

**PPSO Best Practices
Document #1**

Strategic Training Aimed at Reducing Rearrest



Best Practice Implementation Guidelines

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Special Thanks

This document was developed by probation and pretrial officers filling temporary duty assignments at PPSO. These officers include:

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Overview

Staff Training Aimed at Reducing Re-Arrest (STARR) is training on a set of supervision skills officers use in their interactions with offenders and defendants to address and mitigate risk. The skills and training are based on what is known in the criminal justice literature as core correctional practices. The skills, heavily influenced by social learning theory, have been found to be effective in reducing recidivism in criminal justice populations. The skills taught in STARR include: active listening, role clarification, effective use of reinforcement, effective use of disapproval, effective use of authority, effective use of punishment, cognitive behavioral interventions, and problem solving skills.

This best practice document intends to provide districts with guidance and information to be used in the development of local STARR implementation plans.

STARR Implementation and Sustainability Team

A “STARR Implementation and Sustainability Team” should be formed to develop and monitor the implementation of local plans and policies. This team will be responsible for ongoing program assessment and improvement. This team should include at a minimum: a STARR Coordinator and a STARR Lead Coach(es), and have representatives from upper management, supervisors, STARR coaches and STARR users. Please refer to the Appendix 1 for duties associated with STARR coordinator, coaches, and other roles.

STARR User Recordings

STARR users should submit a minimum of two recorded STARR skill sessions per month to their assigned coach. STARR users should obtain a signed waiver and/or verbal acknowledgment from the defendant/offender prior to the recording. Districts should check state and local laws that may apply to obtaining written consent when recording sessions.

Feedback on STARR User Recordings

STARR users should receive verbal feedback from their assigned coach as soon as possible, but no later than two weeks after a recording is submitted. The verbal feedback should be based on the STARR coaching forms and skill steps available in the online STARR Coaches Resource Library. At the district’s discretion, the coaching forms may be provided to the STARR user.

STARR Coaches Recordings

STARR coaches should submit a minimum of two recordings per month to their lead coach, one on a STARR skill and one on a feedback session. For STARR skill recordings, STARR coaches should obtain a signed waiver and/or verbal acknowledgement for the recording from the defendant/offender prior to the recording. Districts should check state and local laws that may apply to obtaining written consent when recording sessions.

Feedback to STARR Coaches

The STARR lead coach should provide verbal feedback on any STARR skills and feedback recordings submitted by coaches. This feedback should be based on the coaching forms and skill steps available in the STARR Coaches Resource Library. At the district's discretion, the coaching forms may be provided to the STARR coach.

Documentation and Retention of STARR Recordings and Feedback Forms

STARR recordings are training sessions in which an officer or coach practices or enhances STARR skill proficiency and are not part of a case file. Pursuant to [General Records Schedule 23](#), Section 5(b) recorded sessions are treated as records documenting routine activities containing no substantive information, or records containing substantive information, the substance of which has been incorporated into organized files. Recorded sessions should be saved in a local repository until they are no longer needed for convenience of reference. Completion of recordings will be documented in an automated fashion, such as using a spreadsheet or database, which can be viewed in a local repository where access is controlled by district protocol needs. Coaching forms used in conjunction with the recordings for STARR users and STARR coaches should be kept for each recording in a local repository until they are no longer needed for convenience of reference.

STARR User Booster Sessions

STARR user booster sessions provide trained officers the opportunity to further their skill development in a safe learning environment. STARR user booster sessions should be led by a coach or coaches and follow the structure and lesson plans outlined in the STARR Coaches Resource Library.

Officers trained in STARR skills should attend at least one booster session per month. STARR users may earn training hours for booster session attendance. Attendance to booster sessions will be documented in an automated fashion, such as using a spreadsheet or database, which can be viewed in a local repository where access is controlled by district protocol needs.

STARR Coaches Booster Sessions

STARR coaches should attend at least one coaches booster session quarterly. Coaches booster sessions should be lead by the STARR Lead Coach(es). STARR coaches may earn training hours for booster sessions attendance. Attendance to booster sessions will be documented in an automated fashion, such as using a spreadsheet or database, which can be viewed in a local repository where access is controlled by district protocol needs.

Chrono Codes

Chrono codes have been developed for specific STARR skills and are listed under contact code category "Personal". When an officer uses a STARR skill, they will utilize the STARR chrono codes and add any pertinent information to the canned wording. Chrono codes should only be

used by officers who are deemed competent by their lead coach in their use of each skill. In this context, competency is defined as submission of multiple tapes that demonstrate that a user hits each skill step.

STARR Users to Coach Ratio

The ratio of STARR users to STARR coaches should be no more than a 4:1 ratio.

Trained coaches should be in place prior to training users.

STARR Coaches Training

To participate in an AO sponsored STARR Coaches training; the following criteria must be met. An officer must have completed an AO sponsored STARR user training, submitted a minimum of four recordings on specific STARR skills to a national coach for review and participated in a minimum of two booster sessions. Based upon the feedback from the recordings and verification of attendance at the booster sessions, individuals may be selected to attend the AO sponsored STARR Coaches training.

STARR Training for Supervisors

Supervisors that will be supervising officers trained in the STARR skills should attend a one-time AO sponsored Supervisor STARR training.

Measurement on Learning Activities

Districts should collect the following information on individual STARR-trained officers (users and coaches) and in an aggregate manner (district-wide):

- Number of recordings each officer and STARR coach submits by STARR skill
- Number of STARR coaches' feedback sessions recordings
- Attendance at booster sessions
- Number of booster sessions per STARR skill
- Number of STARR training hours (from attendance at potential in-house training events, booster sessions and AO sponsored STARR training events)
- Number of feedback sessions on skill usage provided to all STARR-trained staff
- Number of feedback sessions on coaching provided to STARR coaches
- Number of supervisor booster sessions
- Usage of STARR skills from officers and STARR coaches (i.e. frequency, specific skill, etc)

Appendix 1 – Roles and Expectations of Various Staff in STARR Implementation

Executive Management Group– Chiefs, Deputy Chiefs and Assistant Deputy Chiefs

- Communicate vision and direction of STARR in regards to district goals. This communication should be ongoing and seek to build staff motivation.
- Provide resources such as additional training, tools (i.e. iPads,), adequate staffing levels and caseload sizes.
- Participate in local STARR learning activities as able.
- Participate in the STARR Implementation and Sustainability Committee as able and provide guidance and support.
- Attend the AO sponsored STARR Orientation Meeting.
- Provide incentives and reinforcement regarding the activities to promote the sustainability, fidelity and measurement of STARR.
- Communicate expectations to supervisors and officers and monitor participation in learning activities in accordance with policy.

Supervisors

- Attend AO sponsored Supervisor STARR training when offered.
- Attend STARR user booster sessions as an observer at least quarterly.
- Attend supervisor booster sessions quarterly.
- Observe use of skills in field and office as able.
- Monitor the learning activities measurements database and provide reinforcement of participation and address non-participation when necessary.
- Discuss and encourage use of skills, including during case planning.
- Provide incentives and reinforcement regarding the participation of STARR learning activities and skill usage.

STARR Coordinator

- Chair or Co-Chair Implementation and Sustainability Team.
- Facilitate and/or coordinate STARR coaches booster sessions.
- Facilitate and/or coordinate STARR user booster session.
- Facilitate and/or coordinate STARR training for all levels of staff, in-district and AO sponsored training events.
- Act as the point of contact for the AO.
- Provide incentives and reinforcement regarding the participation of STARR learning activities and skill usage.
- Monitor the learning activities measurements database and provide reinforcement of participation and address non-participation when necessary.
- Maintain records on learning activities in a local repository.

STARR Lead Coach

- Review recordings and provide feedback to STARR coaches on their coaching skills.
- Review recordings and provide feedback to STARR coaches on their skill usage.
- Facilitate and/or coordinate STARR supervisor booster sessions.
- Facilitate and/or coordinate STARR coaches booster sessions.
- Facilitate and/or coordinate STARR user booster session.
- Continue with STARR Skill development and provide recordings to designated in-district or national STARR Coach.
- Monitor the learning activities measurements database and provide reinforcement of participation and address non-participation when necessary.
- Maintain records on learning activities in a local repository.
- Provide incentives and reinforcement regarding the participation of STARR learning activities and skill usage.
- Utilize STARR skills within the Risk-Needs-Responsivity model.
- Document use of STARR Skills by chrono codes.

STARR Coaches

- Provide recordings to the STARR Lead Coach on their coaching skills.
- Provide recordings to the STARR Lead Coach on their skill usage.
- Attend coaches booster sessions.
- Facilitate, participate and/or coordinate monthly STARR user booster sessions.
- Review recordings and provide feedback to assigned STARR users.
- Maintain records on learning activities in a local repository.
- Utilize STARR skills within the Risk-Needs-Responsivity model.
- Document use of STARR Skills by chrono codes.

STARR Users

- Attend booster sessions.
- Provide recordings in a local repository and notify coach of submission.
- Practice specific STARR skills as directed by coaches.
- Utilize STARR skills within the Risk-Needs-Responsivity model.
- Document use of STARR Skills by chrono codes.