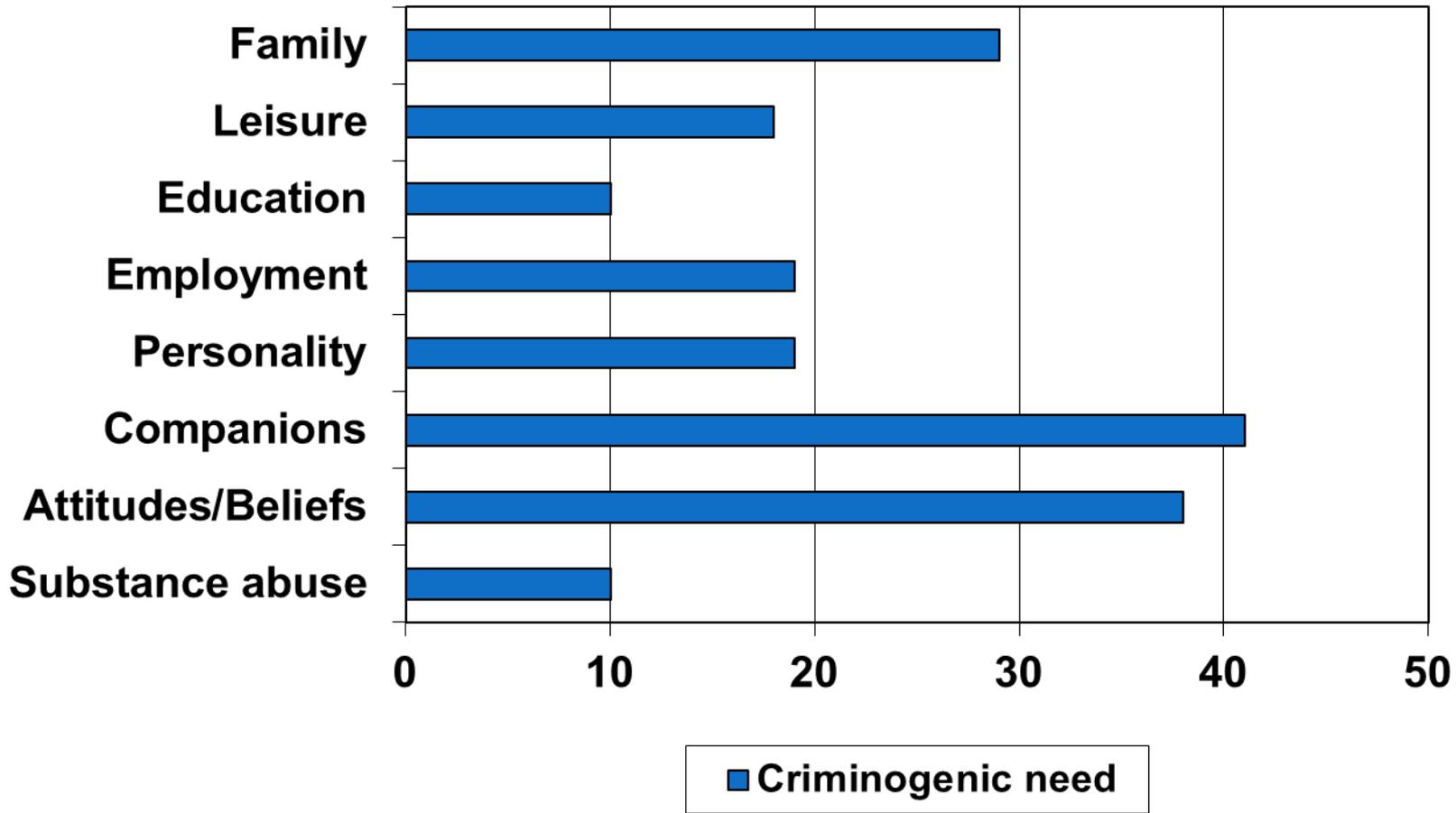
# A Balanced, Reasoned Approach

- **Risk Management (low risk)**
  - Least restrictive, most appropriate
- **Risk Reduction (moderate-high risk)**
  - Address criminogenic needs
- **Risk Control (extreme high risk)**
  - Control risk of reoffending while under correctional authority

# THE BIG THREE



# EXAMPLE: RISK SCORE



# Recidivism Reductions as a Function of Targeting Multiple Criminogenic vs. Non-Criminogenic Needs\*

**Better outcomes**



6 5 4 3 2 1 0 -1 -2 -3

**More criminogenic than non-criminogenic needs**

**More non-criminogenic than criminogenic needs**

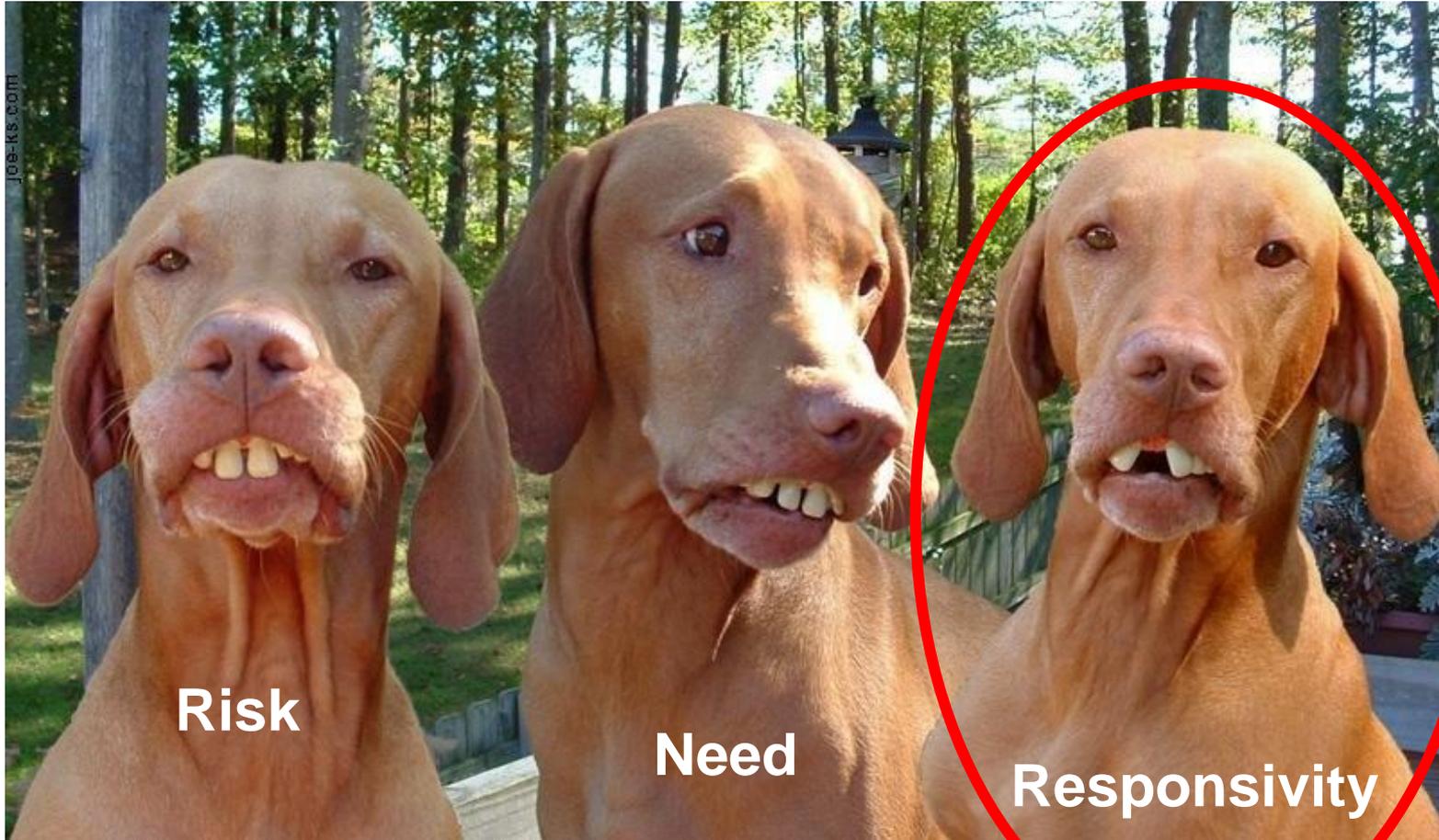
**Poorer outcomes**

(Andrews, Dowden, & Gendreau, 1999; Dowden, 1998)

# Impact of Supervision by Risk

Risk Level	% Rearrest		% Change in Rate
	Pre-TCIS 1/06-6/06 N = 1287	Post-TCIS 7/07-10/07 N = 614	
<b>Low</b>	<b>26%</b>	<b>6%</b>	<b>-77%</b>
<b>Medium</b>	<b>26%</b>	<b>13%</b>	<b>-50%</b>
<b>High</b>	<b>34%</b>	<b>31%</b>	<b>-9%</b>
<b>Overall</b>	<b>29%</b>	<b>24%</b>	<b>-17%</b>

# A CLOSER EXAMINATION OF RESPONSIVITY



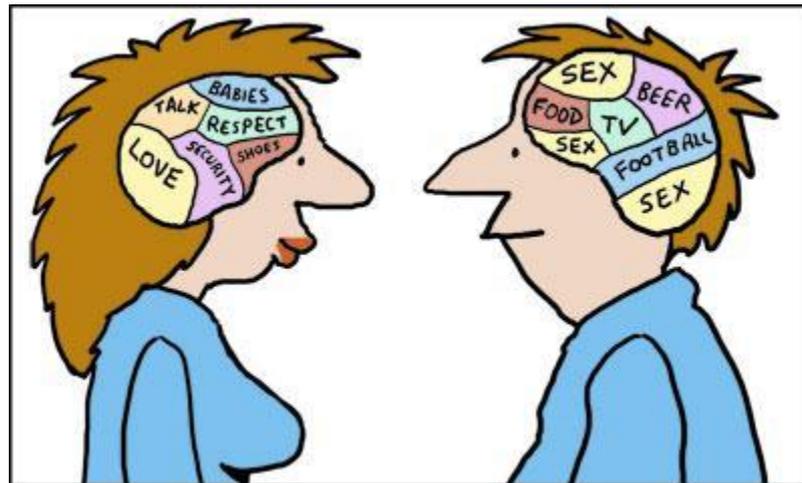
**Risk**

**Need**

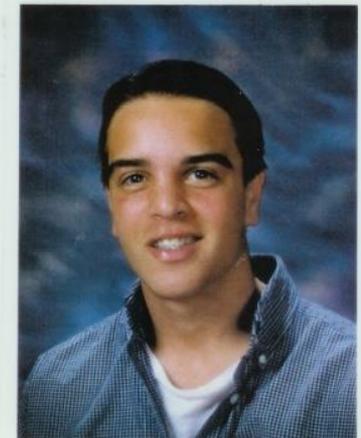
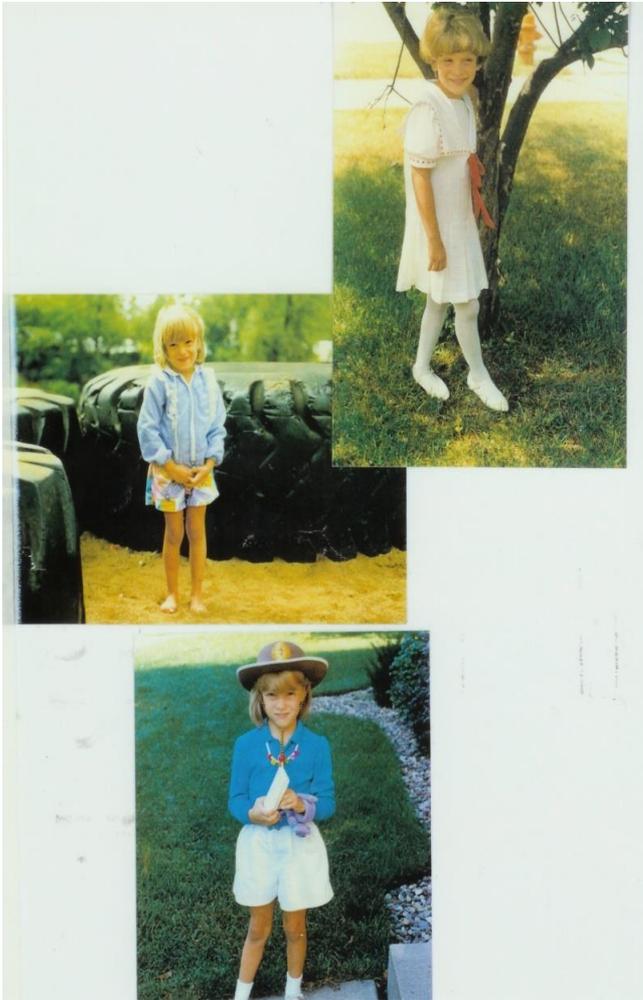
**Responsivity**

# RESPONSIVITY PRINCIPLE

- ◉ Styles and modes of service must be matched to the learning styles and abilities of the offender



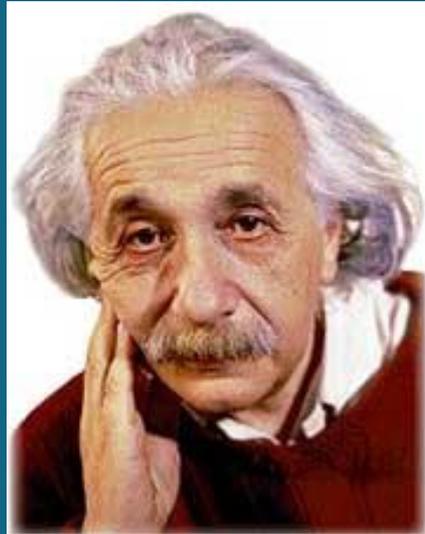
# SON AND DAUGHTER DIFFERENCES



# RESPONSIVITY PRINCIPLE



Motivation



Intelligence and Learning Style



Gender



Age (Developmental)



Mental Health



Culture

# PROSECUTOR BRAD BERRY YAMHILL COUNTY, OREGON

- ⦿ “If we adopt a one size fits all we end up with everyone wearing a suit that doesn’t fit”



# DO NOT

Mix risk levels in programs

Mix gender in treatment programs

Put unmotivated high risk offender in programs with the motivated

Use a one-size-fits-all approach



# Responsivity

- Identifies what modes and styles of services are appropriate for each juvenile.
- Involves at least two components
  - Matching style and mode of program to the learning styles and abilities of the offender
  - Matching the personnel delivering the service to the individual

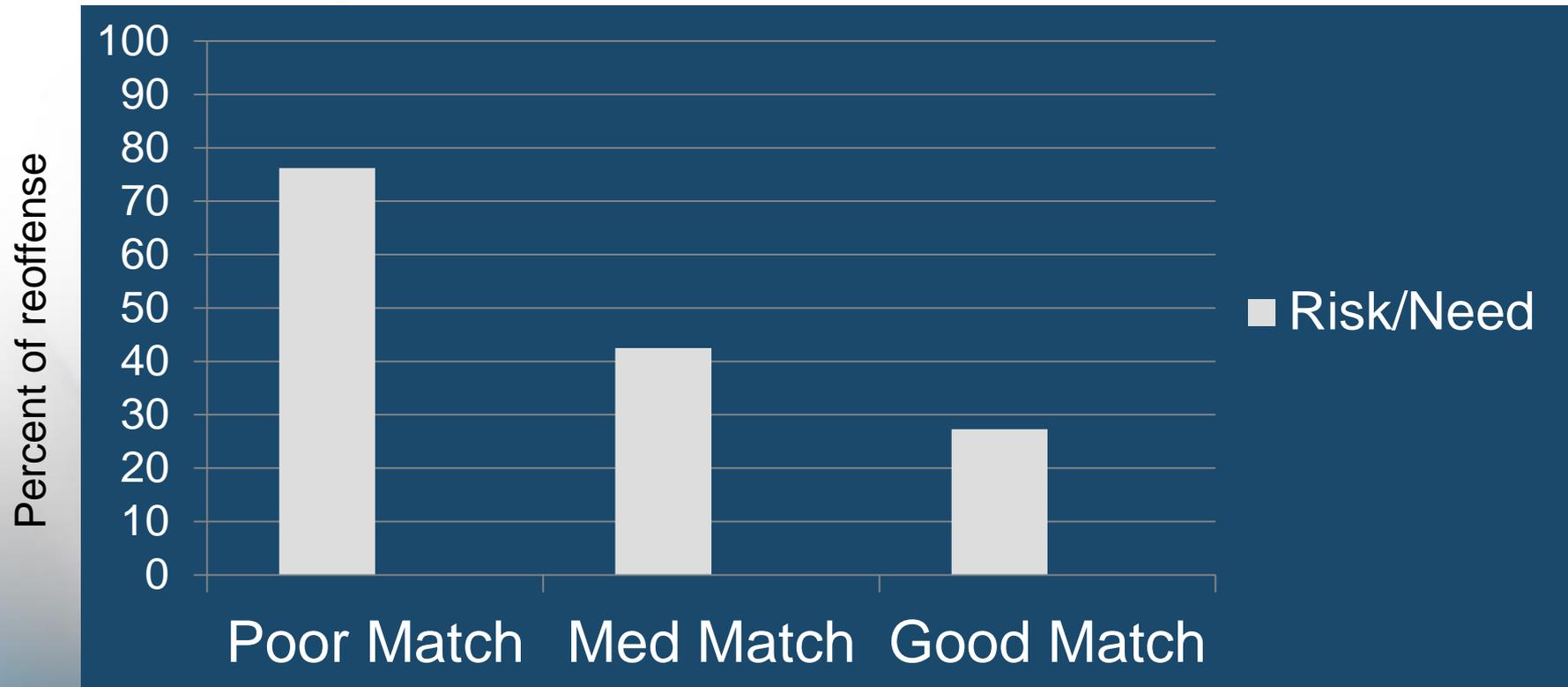
# Responsivity Importance

## Reminder:

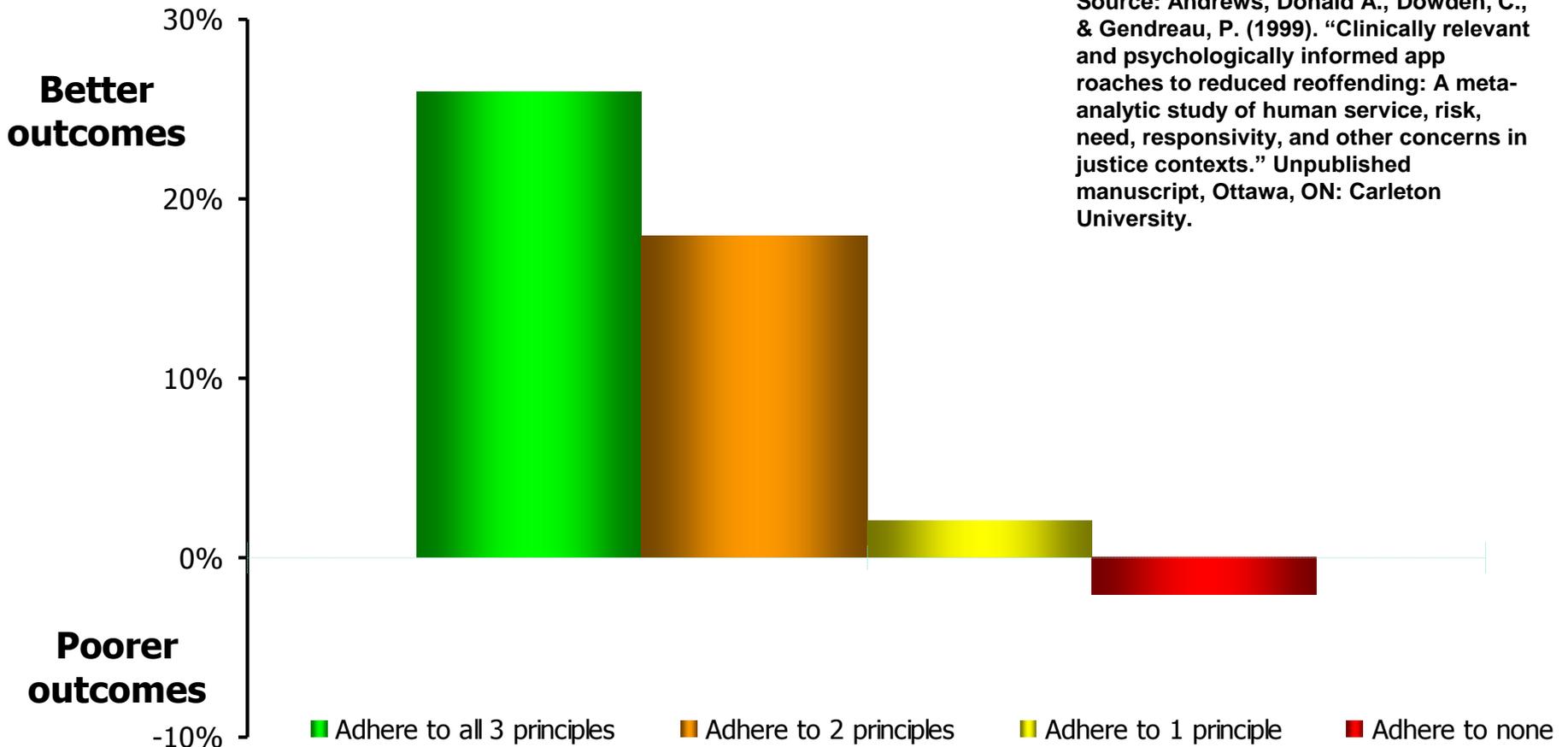
- **Average recidivism reduction/gain**
  - **Inappropriate treatment -.06**
  - **Appropriate treatment .30**

(Andrews & Bonta, 2007; Cullen & Gendreau, 2000).

# Impact of Matching the Right Youth to the Right Services (Vieira et al., 2009)



# The Guideposts: Impact of Adhering to the Core Principles of Effective Intervention: Risk, Needs, and Responsivity



# The Last Principle - Treatment

- Some programs work, some don't
- The ones that work only work when the intervention is applied correctly
- The programs that work do not work 100% of the time

# EXERCISE:

## SELECT THE MOST EFFECTIVE PROGRAMS

- On the following table, select the interventions that
  - **do not reduce recidivism (and can do harm)**
  - **those that modestly work**
  - **those that work best**
- Studies include juvenile and adult; results are similar. In only one category do the studies only include juvenile studies (family)
- Only more recent studies used (from 1990 to 2007)

Source: The Effectiveness of Correctional Rehabilitation: A Review of Systematic Reviews; Lipsey and Cullen, Annual Rev. Law Soc. Sci. 2007. 3:297-320

Intervention	Do not reduce recidivism (and can do harm)	Modestly work (up to 24% reduction)	Work best (up to 60% reduction)
Boot Camps			
Confinement			
Cognitive Behavioral Programming			
Drug Courts			
Drug Treatment			
Education/Employment			
<b>Family Related</b>			
Intermediate Sanctions			
Social Learning and Behavioral Treatment			
Sex Offender Treatment			

Intervention	Do not reduce recidivism (and can do harm)	Modestly work (up to 24% reduction)	Work best (up to 60% reduction)
Boot Camps	+10% to 0		
Confinement			
Cognitive Behavioral Programming			
Drug Courts			
Drug Treatment			
Education/Employment			
<b>Family Related</b>			
Intermediate Sanctions			
Social Learning and Behavioral Treatment			
Sex Offender Treatment			

Intervention	Do not reduce recidivism (and can do harm)	Modestly work (up to 24% reduction)	Work best (up to 60% reduction)
Boot Camps	+10% to 0		
Confinement	+14% to 0		
Cognitive Behavioral Programming			
Drug Courts			
Drug Treatment			
Education/Employment			
<b>Family Related</b>			
Intermediate Sanctions			
Social Learning and Behavioral Treatment			
Sex Offender Treatment			

Intervention	Do not reduce recidivism (and can do harm)	Modestly work (up to 24% reduction)	Work best (up to 60% reduction)
Boot Camps	+10% to 0		
Confinement	+14% to 0		
Cognitive Behavioral Programming			-4 to -60%
Drug Courts			
Drug Treatment			
Education/Employment			
<b>Family Related</b>			
Intermediate Sanctions			
Social Learning and Behavioral Treatment			
Sex Offender Treatment			

Intervention	Do not reduce recidivism (and can do harm)	Modestly work (up to 24% reduction)	Work best (up to 60% reduction)
Boot Camps	+10% to 0		
Confinement	+14% to 0		
Cognitive Behavioral Programming			-4 to -60%
Drug Courts		-8 to -24%	
Drug Treatment			
Education/Employment			
<b>Family Related</b>			
Intermediate Sanctions			
Social Learning and Behavioral Treatment			
Sex Offender Treatment			

Intervention	Do not reduce recidivism (and can do harm)	Modestly work (up to 24% reduction)	Work best (up to 60% reduction)
Boot Camps	+10% to 0		
Confinement	+14% to 0		
Cognitive Behavioral Programming			-4 to -60%
Drug Courts		-8 to -24%	
Drug Treatment		-4 to -20%	
Education/Employment			
<b>Family Related</b>			
Intermediate Sanctions			
Social Learning and Behavioral Treatment			
Sex Offender Treatment			

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Confinement	+14% to 0		
Cognitive Behavioral Programming			-4 to -60%
Drug Courts		-8 to -24%	
Drug Treatment		-4 to -20%	
Education/Employment		0 to -20%	
<b>Family Related</b>			
Intermediate Sanctions			
Social Learning and Behavioral Treatment			
Sex Offender Treatment			

Intervention	Do not reduce recidivism (and can do harm)	Modestly work (up to 24% reduction)	Work best (up to 60% reduction)
Boot Camps	+10% to 0		
Confinement	+14% to 0		
Cognitive Behavioral Programming			-4 to -60%
Drug Courts		-8 to -24%	
Drug Treatment		-4 to -20%	
Education/Employment		0 to -20%	
<b>Family Related</b>			<b>-16 to -52%</b>
Intermediate Sanctions			
Social Learning and Behavioral Treatment			
Sex Offender Treatment			

Intervention	Do not reduce recidivism (and can do harm)	Modestly work (up to 24% reduction)	Work best (up to 60% reduction)
Boot Camps	+10% to 0		
Confinement	+14% to 0		
Cognitive Behavioral Programming			-4 to -60%
Drug Courts		-8 to -24%	
Drug Treatment		-4 to -20%	
Education/Employment		0 to -20%	
<b>Family Related</b>			-16 to -52%
Intermediate Sanctions	+26% to -2		
Social Learning and Behavioral Treatment			
Sex Offender Treatment			

Intervention	Do not reduce recidivism (and can do harm)	Modestly work (up to 24% reduction)	Work best (up to 60% reduction)
Boot Camps	+10% to 0		
Confinement	+14% to 0		
Cognitive Behavioral Programming			-4 to -60%
Drug Courts		-8 to -24%	
Drug Treatment		-4 to -20%	
Education/Employment		0 to -20%	
<b>Family Related</b>			-16 to -52%
Intermediate Sanctions	+26% to -2		
Social Learning and Behavioral Treatment			-4 to -60%
Sex Offender Treatment			

Intervention	Do not reduce recidivism (and can do harm)	Modestly work (up to 24% reduction)	Work best (up to 60% reduction)
Boot Camps	+10% to 0		
Confinement	+14% to 0		
Cognitive Behavioral Programming			-4 to -60%
Drug Courts		-8 to -24%	
Drug Treatment		-4 to -20%	
Education/Employment		0 to -20%	
<b>Family Related</b>			-16 to -52%
Intermediate Sanctions	+26% to -2		
Social Learning and Behavioral Treatment			-4 to -60%
Sex Offender Treatment			-12 to -46%

# SOME ROADS DO HARM

- Some techniques and interventions make offenders **MORE** likely to commit future crime



# SANCTIONS BY THEMSELVES

CRIMINAL SANCTIONS?  
- .07 (30 tests)

- These findings are strong and consistent across multiple studies and subject matter

# INAPPROPRIATE TREATMENT IMPACT ON RECIDIVISM

**INAPPROPRIATE TREATMENT?                      - .06 (38 tests)**

Potential Examples:

- One size fits all
- DV perpetrators all get same 52 week program
- All offenders with a drug history go to a program
- Placing anxiety disordered person in group sessions
- Placing learning disabled into programs that require verbal or written acuity

The literature on responsivity is consistent on the importance of matching. However, the amount of evidence on responsivity is lower than the risk and need principles. More studies are needed. Source: Andrews, D.A. & Bonta, J. (2006) *The Psychology of Criminal Conduct* (4<sup>th</sup> Ed.), Newark, NJ; Anderson.

# SURVEILLANCE TECHNIQUES ALONE

## ◎ ISP'S?

- .07 (47 tests)

- ◎ Studies on ISP have yielded consistent results. ISP without treatment provides a short term suppression effect only. ISP with treatment can yield positive long term results

Source: Andrews, D.A. & Bonta, J. (2006) *The Psychology of Criminal Conduct* (4<sup>th</sup> Ed.), Newark, NJ; Anderson.

# Shaming programs



# SOME ROADS LEAD TO POOR OUTCOMES



- Some techniques and interventions just don't work for the vast majority of offenders

# For Deterrence Theory to Work, the Offender Must...

- Be aware of the sanction
- Perceive it as unpleasant
- Weigh the costs and benefits
- Assess the risk
- Make a rational choice

# Yet Many Chronic Juvenile Offenders are/have....

- Impulsive
- Short term perspective
- Disorganized
- Failed in school, jobs, etc.
- Distorted thinking
- Hang around with others like themselves
- Drugs and alcohol use clouds their thinking, or only concern is with getting the next high
- Don't perceive incarceration as unpleasant
- Expect that this is their lot in life.....or
- Don't think they will get caught

What tends to “not work” in reducing  
recidivism?

Drug prevention classes focused on fear or emotional appeal

Non-action oriented group counseling

Bibliotherapy

I was STUPID  
I drove over 100  
and got caught.  
Thank God!  
I could have Killed

Drug education programs

Insight programs

# PROGRAMS DESIGNED TO CONTROL



Military models  
of discipline and  
physical fitness:  
boot camps

Non-  
therapeutic day  
reporting  
centers

Physical challenge  
programs

Electronic  
monitoring

# SOME ROADS WILL GET YOU THERE

- Techniques and interventions that work with the vast majority of offenders

# FOUR SKILL SETS REQUIRED



# What is the Potential?

**APPROPRIATE TREATMENT                      .30 (54 tests)**

The literature varies considerably on effect size. The bottom line is that the research on appropriate treatment consistently yields positive results, ranging from mild (7-10%) to significant (30+%).

The meta-analysis tends to focus on specific interventions such as CBT or incarceration as opposed to system wide efforts. There are no significant studies on system wide reductions. To get a 30% reduction across a system, it requires trained staff, system collaboration, quality assurance, and adherence to the core ebp principles.

Source: Andrews, D.A. & Bonta, J. (2006) *The Psychology of Criminal Conduct* (4<sup>th</sup> Ed.), Newark, NJ; Anderson.

# WHAT DOES WORK TO REDUCE RECIDIVISM



Programs that:

- Focus on criminogenic needs (especially top four)
- Match right offender to right program
- Use a cognitive behavioral approach
- Use positive reinforcements
- Seek right levels of dosage/intensity

# Intervention Guidelines for Each Criminogenic Need

Criminogenic Need	Program/Intervention (examples)
Attitudes/Belief	Thinking for Change (CBT), Moral Reconciliation Training (CBT), Reasoning and Rehabilitation (CBT)
Companions	Thinking for Change (CBT), Carey Guides (Anti-Social Peers and Engaging Pro-Social Others)
Personality	Thinking for Change (CBT), CALM
Family Stressors	Parenting Wisely
Substance Abuse	Pathways (CBT)
Employment	Workforce Center referral
Education	GED, Tutoring
Leisure	YMCA/YWCA, Mentoring

# EVERY INTERACTION....

- ⦿ Between the correctional officer, judge, counselor, volunteer, probation officer, family member and an offender is an opportunity to:
  - Drive home pro-social learning
  - Role model
  - Disrupt or reinforce anti-social attitudes



**Selection, training, and coaching is critical**

# THE BOTTOM LINE

- Using evidence based practices will **increase the odds** of a positive outcome; it won't guarantee it



# TOP TEN NEVER EVENTS

- Similar to the medical field, juvenile justice practitioners have never events
- When these never events occur, positive impact is nullified, and in many cases the risk to reoffend actually increases

**"I have not failed. I've just found 10,000 ways that won't work."**

Thomas A. Edison

# #1 NEVER EVENT

- Over-responding to low risk juveniles



# #2 NEVER EVENT

- ◉ Lecturing, blaming, shaming, arguing



# #3 NEVER EVENT

- ◉ Mixing low and high risk



# #4 NEVER EVENT



- Overloading with too many conditions, especially conditions that are non-criminogenic

# #5 NEVER EVENT

- ◉ Hamstringing probation's ability to apply what works as risk and needs change

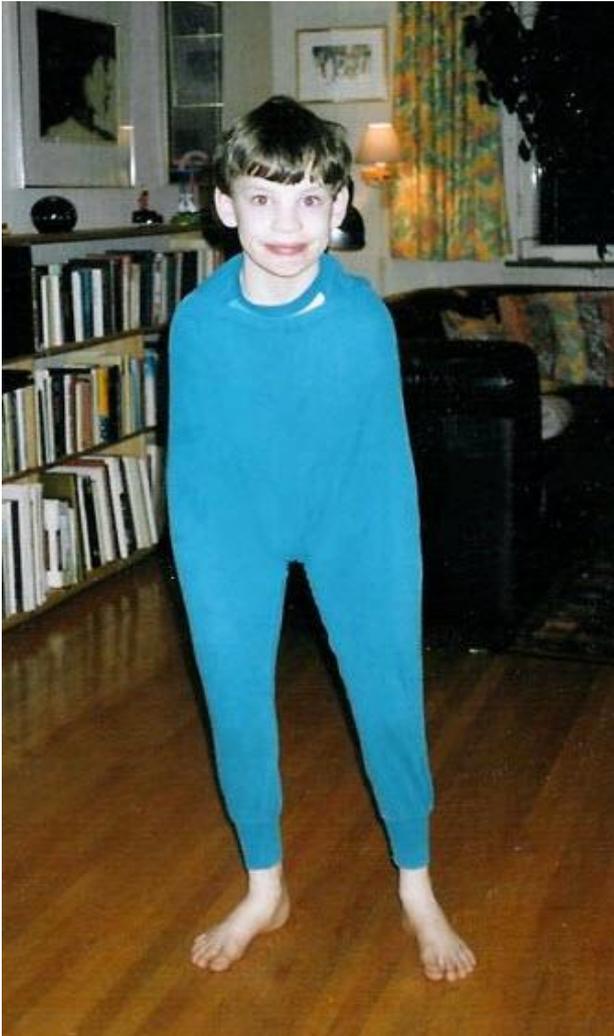


# #6 NEVER EVENT

- Guess on juvenile traits that are criminogenic (use assessment tool)



# #7 NEVER EVENT



- Send most juveniles to the same program (one size fits all)

# #8 NEVER EVENT

- ◎ Delay violation responses



# #9 NEVER EVENT

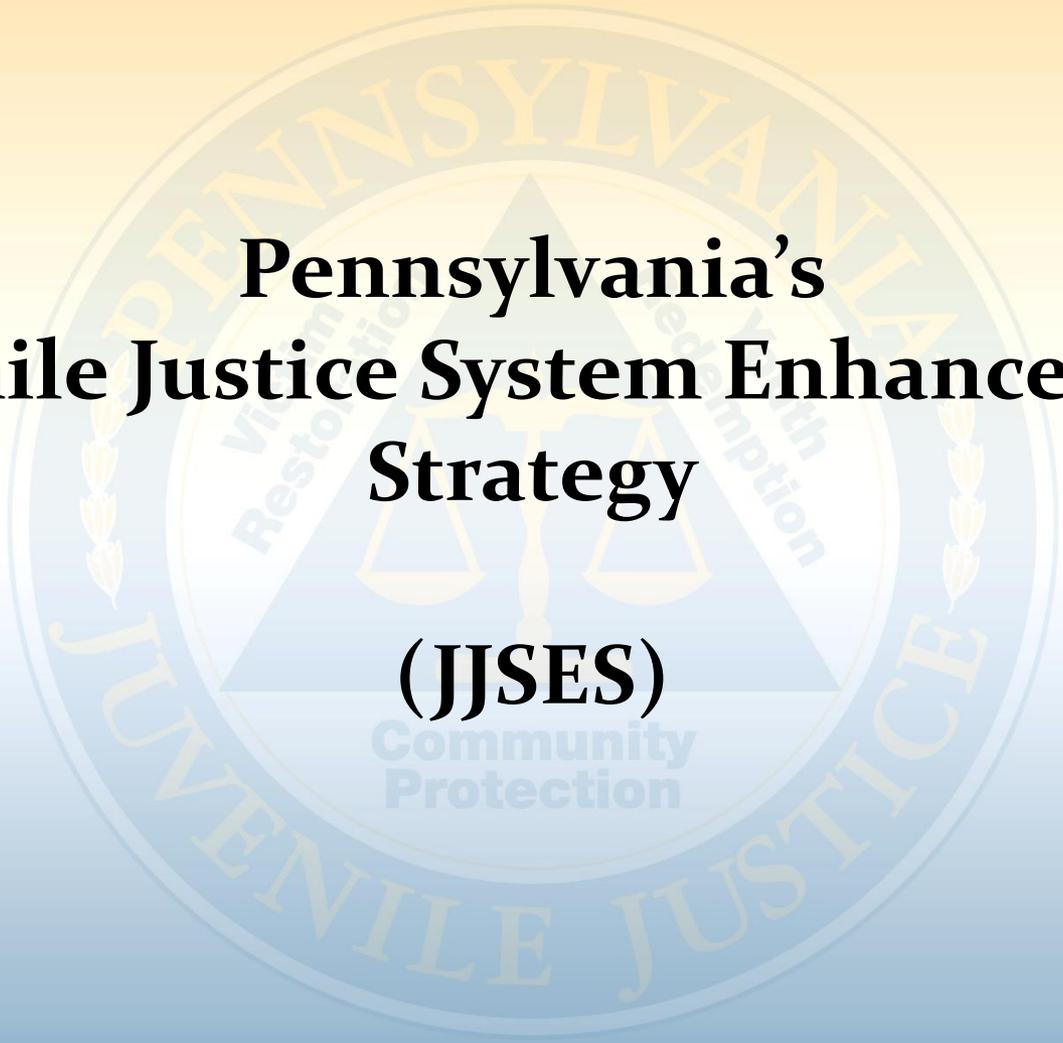
- ◉ Withhold rewards and affirmations



# #10 NEVER EVENT



- Use non-evidence based programs

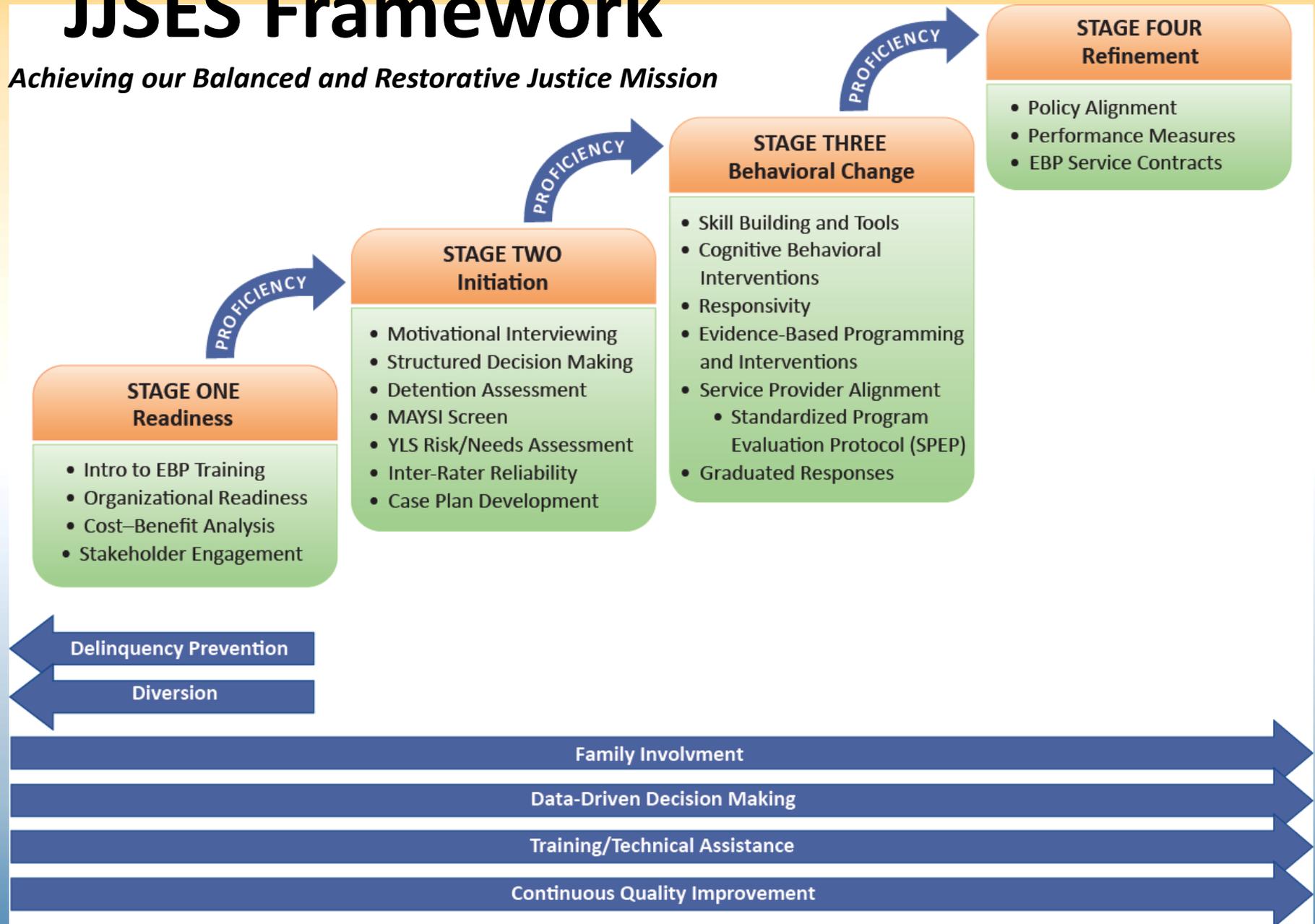
The background features a large, faint seal of the Pennsylvania Department of Juvenile Justice. The seal is circular with a blue and yellow color scheme. It contains a central image of a scale of justice. Text within the seal includes "PENNSYLVANIA" at the top, "JUVENILE JUSTICE" at the bottom, and "Restoration with Community Protection" in the center. The text "Victim" and "Offender" are also visible on the left and right sides of the seal respectively.

**Pennsylvania's  
Juvenile Justice System Enhancement  
Strategy  
(JJSES)**

**Community  
Protection**

# JJSES Framework

*Achieving our Balanced and Restorative Justice Mission*



# What Can We Expect?

**“Research has shown that  
the risk of recidivism is greatly reduced  
(10-30% on average)  
when attention is paid  
to criminogenic needs.”**

Community  
Protection

**SOURCE: D.A.Andrews, I. Zinger, R.D. Hoge, J. Bonta, P. Gendreau and F.T. Cullen,  
*Does correctional treatment work? A clinically relevant and psychologically informed meta-analysis,*  
*Criminology*, 28 (1990); Andrews (2007)**

The background features a large, semi-transparent seal of the Pennsylvania Department of Juvenile Justice. The seal is circular with a blue and white color scheme. The outer ring contains the text "PENNSYLVANIA" at the top and "JUVENILE JUSTICE" at the bottom, separated by laurel branches. Inside the ring is a central emblem consisting of a triangle with a scale of justice in the center. The words "Victim Restoration" and "Youth Redemptive" are written along the left and right sides of the triangle, respectively. Below the triangle, the words "Community Protection" are written in a smaller font.

Questions?

Comments?

Thank You!