

Justice Speakers Institute

SPEAKING, TEACHING & TRAINING - WORLDWIDE

Teamwork

Judge Brian MacKenzie (Ret.)
Justice Speakers Institute, LLC

As a result of this seminar, you will be able to:

1. Discuss the importance to the speciality court team
2. Describe who should be on the team
3. Illustrate why these team member are important to success

Key component #1

"Drug courts integrate alcohol and other drug treatment services with justice system case processing…."



Key component #1

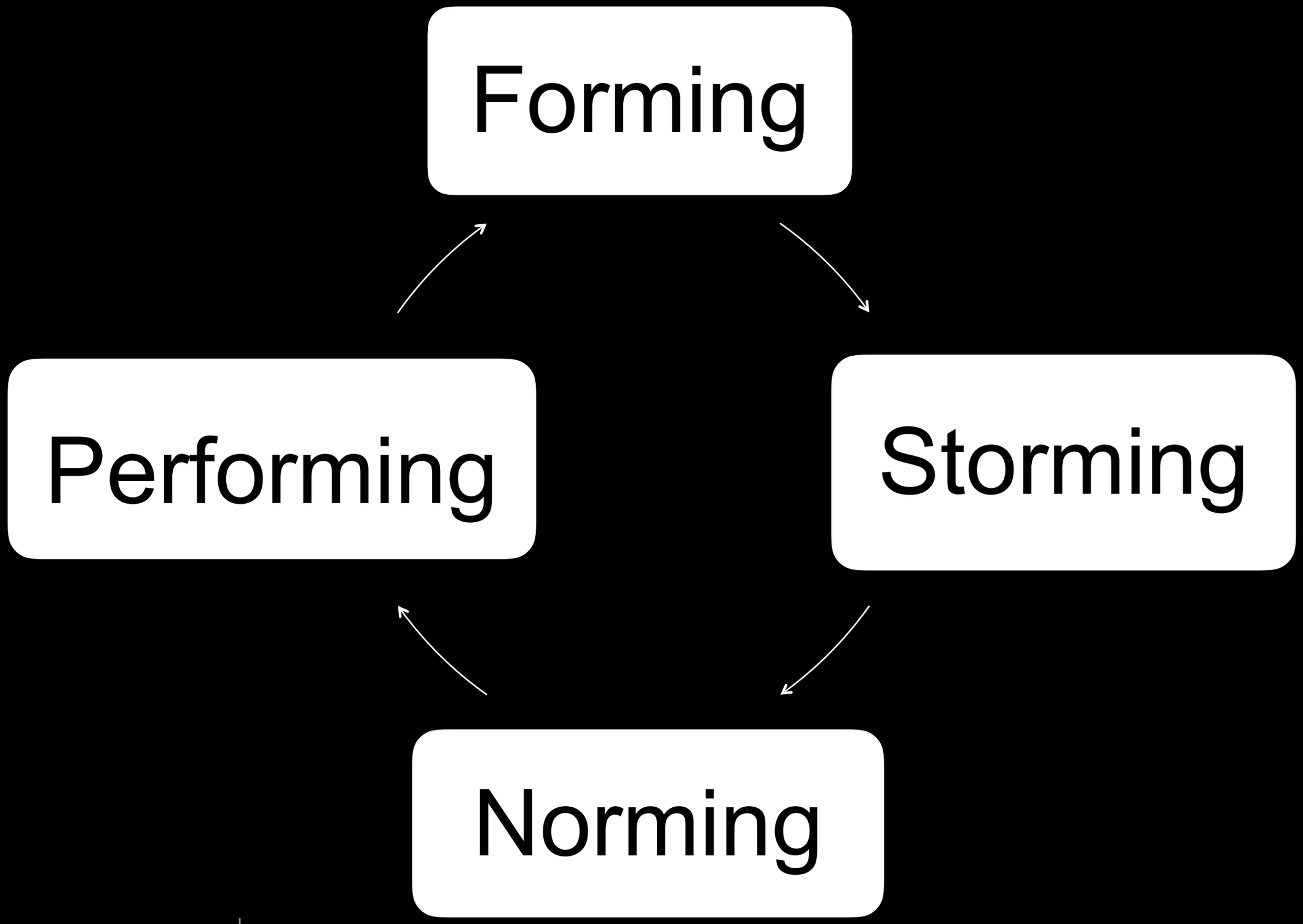
"Collaboration between justice system actors that capitalizes on the intersection of law enforcement, corrections and prosecution at the court to maximize understanding of how to best monitor offenders and assist them as they work to maintain law-abiding lifestyles…."

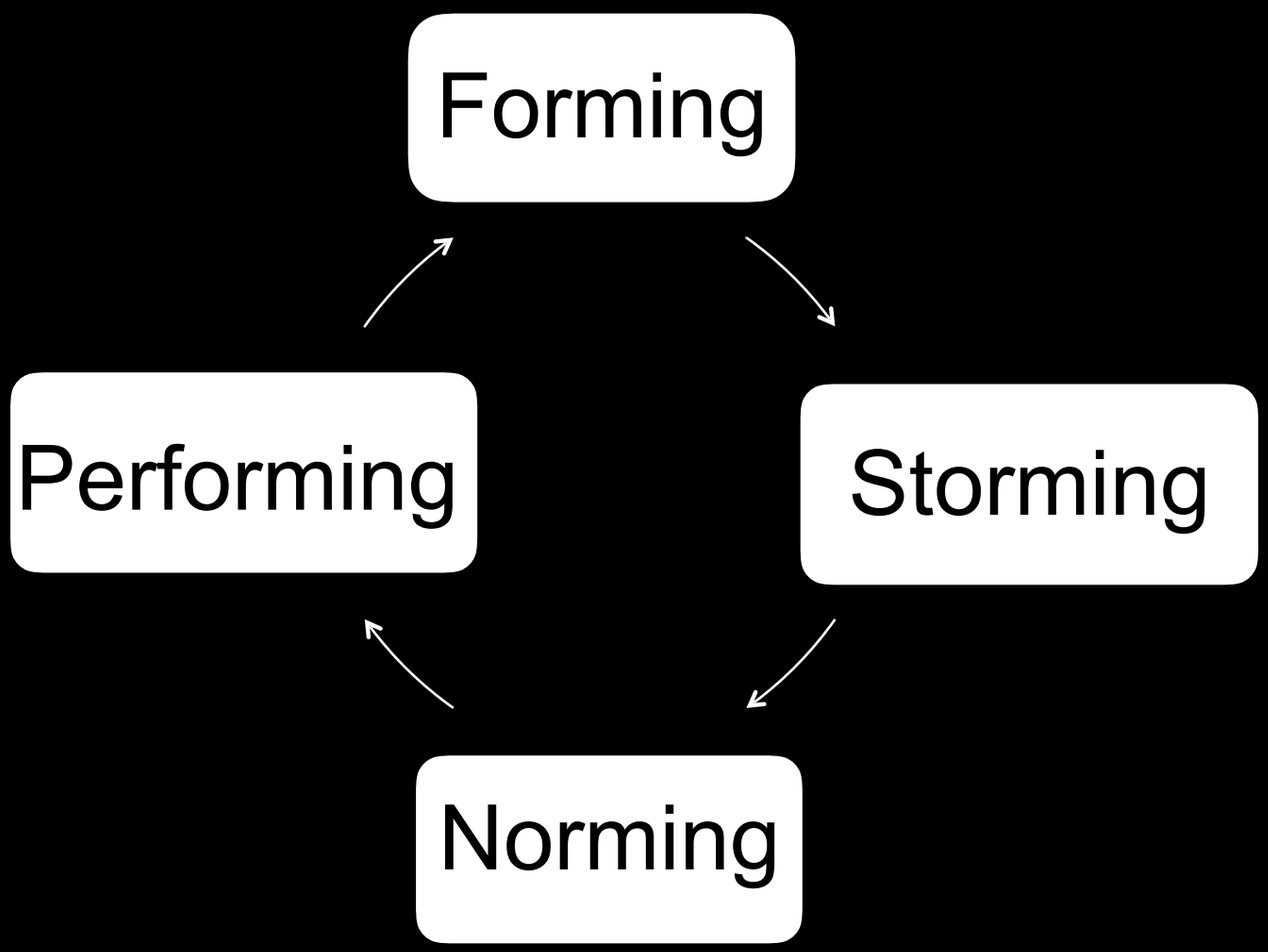


Each member of the team is crucial to the success of the Drug Court



Stages and Cycles of a Team





Which are you?

- Forming-Uncertainty about roles and expectations
- Dysfunctional-Personality and conflicting team goals
- Established-Rules and styles set
- Performing-High productivity /trust
- Transforming-be the change you want to see

Team member differences

- People differ in what is a natural behavior
- For lots of good reasons – historical, cultural, environmental
- Acceptance of differences is critical for effective communication and job efficacy



Elements of Successful Team

- Right people/skills
- Understand roles
- Necessary resources
- Awareness of gaps in skills



Core Team Structure

- Manageable number
- Common purpose
- Common approach
- Enabling structure
- Mutual accountability
- Agreement




Treatment / counselor
Probation officers
Community representative
Coordinator
Judge
Defense attorney
Law enforcement officer
Prosecutor



Coordinator

- Oversees budget and grant writing
- Compiling of statistical data
- Participates in team meetings and program evaluation
- Solicits community support to enhance services available to the participant



Probation officer

- Responsible for the direct supervision of the participant, including referrals to treatment agencies
- Monitoring participant ’s day-to-day activities
- Provides the basic information about the participant at the team meeting



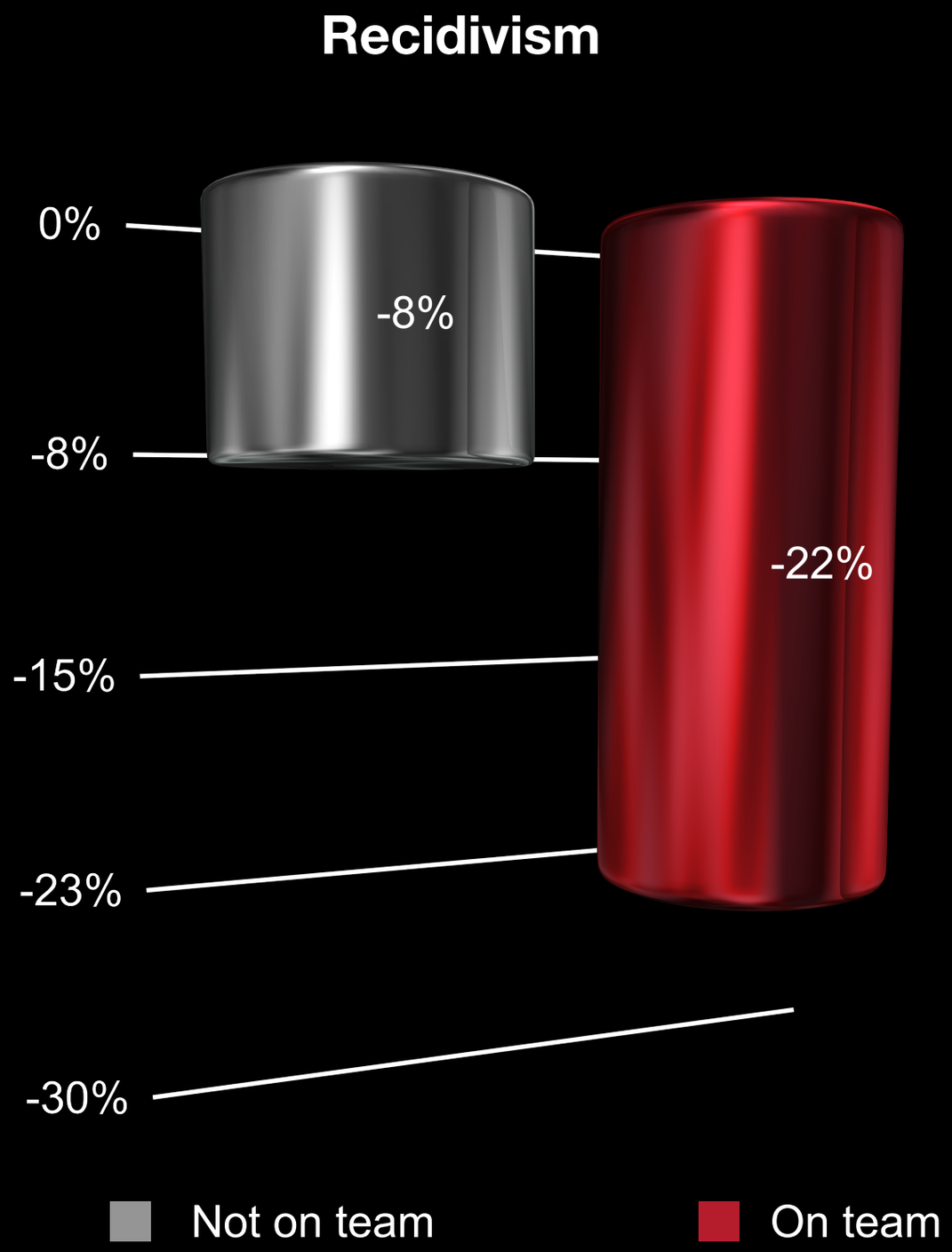
Treatment/ Counselor

- Provides treatment directly to the participant
- Constructs treatment plans
- Provides complete information about participant progress
- Participates in the staffing meeting



Community representative

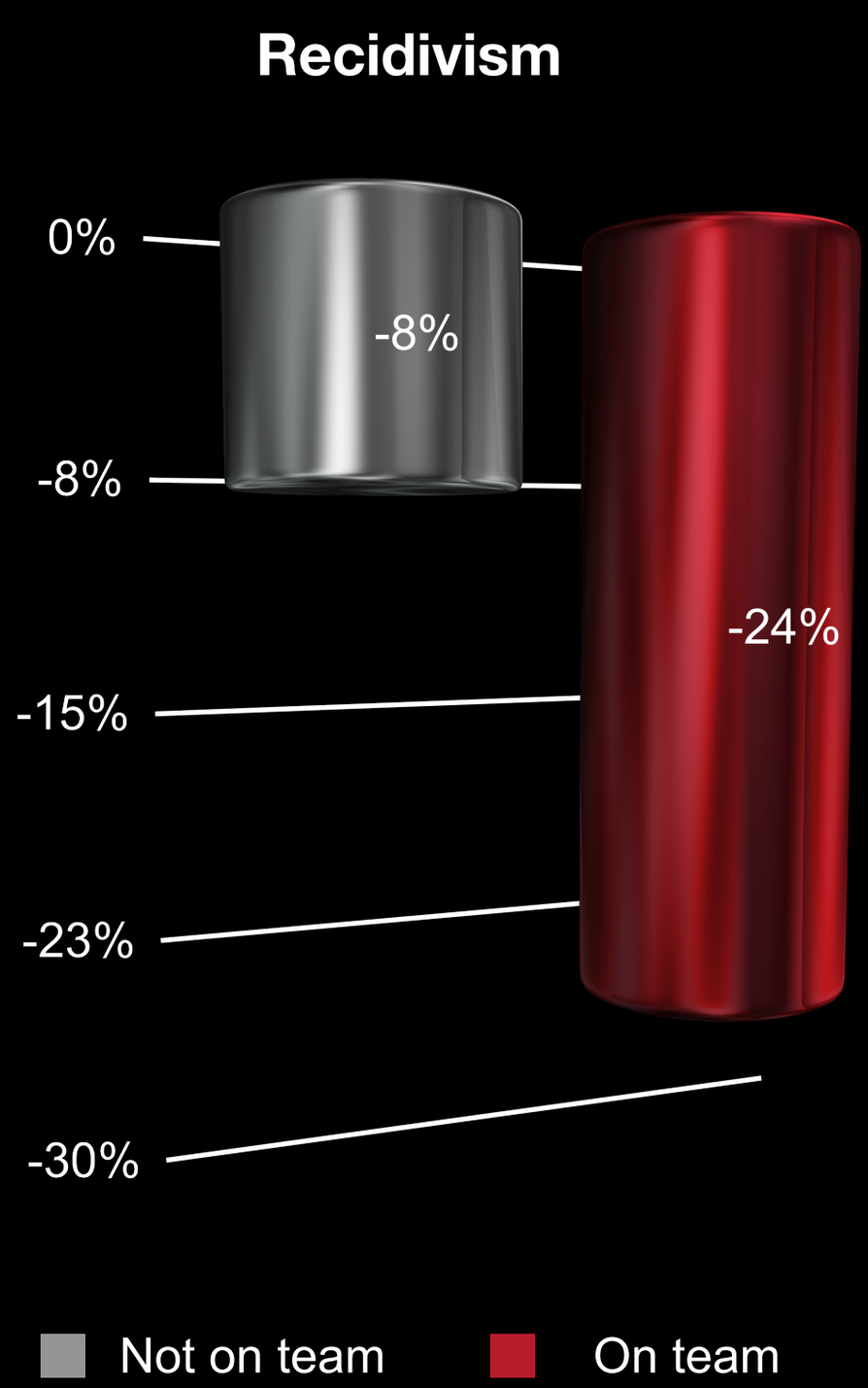
- Participates in the staffing session
- Creates the non-profit organization



Exploring the Key Components of Drug Courts:
A Comparative Study of 18 Adult Drug Courts on Practices,

Law enforcement officer

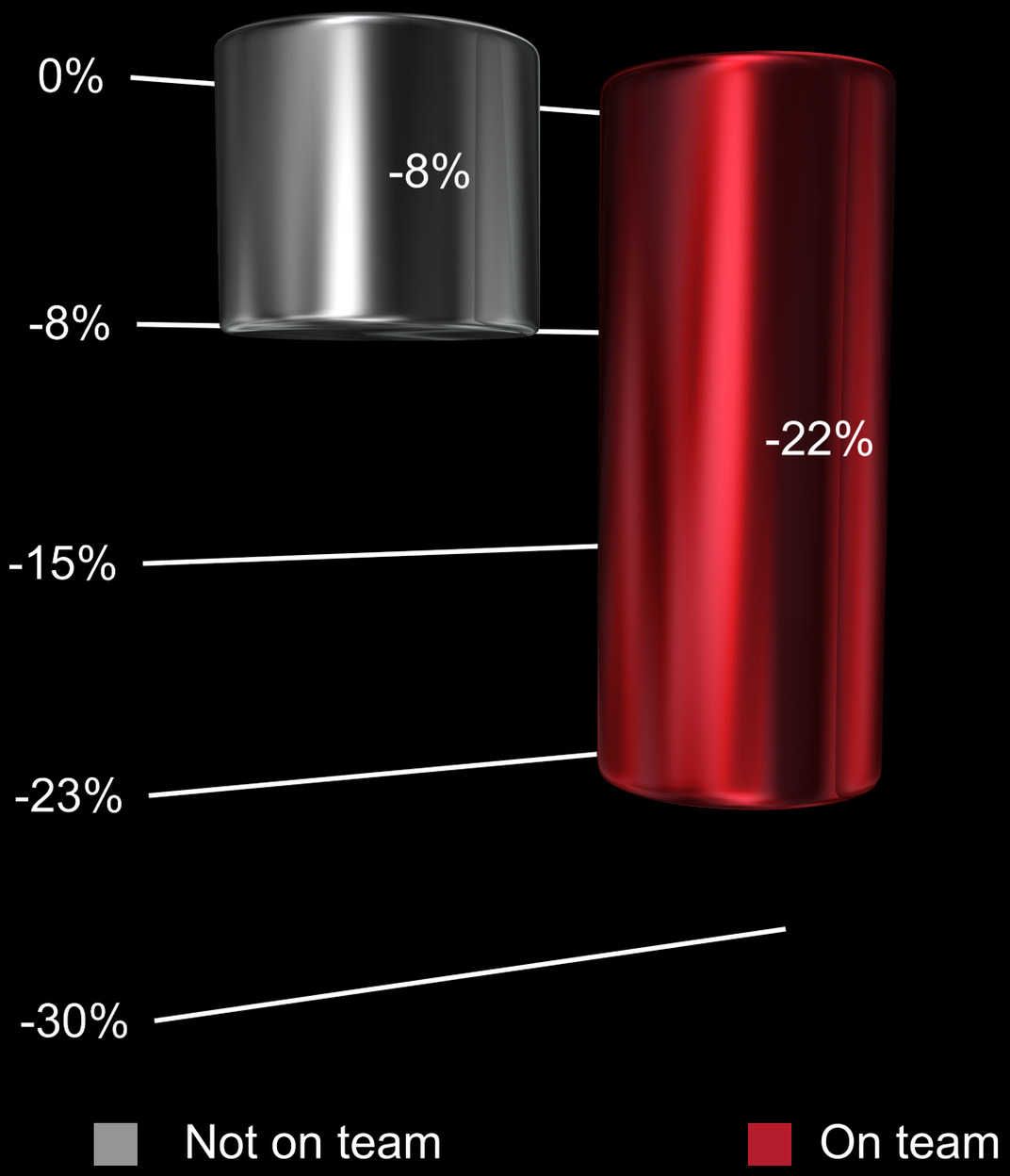
- Is responsible for follow-up on bench warrants issued by the Court.
- Checks on participant compliance through unannounced house visits.
- Acts as a liaison with their respective department.



Exploring the Key Components of Drug Courts:
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Prosecutor

- Reviews potential participant's eligibility
- Participates in staffing of cases, addressing revocations, pleas and application of incentives and sanctions as they apply to the participant



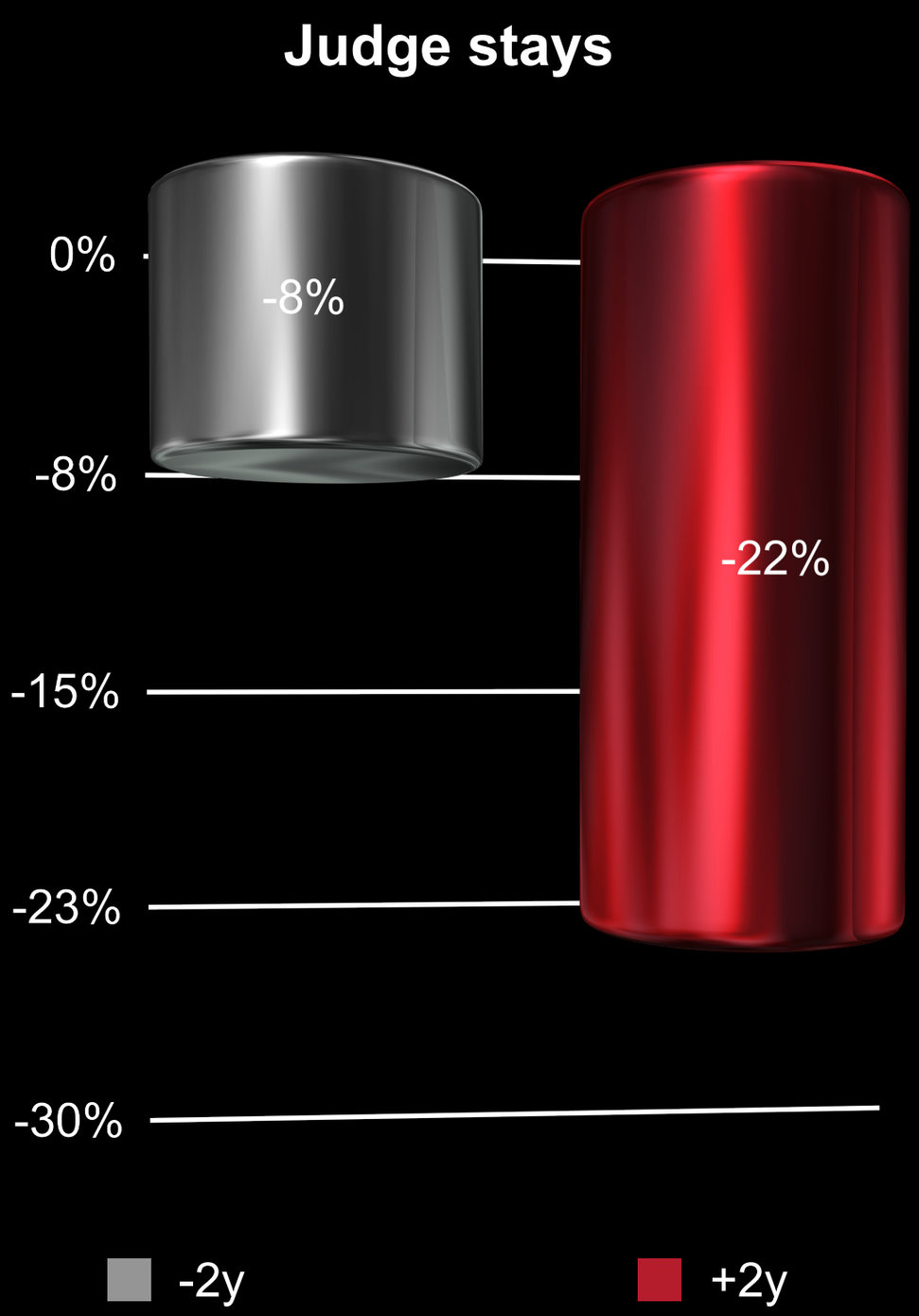
Exploring the Key Components of Drug Courts:
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Defense attorney

- Assists with negotiation of plea agreements
- Facilitates participant entry
- Advocates for the participant during staffing meeting and court proceedings

A team requires a leader

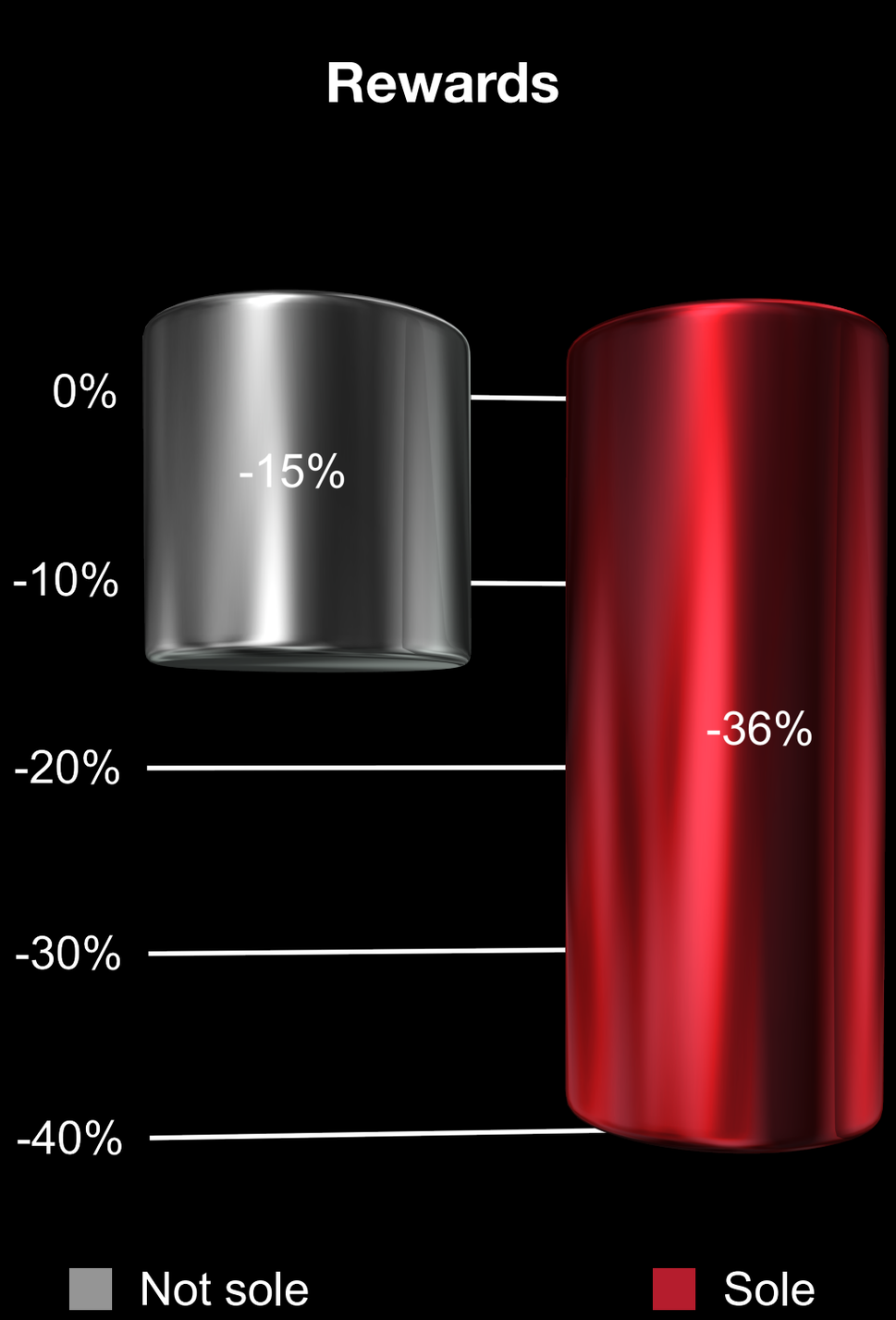




The Judge Is the Key Component:The Importance of Procedural Fairness in Drug-Treatment Court

Judicial leadership

- Drives creation
- Champions improvements
- Broadens collaboration



The Judge Is the Key Component:The Importance of Procedural Fairness in Drug-Treatment Court

Judicial leadership

- Ensures EBPs
- Encourages information sharing
- Overcomes challenges
- Commits to the long term

Beyond the core team



- Health care/Mental health provider
- Pharmacist
- Health department representative
- Vocational rehabilitation

Beyond the core team

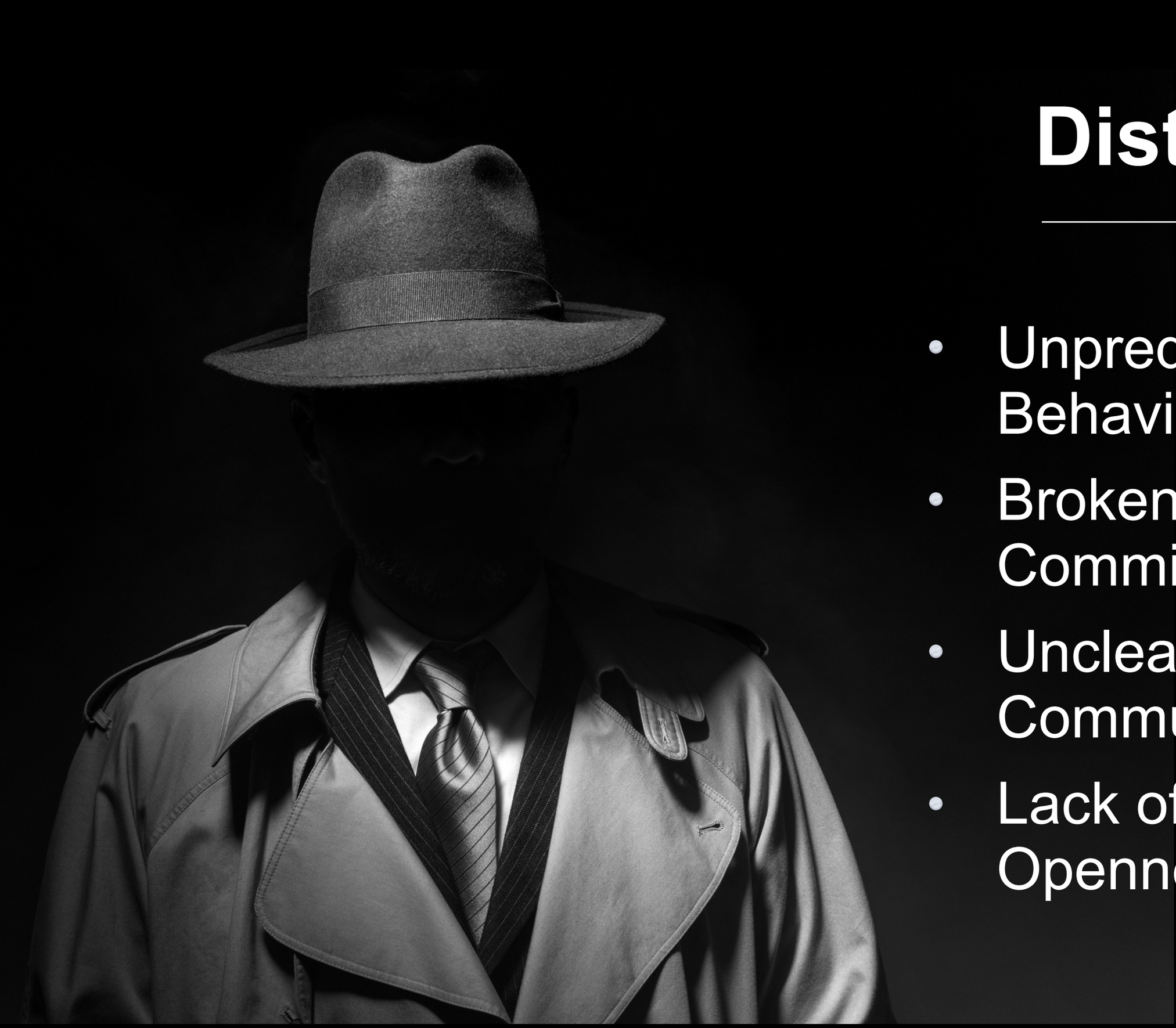


- Public housing representative
- Guardian Ad Litem/ Court Appointed Advocate
- Evaluator/Researche
- Child Welfare Representative
- School/Education

Elements of Dysfunctional Teams

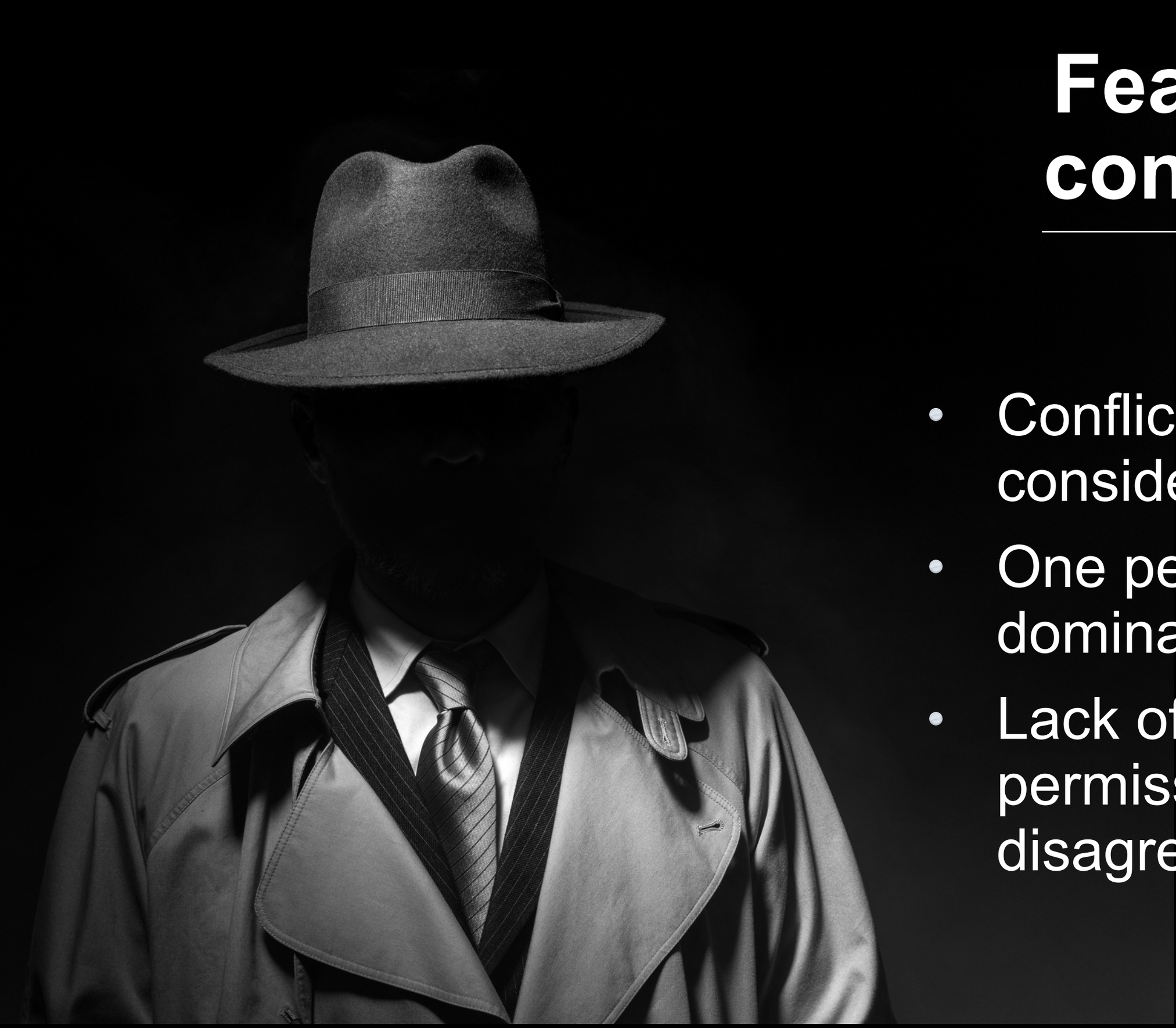
- Distrust
- Fear of conflict
- Lack of commitment
- Lack of accountability
- Failing to focus on results
- Adversarial attitude





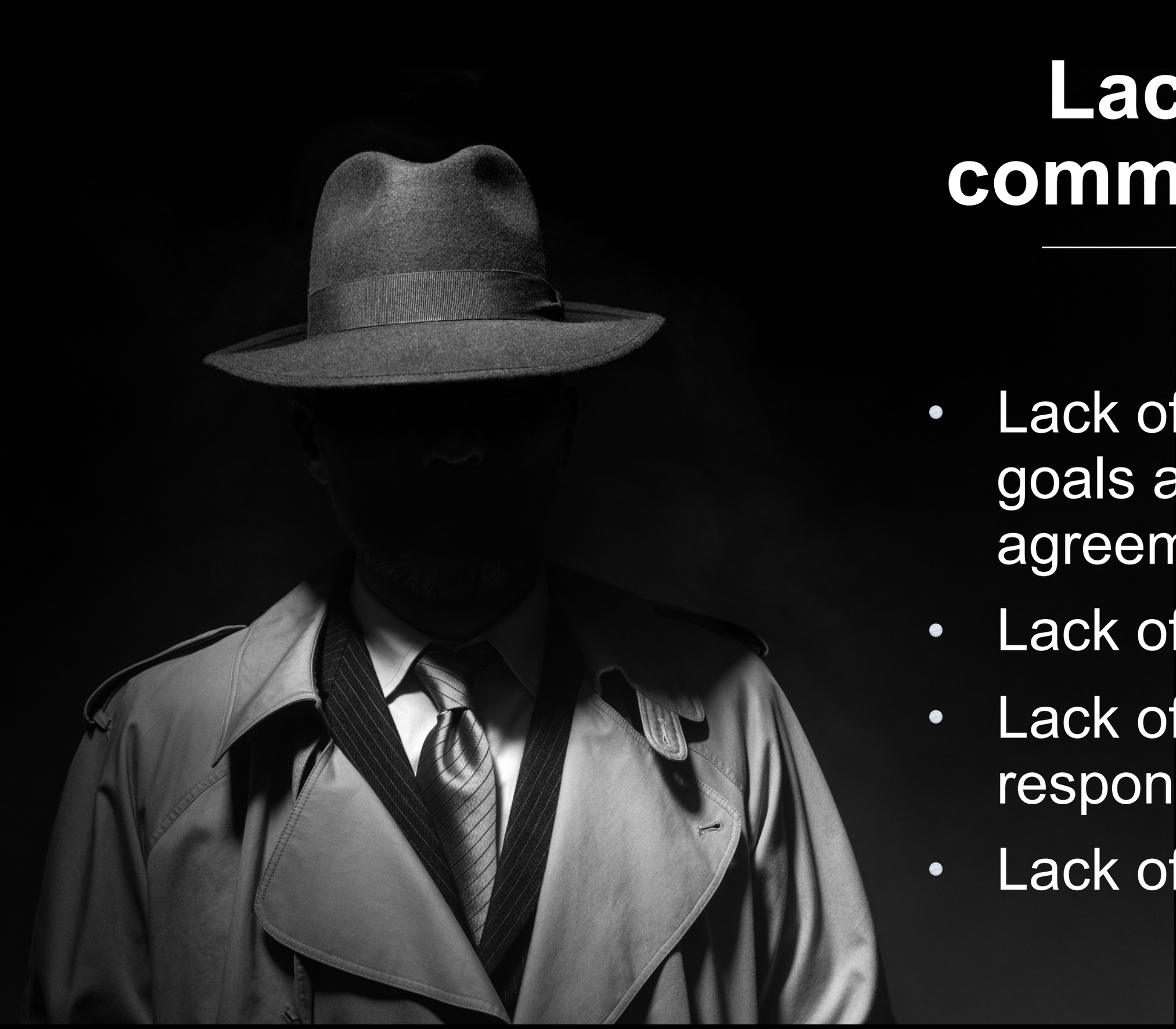
Distrust

- Unpredictable Behavior
- Broken Commitments
- Unclear Communications
- Lack of Openness



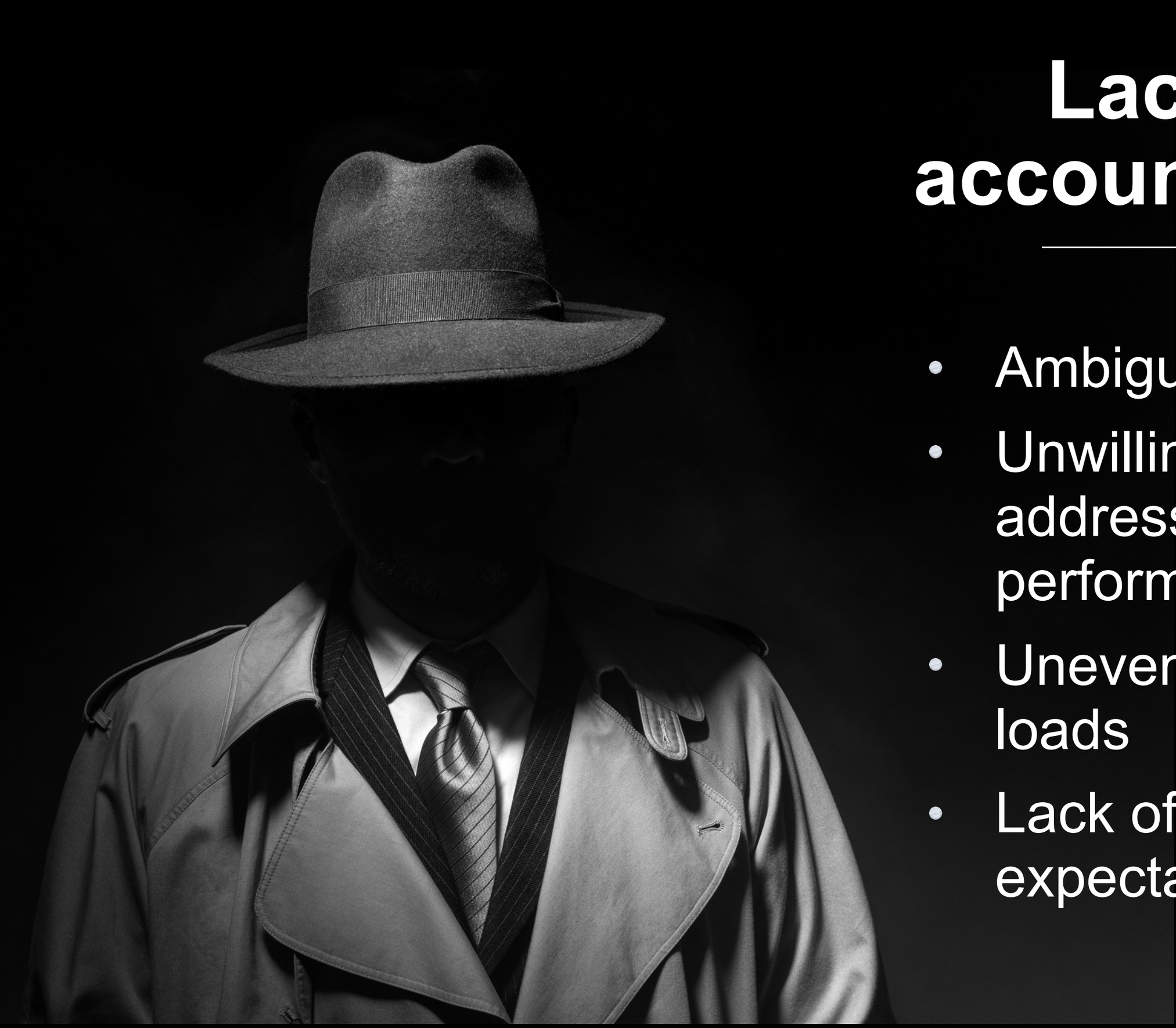
Fear of conflict

- Conflict is considered taboo
- One person dominance
- Lack of permission to disagree



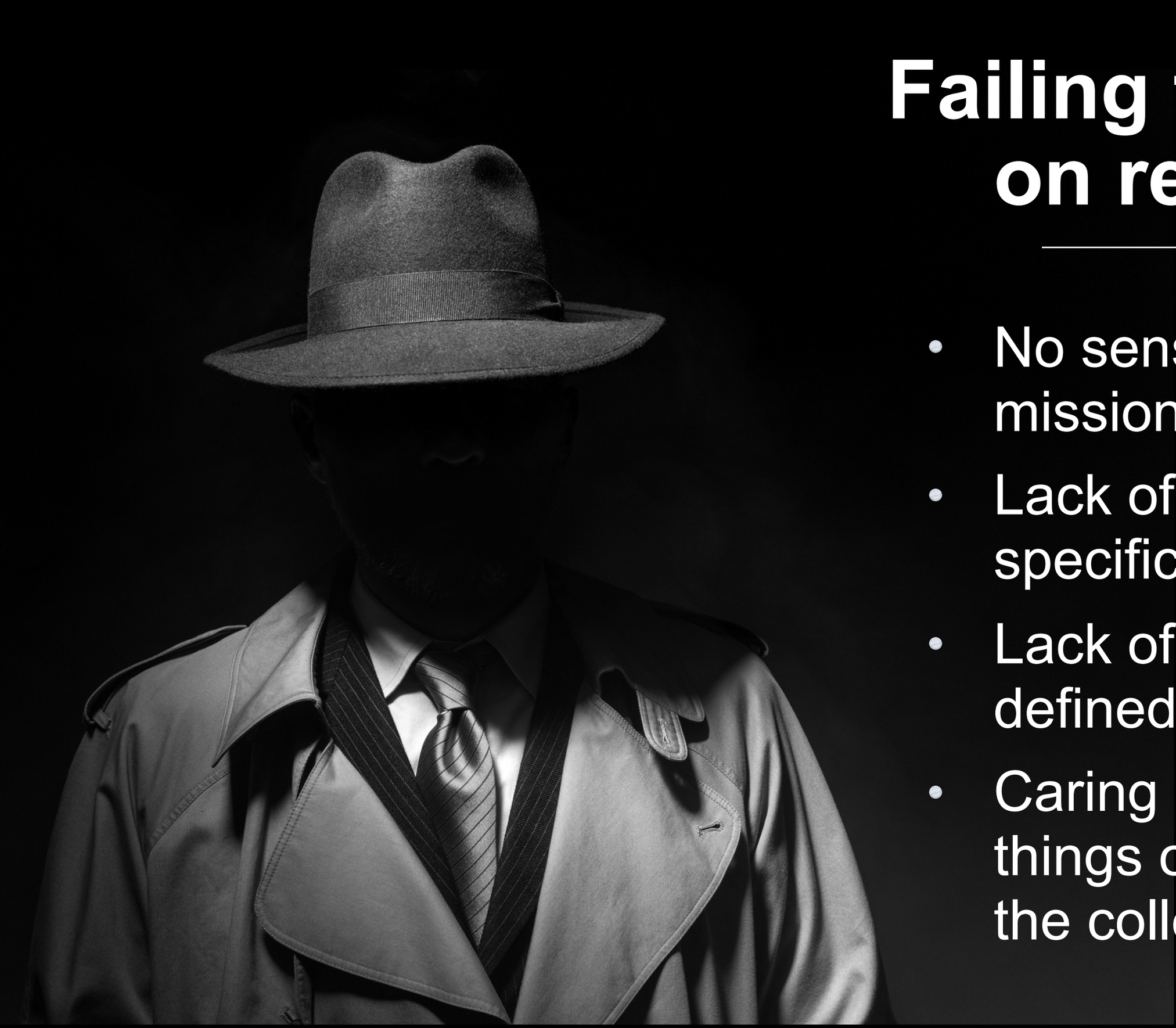
Lack of commitment

- Lack of clear goals and agreements
- Lack of buy in
- Lack of responsibility
- Lack of clarity



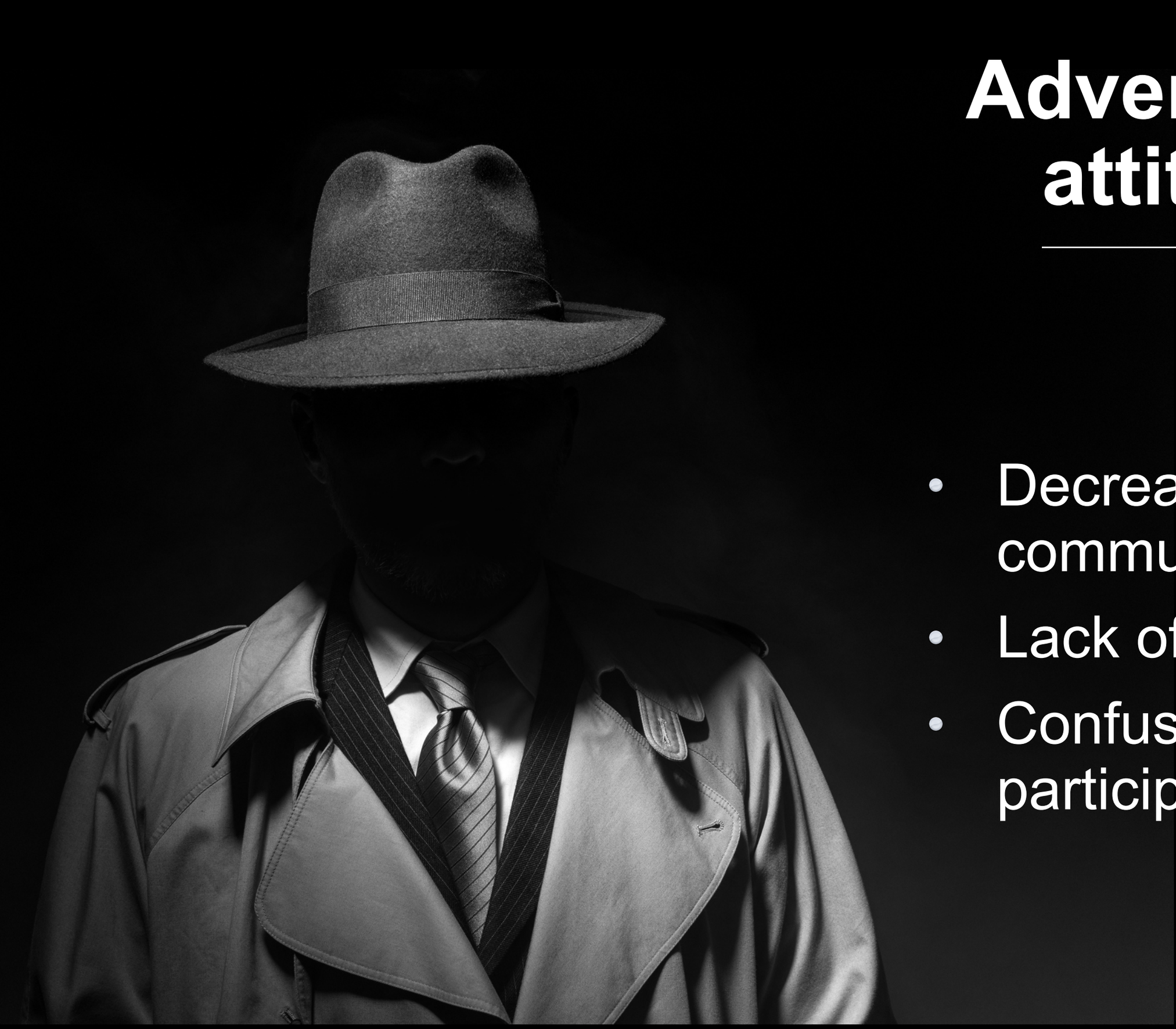
Lack of accountability

- Ambiguity of roles
- Unwillingness to address other's performance
- Uneven work loads
- Lack of expectations



Failing to focus on results

- No sense of mission
- Lack of focus on specific objectives
- Lack of clearly defined outcomes
- Caring about things other than the collective goal



Adversarial attitude

- Decreased communication
- Lack of trust
- Confusion for the participant

What questions should you ask when things go wrong?



What questions should you ask when things go wrong?

- Do we have a clear purpose?
- Is our environment open?
- Do we have the necessary people?
- Do we have the necessary skills?
- What training is necessary?

Elements of successful team

- Communication
- Problem solving
- Decision making
- Managing conflicts



Communication



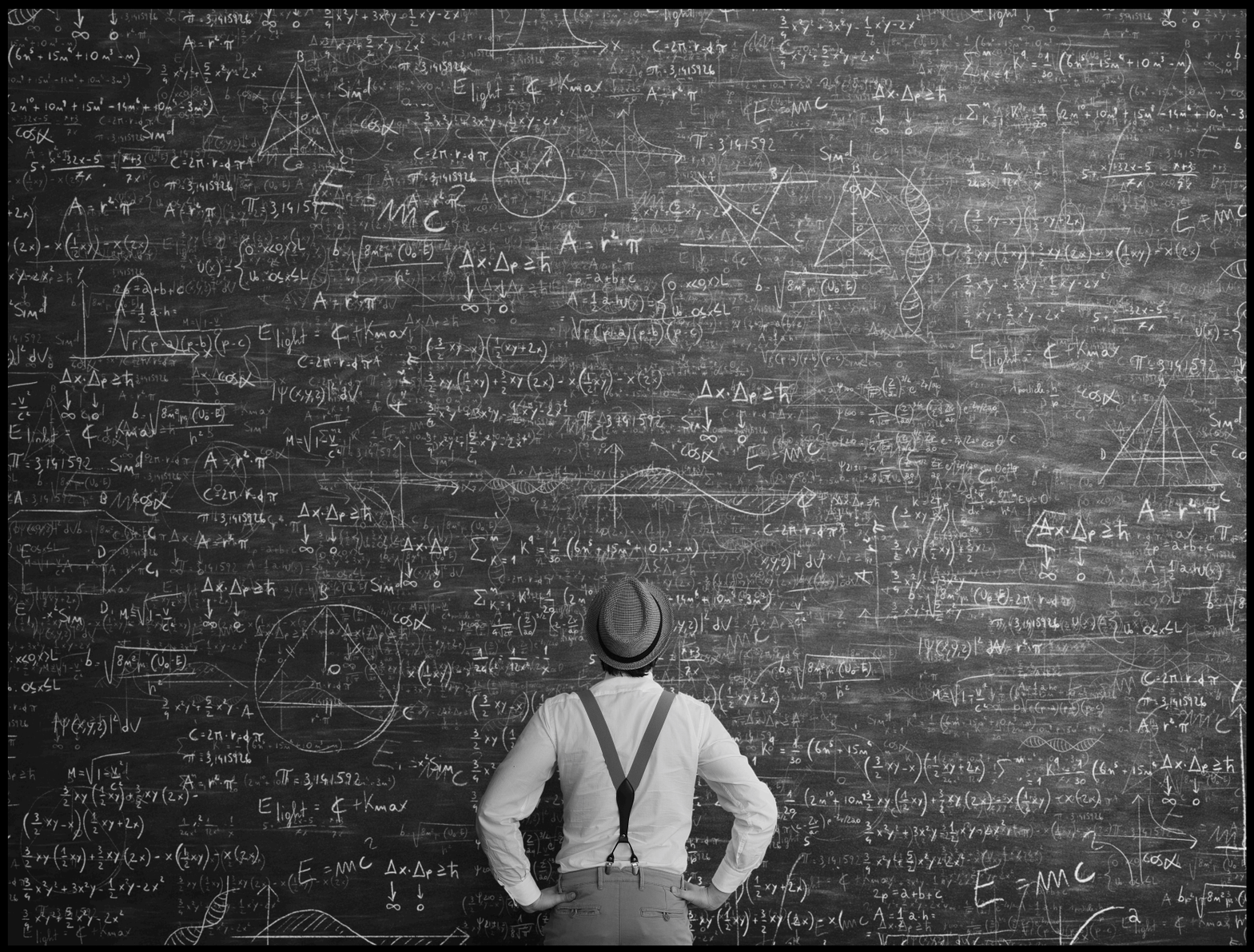
- Listen for content/meaning
- Listen for emotions/feeling
- Test for understanding
- Understand differences in preferences

Problem solving



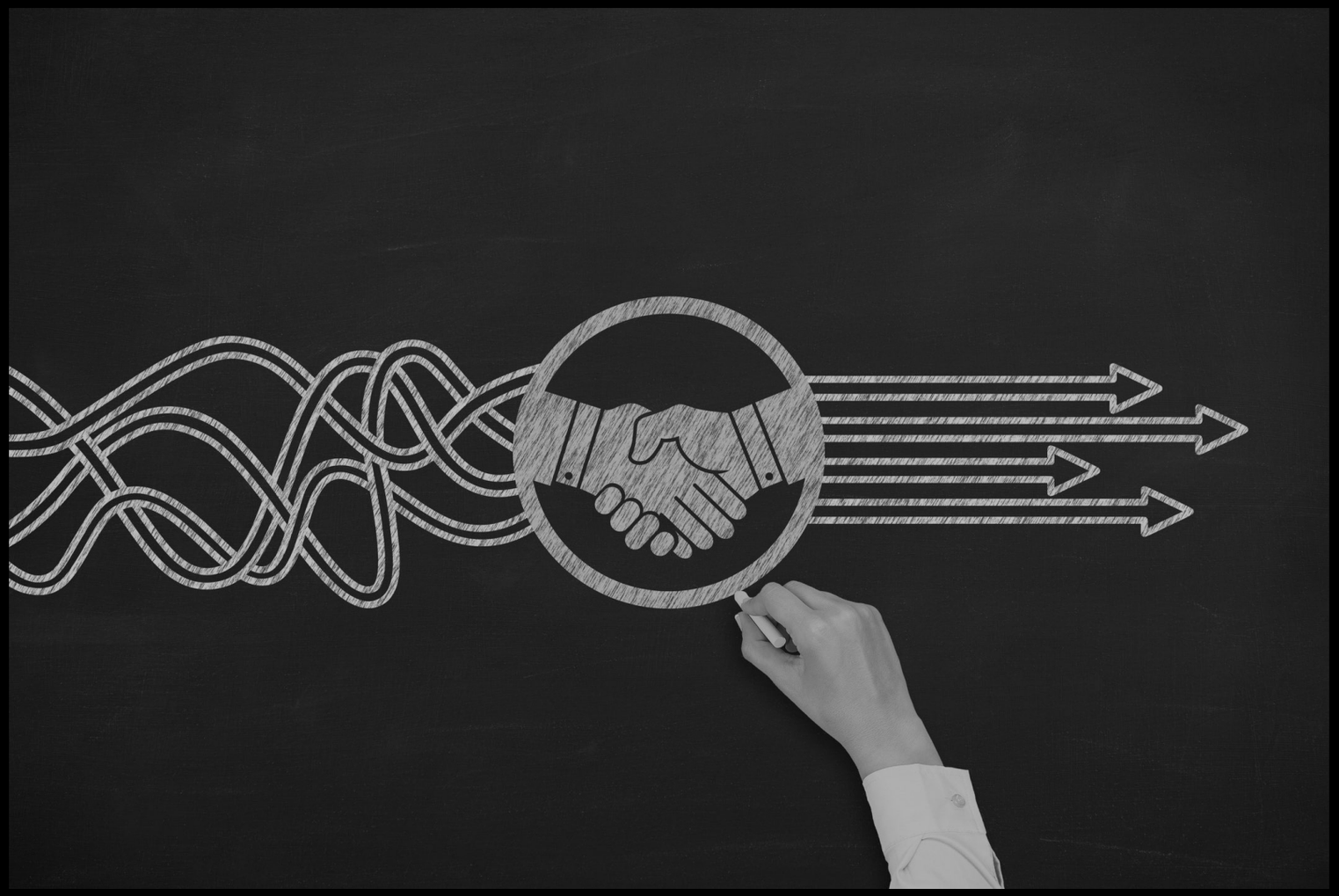
- Prioritize problems
- Focus on problems that are fixable
- Rely on data
- Break the problem down
- Don’t be bound by old paradigms

Decision making



- Open
- Responsive
- Representative
- Stewardship
- Integrity
- Equality
- Unanimity

Manage conflicts



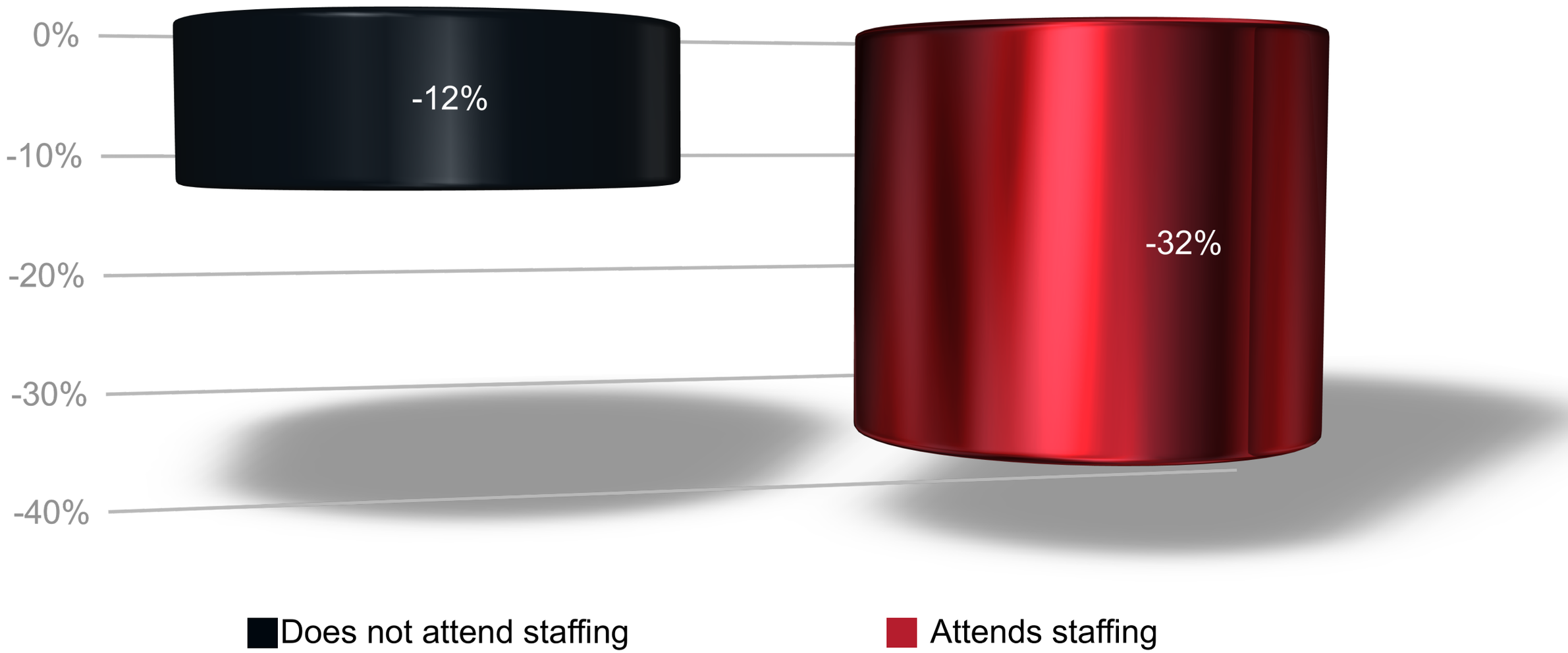
- Seek clarity
- Develop patience
- Exhibit sensitivity
- Think before reacting
- Attack the problem
- Accept responsibility

Core team attends Staffing

- Commits to be there
- Avoids ethical issues
- Seeks consensus
- Shares information
- Participates
- Focuses upon participant progress

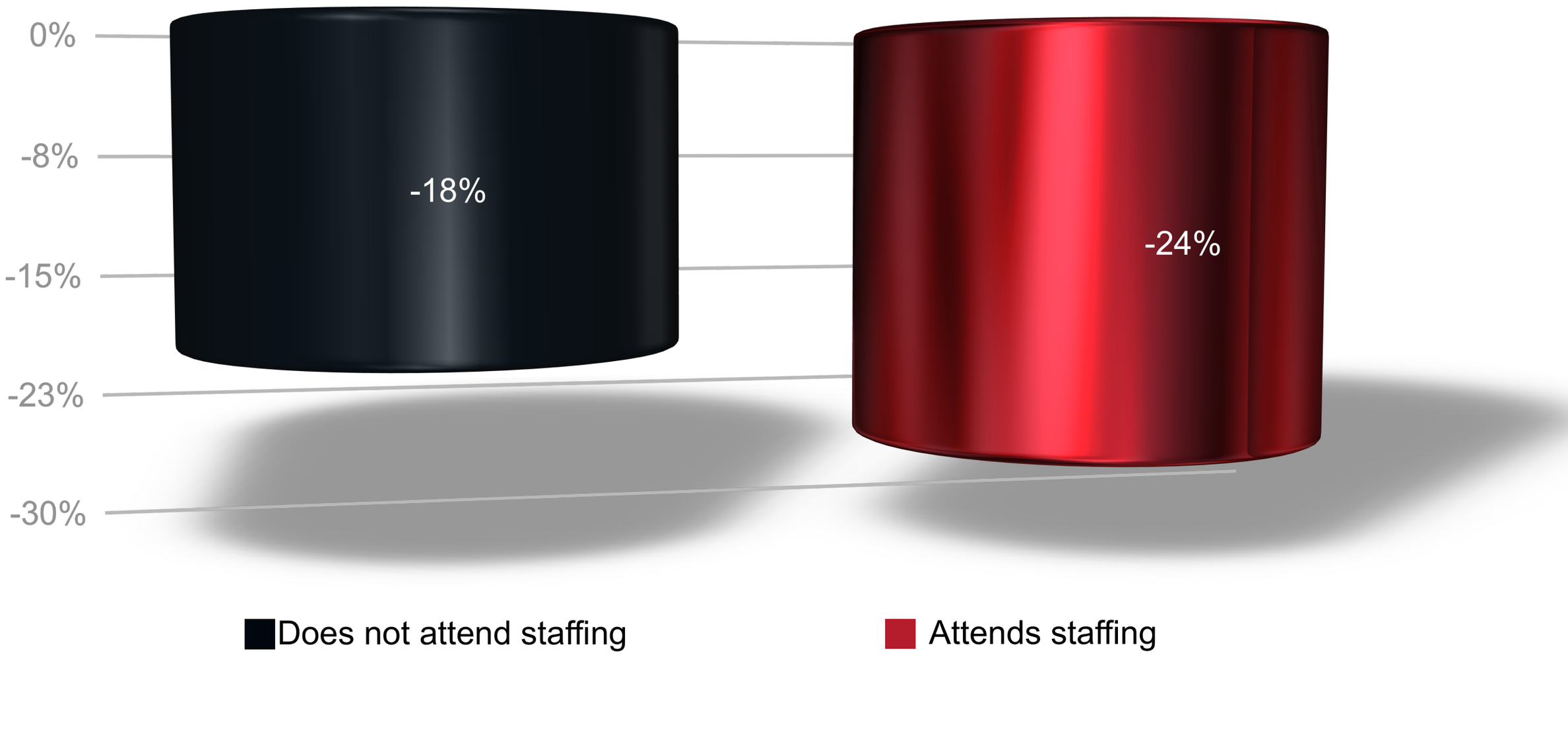


Judge at staffing < recidivism



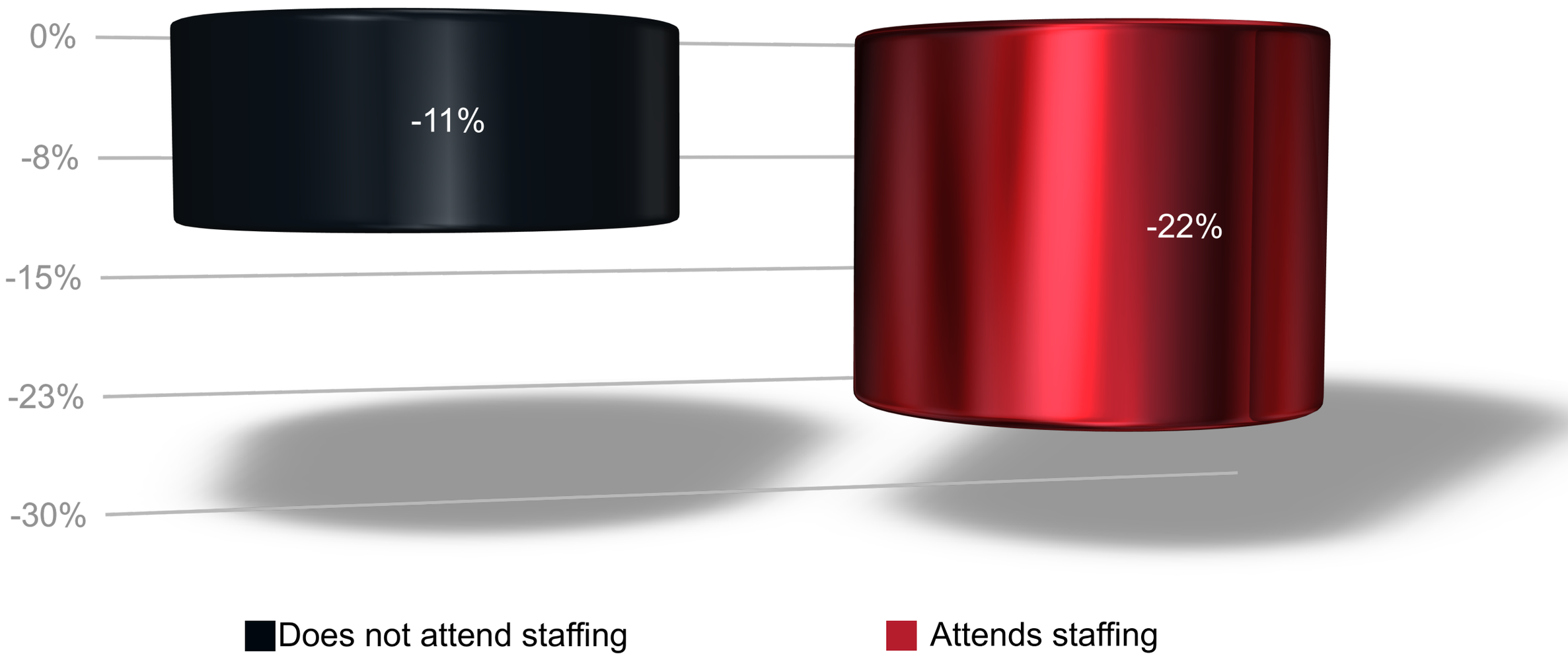
The Judge Is the Key Component:The Importance of Procedural Fairness in Drug-Treatment Court

Prosecutor at staffing < recidivism



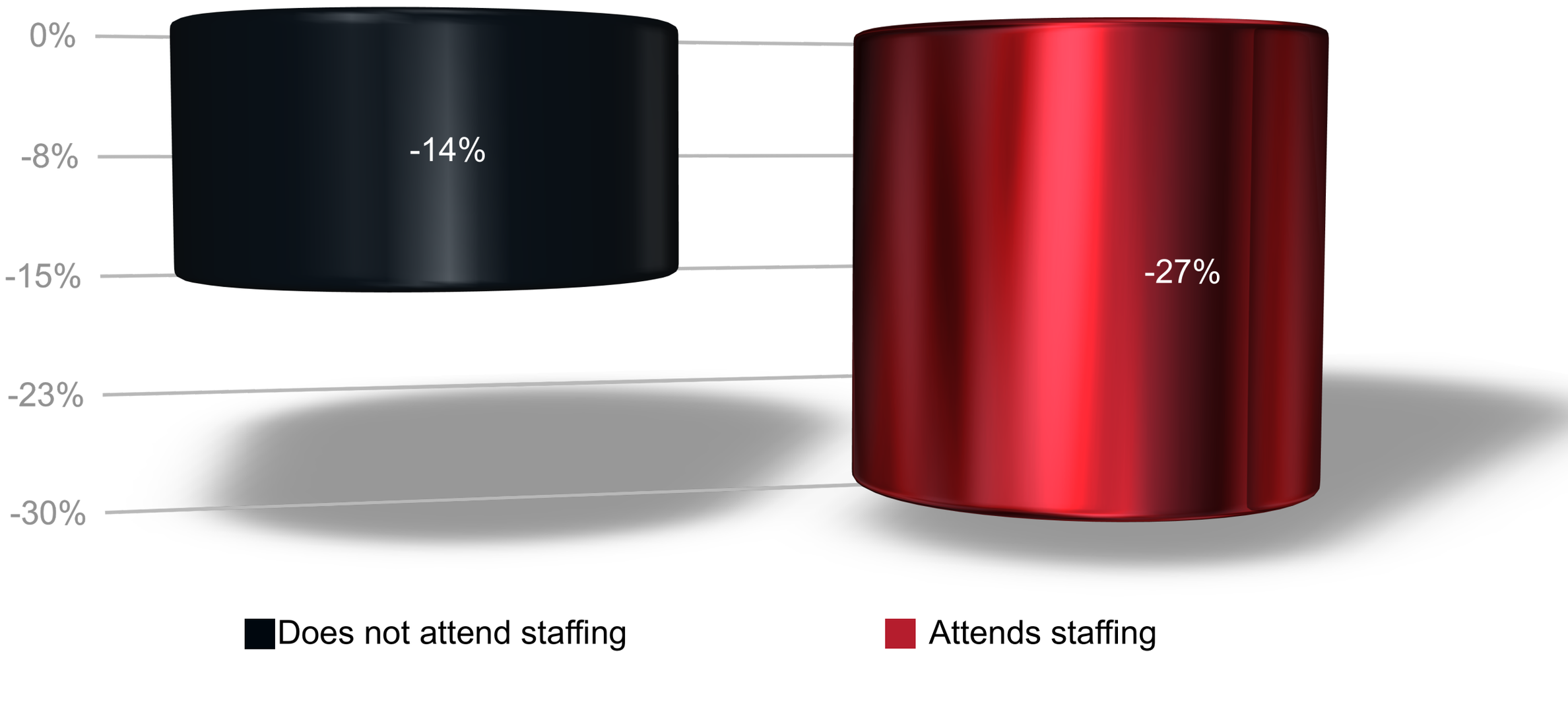
Exploring the Key Components of Drug Courts: A Comparative Study of 18 Adult Drug Courts on Practices,

Defense Attorney at staffing < recidivism



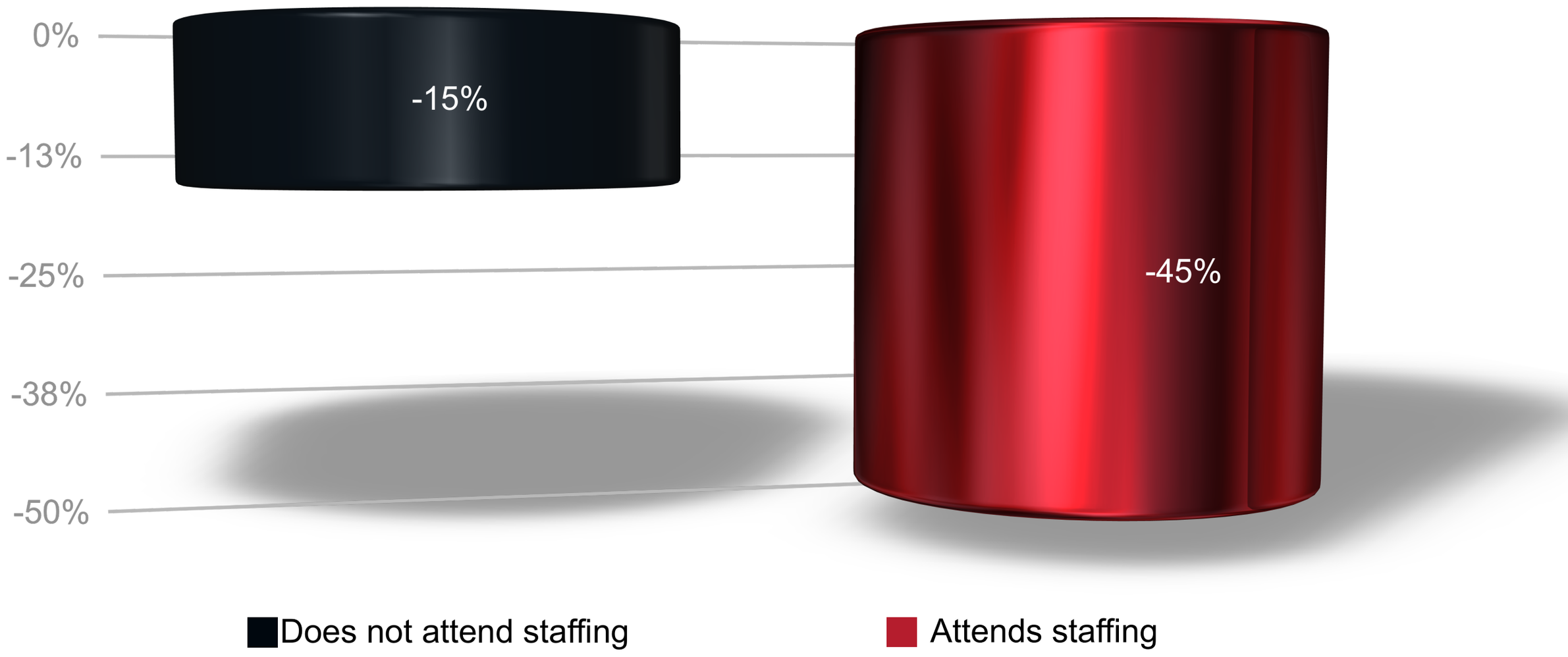
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Treatment/Counselor at staffing < recidivism



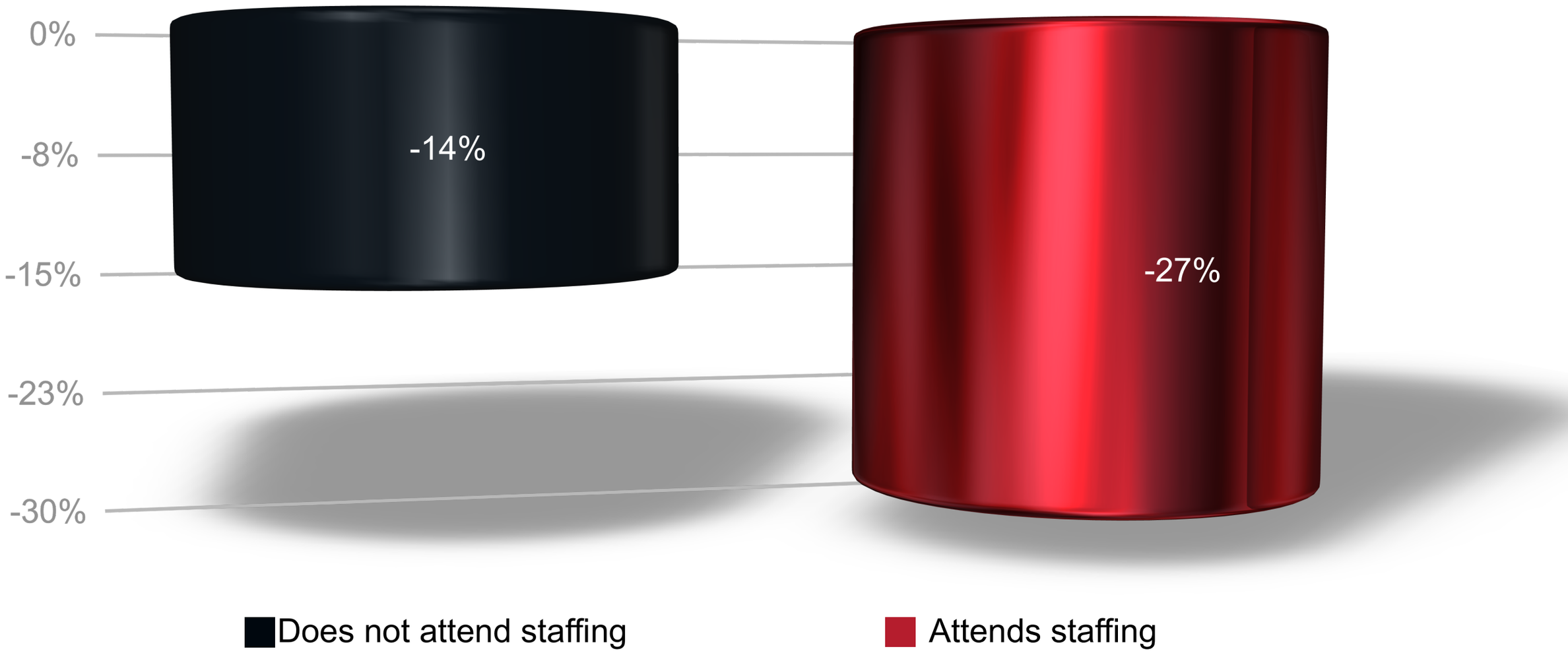
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Treatment/Law enforcement at staffing < recidivism



Exploring the Key Components of Drug Courts: A Comparative Study of 18 Adult Drug Courts on Practices,

Community representative at staffing < recidivism



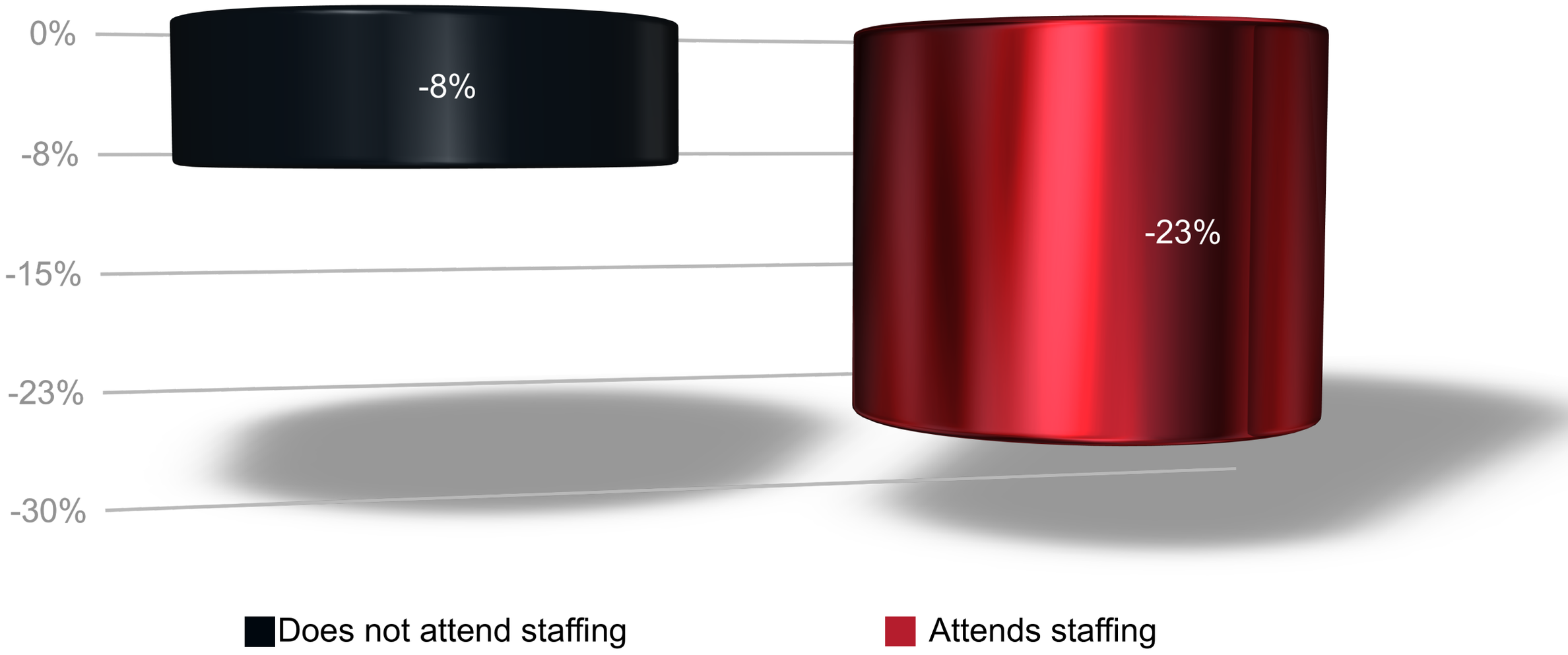
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Core team attends status hearing

- Core team is there
- Participates
- Interacts w/ participant

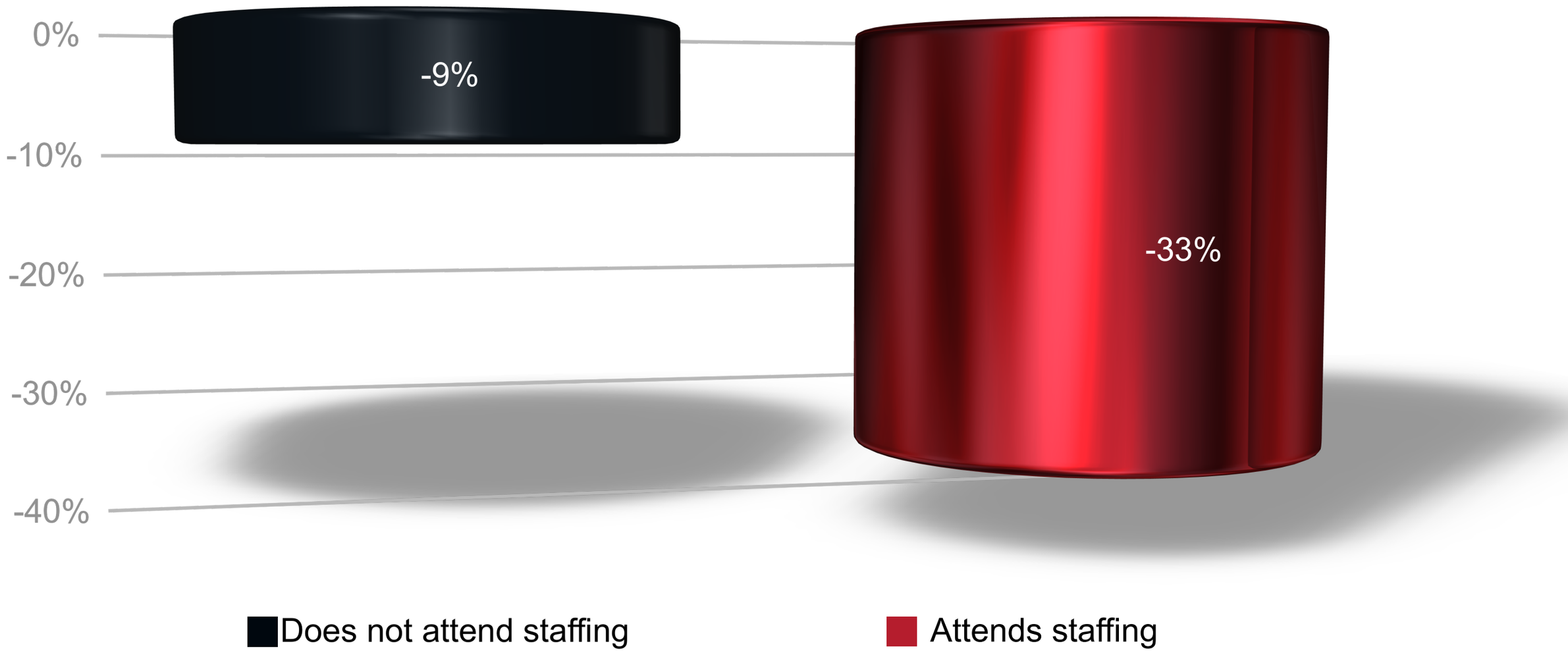


Prosecutor at status hearing < recidivism



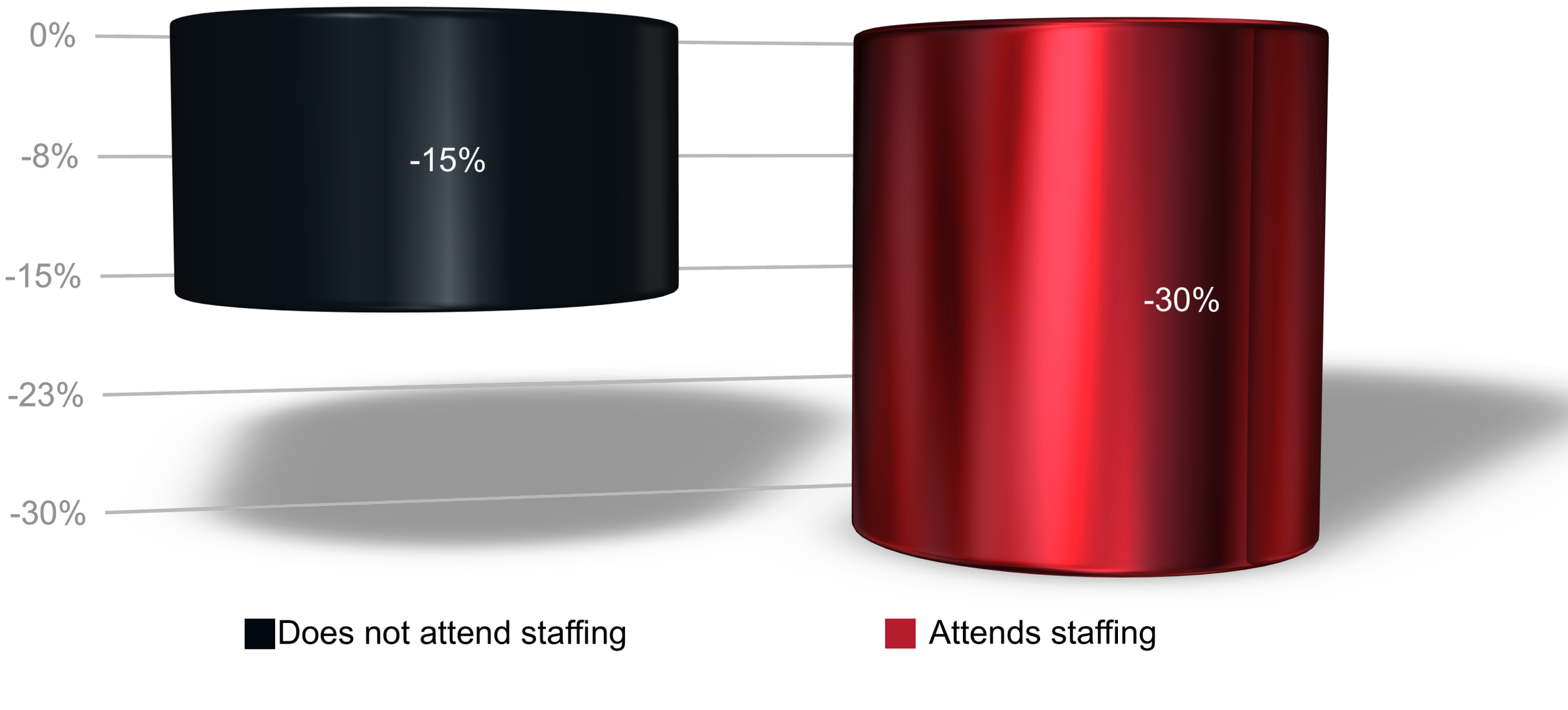
Exploring the Key Components of Drug Courts: A Comparative Study of 18 Adult Drug Courts on Practices,

Treatment at status hearing < recidivism



Exploring the Key Components of Drug Courts: A Comparative Study of 18 Adult Drug Courts on Practices,

Law enforcement
At status hearing < recidivism



Exploring the Key Components of Drug Courts: A Comparative Study of 18 Adult Drug Courts on Practices,

Staffing summary

The most effective Drug Courts require regular attendance at staffing and status hearings by the judge, defense counsel, prosecutor, treatment providers and law enforcement officers. When team members were regularly absent those court were approximately 50 percent less effective.

Carey et al., in press

Teams work



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Thank you for your kind attention
Judge Brian MacKenzie (Ret.)
For further information please contact:
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