

Exhibit 5-7. Integrated Case Management and Supervision Checklist

1. You might begin by having everyone on the team charged with reshaping case management in support of transition and reentry complete this checklist independently. This will allow each team member to consider the various features of ICMS, the degree to which your current operations are consistent with the model, and where they diverge from it. You will need to consider these questions from the point of view of institutional corrections, postrelease supervision, and other agencies that may be providing services to offenders.
2. After completing the checklist, review it together, discussing your answers and coming up with a single set of responses that best approximates the collective perspective of your team.
3. Next, discuss the extent to which current practice in your jurisdiction matches the concepts of ICMS as outlined above.
4. Finally, consider the implications of this discussion for your team's work plan. Are there areas of significant difference between the model and your operations? If so, what are they? What would you have to change to bring practice more in line with the model?

Area	Yes	Planned	Not Clear	No
Definition/Goal of Offender Case Management				
<p>1. Is offender success to enhance public safety a goal that has been articulated and embraced by:</p> <ul style="list-style-type: none"> • TPC leadership? • Institutional correctional staff? • Postrelease supervision staff? • Service providers? • Community partners? • If you asked staff who work directly with offenders what the purpose or goal of their work is, would they say that their job is to assist offenders to successfully transition to the community? Or to successfully complete supervision? 				
<p>2. Are your TPC efforts focused on transition:</p> <ul style="list-style-type: none"> • Beginning with admission to prison (or before)? • During incarceration? • In the months before release? • During the release decisionmaking process? • After release and throughout community supervision? • After discharge from supervision? 				
<p>3. Is it understood and accepted that interactions with offenders should:</p> <ul style="list-style-type: none"> • Engage the offender in the process of change? • Work with the offender to develop and complete a case plan that, when implemented, will increase the likelihood of positive change? 				

Exhibit 5-7. Integrated Case Management and Supervision Checklist (continued)

Area	Yes	Planned	Not Clear	No
Tools				
<p>4. Tools consistent with the ICMS model:</p> <ul style="list-style-type: none"> • Does your jurisdiction use empirically based assessment tools to determine offenders' risks and needs? <ul style="list-style-type: none"> —At which decision point(s)? —Which instrument(s) are used? • Do you develop a single, ongoing, dynamic case management plan? • Does it specifically address offender's individual criminogenic needs? • Are you adopting different strategies of case management depending on offenders' risk levels? • Are conditions of supervision specifically tailored to address criminogenic needs? • Do case management plans link offenders to programs that incorporate the principles of evidence-based practice? • Do field staff and community partners routinely conduct "in-reach" into prisons to engage offenders before release? • Are collaborative partnerships in place to provide services to offenders in institutions and in the community? • Are there clear policies in place that guide responses to technical violations by risk and severity? 				
Case Plans				
<p>5. Case plan as a key aspect of ICMS:</p> <ul style="list-style-type: none"> • Does every offender have a case plan that is developed soon after admission to prison? • Is that plan updated and shared with other staff as the offender moves through the period of incarceration? • Does that plan move with the offender to the field after release from prison? • Is the plan available to all members of a case team, including partners in the field, while the offender is incarcerated and planning reentry? • Does the plan include partners from other agencies as the offender's criminogenic needs require those services? 				

Exhibit 5-7. Integrated Case Management and Supervision Checklist (continued)

Area	Yes	Planned	Not Clear	No
Typical Activities				
<p>6. Activities typical to offender case management:</p> <ul style="list-style-type: none"> • At each point in time, is it clear who is responsible for case planning and management for offenders? • Do case management activities address the basic survival needs of transitioning offenders, such as securing personal identification, determining eligibility for benefits, obtaining suitable housing, and acquiring needed medications? • Is the person or team responsible for case management or supervision charged with active coordination and linkages of offenders to programs/interventions that address their criminogenic needs? • Do current offender management practices include monitoring progress in programs and in everyday life? • Do you monitor conditions of supervision? • Do you routinely use positive reinforcement and lessening of restrictions in response to positive performance? • Do you use proportional sanctions based on risk and severity (including intermediate responses short of revocation) for noncompliance? • Do you create linkages between the offender and natural systems of prosocial support in the family and community (e.g., family support groups, contacts with employers, faith community)? 				
Training and Skill Development				
<p>7. Training and skill development:</p> <ul style="list-style-type: none"> • Are staff routinely trained in the administration of appropriate, empirically based risk and needs assessments? • Are staff routinely trained in motivational interviewing? • Are staff trained in responsivity assessment protocols? • Are booster sessions offered to keep staff skills current? • Do your agencies invest in developing in-house experts to provide training to staff? 				
Responsibility for Offender Case Management				
<p>8. Do you employ a team approach to case management?:</p> <ul style="list-style-type: none"> • Do institutional staff and field corrections staff work together on management of specific cases? • Are agencies other than corrections involved in case management? • If you employ a team approach, does the team leader seek input and provide information to other teams' members in other agencies? • Do first-line supervisors routinely reinforce expectations about offender case management with line staff? 				

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Area	Yes	Planned	Not Clear	No
Individual Agency Infrastructure Supportive of Offender Case Management				
<p>9. Do all aspects of the agency's policies, practices, and leadership support effective offender case management?</p> <ul style="list-style-type: none"> • Is successful transition and reentry clearly included as part of the agency's vision and mission? • Is agency leadership visibly supportive of offender case management? • Are staff resources identified to carry out the work of implementing, assessing, and improving case management? • Have agencies made the effort to develop formal and informal collaborative agreements with other stakeholders to work together on successful transition? • Do your management information systems support offender case management? • Do job descriptions, hiring practices, performance evaluations, hiring, and promotion policies support offender case management? • Are case audit procedures in place that routinely hold staff accountable for integrating the principles of evidence-based practice in their case management activities? 				