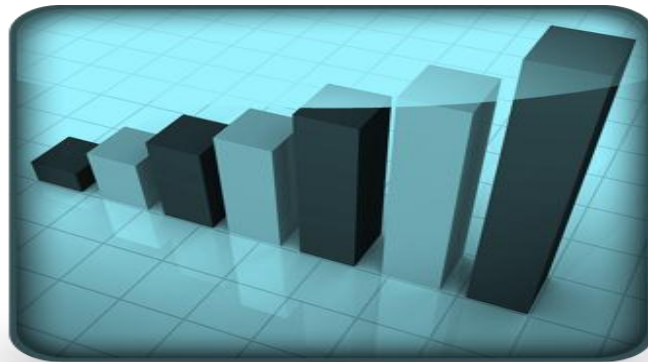


**Evidence-Based Organizations in Community Corrections:  
What They Are and How to Become One**

***Training Workbook***



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**Indiana University of Pennsylvania**

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**1. Beginning Exercise: Why are you here?**

**Where are you from (agency, geographic location, type of work that you and your agency perform)?**

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**What do you hope to get out of this workshop?**

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**2. Questionnaire: Are you working in an evidence-based environment?**

**Check the appropriate box; record corresponding score in the right-hand column; total score.**

Statement	Strongly Agree (5)	Agree (4)	Maybe/ Don't Know (3)	Disagree (2)	Strongly Disagree (1)	Score
<b>At my agency:</b>						
Leadership and management are familiar with evidence-based policies, programs, & practices						
Staff are familiar with evidence-based policies, programs, & practices						
Evidence-based literature and websites are read, consulted, and discussed regularly						
Evidence-based principles for offender/client risk reduction are understood and utilized						
Management decisions are based on strong evidence and data						
Offender/client risk assessments are conducted and utilized as common practice						
Offender/client risk assessments are used to inform and guide case management						
Offenders/clients receive feedback on their progress and positive reinforcement for change						
Staff receive appropriate skills training on how to engage, motivate, and supervise offenders/clients						
Interventions for offenders/clients are targeted based on risk and needs						
Data are collected and analyzed to assess and improve offender/client outcomes						
Data are collected and analyzed to assess and improve staff performance						
There is an environment that supports experimentation, innovation, and learning						
Offender/client success is promoted as a priority outcome						

**Total:** \_\_\_\_\_

**What do you view as the keys areas for your organization to address in becoming an evidence-based organization, and what can you do to contribute?**

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### ***3. Leadership Exercise***

**Think of someone who you believe is an effective leader. What makes this person an effective leader? What does being an effective leader mean to you?**

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**How do you distinguish between being a leader and being a manager?**

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### 4. Questionnaire: Leadership at Your Agency

**Check the appropriate box; record corresponding score in the right-hand column; total score.**

Statement	Strongly Agree (5)	Agree (4)	Maybe/ Don't Know (3)	Disagree (2)	Strongly Disagree (1)	Score
<b>Leaders at my agency:</b>						
Work collaboratively with staff to develop and assess agency vision and goals						
Encourage staff to be creative and excel in their work						
Provide future-oriented direction and limit backward-oriented criticism						
Are optimistic and passionate about their work and the work of the agency						
Are willing to take educated risks						
Are accessible to staff and are "good listeners"						
Openly share power and credit, while taking responsibility for challenges and failures						
Possess ample knowledge and skills in the work of the agency						
Are able to effectively share their knowledge and skills, both internally and externally to the agency						
Have strong interpersonal skills and are "good communicators"						
Exhibit integrity by aligning their words and actions with their inner values						
Exhibit dedication, or the time and energy to get the job done						
Exhibit humility, by treating others as equals and not acting superior						
Exhibit creativity, by thinking of and considering new and different viewpoints						
Work with managers to promote both "doing the right thing" and "doing things right"						
Seek to empower employees and build a strong organizational culture						
Are guided by a well-articulated and communicated leadership philosophy						

**Total: \_\_\_\_\_**

**What do you view as the keys areas for leadership improvement at your agency, and what can you do to contribute?**

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### 5. Questionnaire: Organizational Culture at Your Agency

**Check the appropriate box; record corresponding score in the right-hand column; total score.**

Statement	Strongly Agree (5)	Agree (4)	Maybe/ Don't Know (3)	Disagree (2)	Strongly Disagree (1)	Score
<b>At my agency:</b>						
We have a great staff and strong programs, and want them to be better						
Staff morale is high						
Leaders and managers are thinking about both the long-term and short-term future						
The quality of work-life is high for staff						
Staff are treated fairly, justly, and with respect						
Staff clearly understand their roles and responsibilities						
Staff feel comfortable speaking out, offering new ideas, and being creative in their work						
Leaders, managers, and staff share common values and expectations about their work						
Negative attitudes and inappropriate stereotypes and jokes are not tolerated						
Individuals are hired and promoted who are committed to helping clients achieve behavioral success						
Training is provided that facilitates the development of skills necessary to assist clients with achieving behavioral success						
Incentives are offered to recognize and reward staff members who support client success						
Formal policies and procedures are consistent with informal human aspects and interactions						
Internal perceptions about the agency are consistent with external community perceptions						
External organizations and community members have a positive view of my agency.						
External organizations and community members perceive my agency as being committed to offender/client success						

**Total: \_\_\_\_\_**

**What do you view as the keys areas for improvement in the organizational culture of your agency, and what can you do to contribute?**

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## 6. Questionnaire: Organizational Effectiveness at Your Agency

**Check the appropriate box; record corresponding score in the right-hand column; total score**

Statement	Strongly Agree (5)	Agree (4)	Maybe/ Don't Know (3)	Disagree (2)	Strongly Disagree (1)	Score
<b>At my agency:</b>						
There is low turnover among staff members						
There is high job satisfaction among the staff						
Internal collaboration is expected between leaders, managers, and staff members						
External collaboration is expected with other organizations and community members						
Evidence-based programs and practices are identified and adopted						
Evidence-based programs and practices are sustained and enhanced						
Service availability, responsiveness, and continuity are emphasized as high priorities						
Employees are expected to be highly proficient						
Employees have flexibility in their work and the ability to be creative						
Employees are expected to be open to change and new ways of providing services						
Employees are highly engaged and experience personal accomplishment and concern in working with clients						
Employees receive cooperation, support, and recognition in completing their work						
Employees do NOT feel emotionally exhausted and overloaded in their work						

**Total:** \_\_\_\_\_

**What do you view as the keys areas for improvement in the organizational effectiveness of your agency, and what can you do to contribute?**

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**Is your organization in need of further culture assessment and positive change, and if so, how would this take place (i.e., who would be the key individuals responsible for the process, would outside expertise be necessary, what barriers would exist)?**

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**Appendix A:**  
**Second Chance Act Fact Sheet**  
**And**  
**Recidivism Reductions Report**

## **Appendix B: Leadership Philosophy of David L. Myers, PhD**

Across academia, leaders often come and go, while experiencing varying degrees of success, failure, or something in-between. Although many factors can influence leadership effectiveness, a clearly communicated leadership philosophy and consistent leadership behavior are essential for creating a positive and productive work environment and becoming recognized as an outstanding leader. I have had the opportunity and good fortune to both serve in various positions of leadership and observe others in these types of positions as well. Based on my experience, observations, study, and reflection, I believe effective leadership requires strong values and beliefs, positive attitudes, clear expectations, a commitment to an organization's vision, mission, goals, and objectives, and caring for other people.

Solid leadership is founded on strong values and beliefs. Values and beliefs important to me include respect, integrity, honesty, duty, and courage. Respect means treating people with consideration and appreciation, even when disagreements and conflicts arise. Integrity requires doing what is right, both legally and ethically, and doing it consistently. Honesty signifies telling the truth and being sincere, with both good news and bad. Duty represents fulfilling one's obligations and making sure a job gets done completely. Finally, courage exists when a leader faces challenges and adversity and accepts responsibility for addressing problems and correcting mistakes. These five values and beliefs serve as my moral compass and guide my interactions with others, both at and away from work.

In addition to strong values and beliefs, great leadership requires positive attitudes about life and the ability of people to perform at a high level when they are given the proper tools, guidance, and encouragement. I strive to see the potential in people and their ideas, and I think about how things can be done well or done better, rather than why they won't work. Passion is a key aspect of having positive attitudes; passionate individuals pursue excellence in life and in work, and they enjoy and maintain a healthy balance between the two. Strong leaders have the ability to identify strengths in others and place them in positions and roles that will allow them to experience success. Success breeds further success and passion, for both individuals and organizations.

My values, beliefs, and attitudes guide the way I live and work. Effective leadership also requires presenting clear expectations for others in the organization and holding them accountable for their actions and words. I expect that those I work with will exhibit respect for other people's time, opinions, and priorities. This includes things like being on time to meetings, responding to phone calls and e-mails, listening to what others have to say, appreciating the work of others, and considering the family and personal lives of co-workers. I also expect people to be upfront with each other, and not let things simmer and fester into bigger problems. Finally, I want those I work with to be each other's best advocates. In addition to recognizing the achievements of others, disagreements and conflicts sometimes will arise. Unpleasant situations should be addressed efficiently by those involved, but to the outside world, an organization (e.g., academic department) should appear to be a team of members who support each other.

A commitment to an organization's vision, mission, goals, and objectives is essential for a leader and members to work collaboratively and ensure the purpose of the organization is being fulfilled, appropriate methods are being utilized, and desired results are being achieved. Developing and committing to a shared vision and mission requires a consideration of the organizational culture and an understanding of what the organization is seeking to achieve in the future. In an academic department, for example, a comprehensive vision would encompass such things as teaching effectiveness and student learning, research productivity, and service to the department, university, discipline, and community.

Organizational goals and objectives should be clearly linked to the vision and mission, and setting goals and objectives initially requires strong leadership skills in problem analysis, needs assessment, and identifying strengths, weaknesses, threats, and opportunities for the organization. Goals and objectives then can be developed to show how the success of the organization will be pursued and measured. Throughout this process, communication (both oral and written) from the leader and among organizational members is imperative. Members must buy into, support, and act on the vision, goals, and objectives, or success will be limited. Furthermore, strong leaders and organizations cannot be afraid of taking risks or failing. Being bold and diligent in the pursuit of success is the way great things get accomplished.

Finally, I believe an important aspect of outstanding leadership is caring for organizational members. Strong leaders understand they lead people and manage things (e.g., budgets, classroom space, paperwork), and connecting with others (e.g., faculty, students, staff, community members) is the leader's responsibility. With this in mind, a caring leader will take the time to develop an understanding of the community and its cultural values; create strong interpersonal relationships; consider and appreciate quality of life; and further the professional development of organizational members. I also think valuing diversity, lending a helping hand, maintaining a sense of humor, and adopting a general philosophy of "work hard, play hard, and have fun" are some of the things that distinguish truly great leaders from those who struggle or fail. Being visible, accessible, and open to listening, along with assisting others, knowing how to laugh (at yourself, in particular), and having fun both at and away from work are essential for building rapport and a spirit of cooperation. A great work environment requires leaders and members to nurture and encourage it every day.

In conclusion, I believe effective leadership is guided by strong values and beliefs, positive attitudes, and clear expectations about how organizational members will treat and interact with each other. Strong leaders also make a collaborative commitment to an organization's vision, mission, goals, and objectives, and they express care and concern for others and the work environment. Leaders may need to ask others to make sacrifices and do things that might seem impossible. If those in a position of leadership have communicated their philosophy, set and modeled a standard of behavior, kept people informed, inspired willingness and dedication, and looked after the interests of others, a common vision, mission, goals, and objectives can be achieved, and challenges and difficulties can be overcome. Moreover, this process will lead to mutual trust and a stable foundation upon which long-term leadership and organizational effectiveness can be built.

**Appendix C**

**Evidence-Based Practice Skills Assessment for Criminal Justice Organizations**

**And**

**Evidence-Based Practices Implementation Checklist**