



Department of Community Supervision Policy & Procedure Statement

Title:	Responding to Offender Behavior (Sanctions and Incentives)	Policy Number:	4.108
Effective Date:	August 1, 2016	Page:	1 of 4
Last Revision:	April 1, 2018	Authority:	Reentry Services / Commissioner
Forms/Attachments:	PROACT Matrix; Sanctions and Incentives Survey; Sentence Completion Certificate		

I. INTRODUCTION and SUMMARY: This policy shall provide guidelines for staff of the Department of Community Supervision (DCS) in applying evidence-based practices for responding to offender behavior during supervision in a manner that promotes crime or offense desistance, models prosocial behavior, and reduces recidivism. Staff should respond to violations and negative behavior in a manner that is *swift, certain* and *proportionate* to the behavior. Equally important is an emphasis on recognizing and rewarding positive behavior to encourage positive change. In order to promote responsivity, responses shall be tailored to account for offender's individual circumstances. All instances in which reinforcers, prevention opportunities, and sanctions are issued should be documented appropriately in case notes in order to capture data correctly.

II. AUTHORITY: The Commissioner of the Department is vested with the authority to issue and approve all necessary directions, instructions, orders and rules applicable to employees of the Department. O.C.G.A. § 42-3-5(b). Probation Management Act, OCGA 42-3-110, et seq.

III. DEFINITIONS:

Crime or offense desistance - Desistance is the process of replacing criminal behavior and the associated anti-social identity with prosocial characteristics including personal recovery; learning to live a life of progressive value recognized by the individual and her/his community.

Staff - Employees of DCS including Community Supervision Officers (CSOs), Administrators, and Counselors.

Sanctions - Official and appropriate corrective response of officers, reentry partners, and associated agencies to address violations and/or antisocial behavior.

Reinforcers - Official, appropriate, individualized response to reinforce compliant and prosocial behavior.

Prevention Opportunities - Official, appropriate, and individualized therapeutic responses

intended to prevent future violations and/or antisocial behavior.

Sanctions - Official, appropriate, and individualized corrective responses to address violations and/or antisocial behavior.

Probation Options Management (POM) - Probation Management Act (2004) authorizes the agency to impose sanctions for violations of Probation without returning the offender to court.

PROACT Matrix - The Personalized Responses for Offender Adjustment and Community Transition (PROACT) Matrix is a general guide that should be tailored to various factors for each individual and should take into account the person's criminal history, risk score, prior violations, accomplishments, achievements, etc. It outlines examples of rewards, sanctions, and other reinforcers to be used to potential responses to behavior. These responses are designed to promote the individual's compliance with-rules and conditions.

IV. STATEMENT OF POLICY AND APPLICABLE PROCEDURES:

A. Responding to Offender Behavior

Staff shall identify prosocial and antisocial behavior and deliver corresponding reinforcers, prevention opportunities and sanctions as essential components of supervision.

1. Because each individual exhibits different degrees of responsivity to various reinforcers and sanctions, it is crucial that responses to behavior be tailored to each offender based on their personal motivators and deterrents. Responses to behavior are also more effective if they are meaningful to the individual, as well as *swift, certain, and proportionate* to the action that prompted the reinforcer. A response that works to deter or encourage one offender may have little or no effect on another person.
2. Each offender should be given the Sanctions and Incentives Survey to voluntarily complete and return to the officer. This may be a homework assignment after court sentencing, orientation, or at the initial interview. The completed Sanctions and Incentives Survey must be uploaded into the Initial Interview Folder and add as a comment, "Sanctions and Incentives Survey." This information should be used to help develop the case plan.
3. Examples of responses to offender behavior are outlined in the PROACT Matrix. Given the range of possible responses, a key factor in responding appropriately to offender behavior is their assessed level of risk and need.
4. To accurately collect data, assess impact, and assist in future supervision decisions, all responses to behavior must be documented appropriately in the case management system.

B. Reinforcers

Rewards for compliant and prosocial behavior should be emphasized, frequently applied, to promote sustained offender change and public safety. A ratio of four (4) reinforcements for compliant and prosocial behavior to every punishment or corrective action for noncompliant behavior is generally accepted as the benchmark for effectively promoting desired changes in behavior. Compliant and prosocial behavior should be addressed using appropriate ESP Skills including Effective Use of Reinforcement, Cognitive Model, and/ or Problem Solving. Examples of positive behavior and reinforcers are outlined in the PROACT Matrix.

Staff should use reinforcement at every opportunity when interacting with offenders. Rewards or reinforcers may be delivered by DCS staff and/or other reentry partners. When using reinforcers, it is essential that the offender is aware that the reinforcer is a specific consequence of one or more desired behaviors.

Sentence Completion Certificates may be given at the end of sentence as an incentive/reinforcer.

C. Prevention Opportunities

Framing corrective responses as sanctions may not be effective when attempting therapeutic interventions because it may influence offenders' attitudes toward the treatment process. To this end, the PROACT Matrix separates prevention opportunities from sanctions. Examples of prevention opportunities are outlined in the PROACT Matrix.

D. Sanctions

The overarching goal of using sanctions is to reduce the offender's risk to reoffend. In most cases, the sanction should be accompanied by the appropriate use of ESP skills including Effective Use of Disapproval, Cognitive Model, and/or Problem Solving. Examples of swift and certain responses are outlined in the PROACT Matrix.

Effective sanctioning occurs by appropriately responding to the undesirable behavior in a timely manner. Failure to respond to an antisocial behavior in effect reinforces and implies approval of the behavior. This typically leads to the behavior being repeated or increasing in frequency. To deter violations, staff should advise offenders that each violation will receive a swift, appropriate and consistently applied response.

Staff must include in any Delinquent Report a description of both prosocial behavior and achievements of the offender during supervision, as well as antisocial behaviors and patterns, the corresponding responses that have been applied, and associated risk score changes since beginning supervision or since the last Delinquent Report.