

Bette Davis

“Growing Old Ain’t For
Sissies.”



Frank Domurad



**“Doing Evidence-Based
Practices Ain’t For Sissies.”**

Frank Domurad

- **Academic**
- **Public Finance/ Budget Director**
- **New York City Auditor General**
- **Deputy Commissioner, NYC Probation**
- **Director of Training, NYC Probation**
- **Consultant/Trainer**



Objectives

At the end of the workshop, participants will be able to

- **Discuss the half-truth and falsehoods of traditional juvenile justice management**
- **List the basic principles of Evidence-Based Management (EBM)**
- **Apply these principles to typical managerial problems**
- **Discover hope at the bottom of Pandora's box**

What Is Evidence-Based Policy And Practice?

- **An ethical commitment to do public good and not to do harm**
- **Research-based policy development**
- **Research-based practice**
- **Taking risks to do good and avoid harm**
- **Courage to succeed**
- **Evidence-based Management (EBM)**

Doing Good: Probation And Parole



- **All correctional treatment programs reduce recidivism on average by 10%**
- **With cognitive-behavioral technologies 25-30%**
- **With interpersonal skills training, behavioral interventions, cognitive skills training, mentoring 40%**
- **With functional family therapy, family empowerment, multi-system therapy 60%**

Doing Harm: Probation And Parole



- **Incarceration/detention compared to probation increases recidivism on average 2%**
- **Denver youth study: arrests and sanctions result in persistence of or increase in delinquency**

Doing Harm: Probation And Parole

Meta-analyses reveal no effect size for

- **Intermediate sanctions**
- **“Smart Sentencing”**
- **Deterrence-based interventions**
- **“Scared Straight”**
- **Intensive supervision**
- **Arrest**
- **Restitution**
- **Boot camps**
- **Drug testing**
- **Electronic monitoring**

Last six items increase recidivism

The Legend of Pandora's Box



JUVENILE JUSTICE:

MYTH VS. REALITY

Moral Panic

“From antiquity every generation has entertained the opinion that many if not most of its youth are the most vicious in the history of the race.”

Source: K.R. Hamparian, S. Schuster, S. Dinitz and J.P. Conrad (1978), The violent few: A study of dangerous juvenile offenders. Lexington: MA: Lexington

Moral Panic and Juvenile Delinquency

In the United States a series of moral panics over juvenile delinquency has determined policy

- ❖ Seven panics have occurred: the 1920s, 1932, 1946, 1954, 1964, 1977, and the late 1980s and early 1990s
- ❖ Seventh moral panic focused on the notion of the “superpredator”
- ❖ According to John Dilulio superpredators were “kids that have absolutely no respect for human life and no sense of the future”

Source: James C. Howell (2003), Preventing & Reducing Juvenile Delinquency. A Comprehensive Framework. Thousand Oaks, CA: SAGE Publications.

Superpredator: The Myth

- The relative *proportion* of serious and violent offenders among all juvenile delinquents is growing
- Juvenile offenders are becoming younger and younger
- Juveniles are committing more and more violent crimes

Source: James C. Howell (2003), Preventing & Reducing Juvenile Delinquency. A Comprehensive Framework. Thousand Oaks, CA: SAGE Publications.

Superpredator: The Facts

In a study of the juvenile court careers of 16 annual birth cohorts in Maricopa County, AZ, Snyder found between the 1980s and 1990s

- A 4% increase in proportion of chronic offenders and a rise in violent offenses from 8% to 10%
- Age of first delinquency (15 years old) and first violent referral (16 years old) remained the same
- No increase in proportion of juveniles offending or violent offending before age 14
- No increase in numbers of crimes for which serious and violent offenders were charged

H.N. Snyder (1998), "Serious, violent, and chronic juvenile offenders," in R. Loeber and D.P. Farrington (Eds.), Serious and violent juvenile offenders: Risk factors and successful interventions. Thousand Oaks, CA: Sage

Superpredator: The Policy

As a result of moral panic over superpredators, new public laws

- Designated and incarcerated more juveniles as “serious and violent offenders”
- Extended periods of confinement in juvenile facilities
- Lowered transfer age of juveniles to criminal system
- Excluded more juveniles from juvenile court jurisdiction
- Expanded list of crimes for transferring juveniles to criminal system

Juvenile Violent Crime

- Very few juveniles arrested for violent crimes (in 2006, 300 arrests per 100,000 juveniles age 10 – 17; Wisconsin 283)
- Most juveniles arrested for minor property offenses
- Juvenile violence largely limited to latter part of adolescent period
- Juvenile violence produces low death rates and less serious injury than adult crimes
- Adults far more likely than juveniles to use guns
- Adolescent violence characterized by group involvement

Evidence-Based Management

A Debt Of Gratitude

The discussion of Evidence-Based Management (EBM) which follows rests on the shoulders of Professors Jeffrey Pfeffer and Robert I. Sutton of Stanford University, who have spent years uncovering Hard facts, Half-truths, and Total nonsense (the title of their latest book) in the field of organizational management.

Evidence-based Management (EBM)

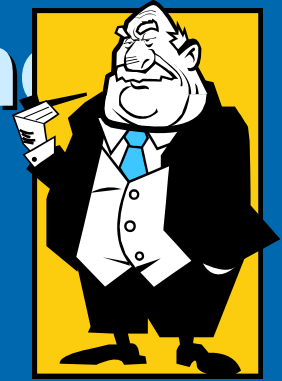
Research shows that only 15% of doctors' decisions are based on fact.

Doctors rely on

- Obsolete knowledge from school
- Unproven traditions
- Experience
- Ideology
- What they are comfortable with
- Vendors



Evidence-based Management (EBM)



“The same behavior holds true for managers...If doctors practiced medicine like many companies practice management, there would be more unnecessarily sick or dead patients and many more doctors in jail or suffering other penalties for malpractice.”

--Jeffrey Pfeffer and Robert I. Sutton

EBM: Definiton



- **A way of looking at the world and management**
- **Uses logic and facts to be effective**
- **Committed to fact-based decision making**
- **Puts aside deeply held beliefs and conventions**
- **Practices wisdom**

The Need For EBM



- **85% of all new projects in Corrections fail during implementation**
- **Only way to ensure that we do good and avoid harm**
- **Staff demand it of us**

Why Don't We Adopt EBM?

- **Managers can't generate or find evidence to do EBM**

Gambling Industry

The Evidence At Harrah's

- Gary Loveman, an associate professor at Harvard Business School appointed COO in 1998
- Committed to rigorous analysis and fact-based decisions
- Three ways to get fired at Harrah's: steal, harass women, institute a policy or program without first running an experiment





Gambling Industry Conventional Wisdom

- **Building family-friendly places attracts customers**
- **Building lavish facilities draws customers from other casinos**
- **Attract high rollers**
- **Offer discounted rooms and meals**
- **Increasing “hold” on slot machines drives people away**
- **Advertising on radio and television best way to attract customers**

Gambling Industry

The Evidence At Harrah's

- Most profitable customers were locals, especially semi-retired or retired
- Frequent customers interested in free chips, not discounted rooms
- Families with small children had little discretionary time or money
- Spending time on employee selection and retention improved customer returns
- Increasing “holds” generated more bottom line revenue



Exercise: The Police Line-Up

The Assumptions



The Police Line-up

The Evidence



For over 20 years, psychologist Gary Wells has repeatedly demonstrated that

- 1) Eyewitnesses make numerous errors in traditional line-ups**
- 2) Identify a look-alike even when real suspect not there**
- 3) Three-quarters of persons exonerated by DNA falsely identified in line-up**
- 4) Eyewitnesses make far fewer errors when presented one suspect at a time**
- 5) Only 4 of 19,000 jurisdictions have adopted this EBP**

Wrongful Convictions



In a study of 200 cases of wrongful convictions, Virginia Law School Professor Brandon L. Garrett found

- **Innocent people spent an average of 12 years in prison**
- **The evidence used to convict them was flawed or false**
- **Leading cause of wrongful conviction (79% of the time) was erroneous identification by eyewitnesses**

Why Don't We Adopt EBM?



- **Managers can't generate or find evidence to do EBM**
- **Ideology and “experience” trumps evidence**

End Social Promotions In Schools?

- **Social promotions ended in Chicago in 1996, New York City in 1999, and then in Baltimore, Philadelphia and other jurisdictions**
- **President Clinton, 1999 State of the Union: “When we promote a child from grade to grade who hasn’t mastered the work, we do the child no favors.”**



End Social Promotions? The Research



- **When flunked students are compared to socially promoted, they perform worse and drop out of school more (55+ studies)**
- **Students in high school held back one grade were 70% more likely to drop out**
- **Holding students back leaves schools overcrowded with skyrocketing costs**
- **Holding students back reduces resources for other students**

End Social Promotions? The Results



- **New York City reinstated social promotions in 2002 because number of holdovers was 43,000 that year and projected to reach 100,000 in 2004**
- **New York City ended social promotions in mid-1980s with same results**
- **Mayor Bloomberg is advocating end of social promotions**

Why Don't We Adopt EBM?



- **Managers can't generate or find evidence to do EBM**
- **Ideology and experience trumps evidence**
- **Anyone can be a management expert**

Can Anyone Be a Juvenile Justice Manager/Supervisor?

“Components of the American correctional system have frequently been subjected...to professional leaders who assume the cloak of a profession almost as if by political decree with little consideration for professional credentials.”

Source: Mario Paparozzi and Christopher Lowenkamp, “To Be or Not To Be—a Profession—That Is the Question for Corrections”

Is Your Agency's Training Sufficient?

In a 2003 National Institute of Corrections survey, responding community corrections agencies answered this question this way

Position	Yes	No	Not Sure
Executives	29%	59%	12%
Senior Leaders	32%	58%	10%
Managers	43%	49%	8%
Supervisors	50%	41%	9%

Why Don't We Adopt EBM?



- **Managers can't generate or find evidence to do EBM**
- **Ideology and experience trumps evidence**
- **Anyone can be a management expert**
- **Managers default to own strengths in decision-making**

We Are Change Resistive, Often to Our Detriment

- “Lately in a wreck of a Californian ship, one of the passengers fastened a belt about him with two hundred pounds of gold in it, with which he was found afterwards at the bottom. Now, as he was sinking-had he the gold? or the gold him?”

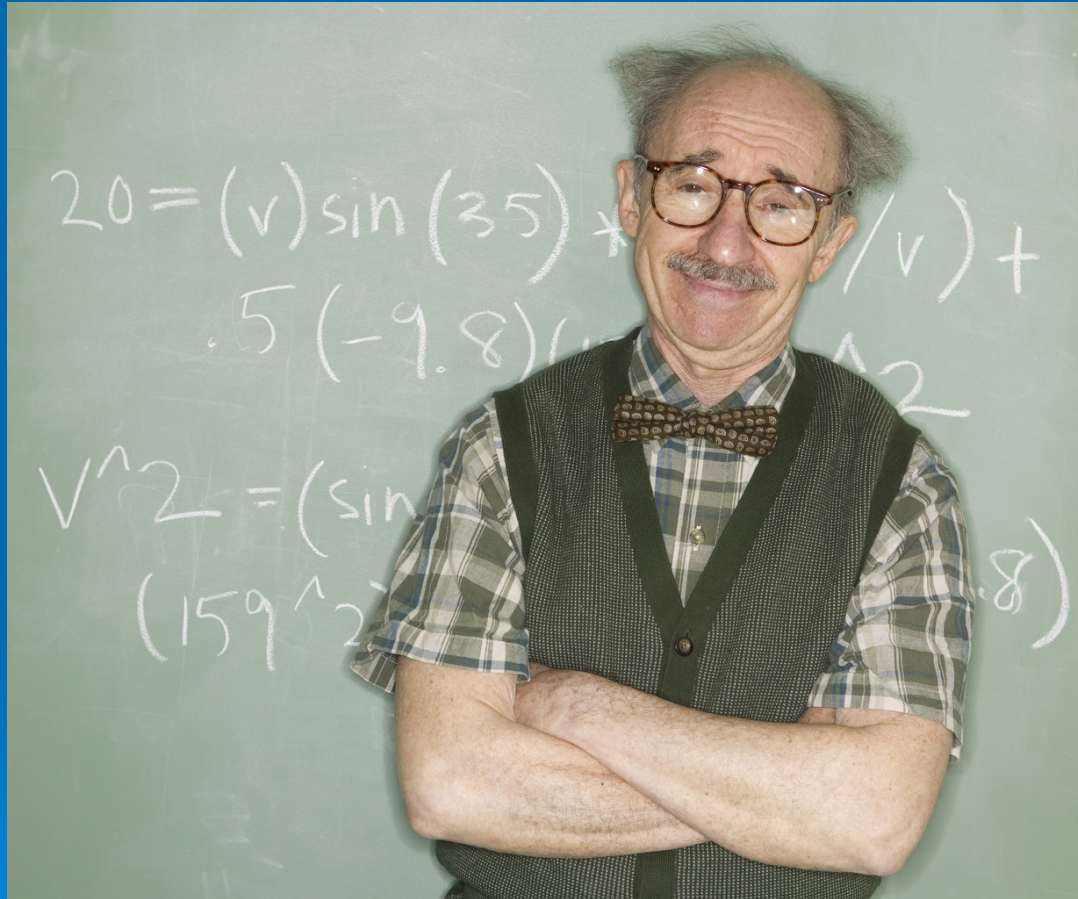
--John Ruskin, *Unto This Last*

The Problem: Mrs. Beauchaine's Hot Dog

- A 75 year old great-grandmother suffering from heart failure
- Told by Berkshire Medical Center not to eat hot dogs at holiday cookouts because salt content would promote dangerous fluid retention
- At 4th of July picnic, Mrs. Beauchaine ate a hot dog and was back in hospital next day
- She told girl at food table, “I’m going to have a hot dog. If I’m dead in the morning, I’ll never know”
- The annual Medicare cost to taxpayers of Mrs. Beauchaine’s hot dog in terms of preventable hospital readmissions: \$12 billion

Winslow, Ron and Jacob Goldstein, “Cutting Repeat Hospital Trips—Simple Idea, Hard to Pull Off,” [Wall Street Journal](#), July 28, 2009.

Cross Your Arms



Danger of Attitudes

- S.U.V.s are more dangerous than cars
- They confer a sense of cognitive safety that invites careless behavior
- SUV drivers are more likely to
 - Not bother with seat belts
 - Talk on cell phones or text
 - Not wear seat belts while talking on cell phones or texting

Vanderbilt, Tom, Traffic. Why We Drive the Way We Do (And What It Says About Us). New York: Alfred A. Knopf, 2008.

A Model of Cognitive Performance

- Departures from routine (a problem) lead to two types of reaction
 - A bias to search for a pre-packaged solution (a rule) before resorting to more strenuous knowledge-based functioning
 - A dependence on “expertise” consisting of an extensive repertoire of schemata and rules, with infrequent resort to knowledge-based functioning (reason)

Leape, Lucian L., “Error in Medicine,” Journal of the American Medical Association, Vol. 272, No. 23 (December 21, 1994)

A Model of Cognitive Performance: Habits of Thought

- Biased memory: tendency to base decisions on memory, which is biased to overgeneralization and overregularization of commonplace
- Availability heuristic: tendency to use first information that comes to mind
- Confirmation bias: tendency to look for evidence supporting a hypothesis and ignoring contradictory evidence
- Overconfidence: tendency to believe in chosen course of action

Leape, Lucian L., "Error in Medicine," Journal of the American Medical Association, Vol. 272, No. 23 (December 21, 1994)

The Carey Group, Inc.

Stress and Habits of Thought

- Stress produces a
 - Coning of attention: a tendency to concentrate on one single source of information, the “first come, best preferred solution”
 - Reversion: recently learned behavior patterns are replaced by older, more familiar ones, even if they are inappropriate

Leape, Lucian L., “Error in Medicine,” Journal of the American Medical Association, Vol. 272, No. 23 (December 21, 1994)

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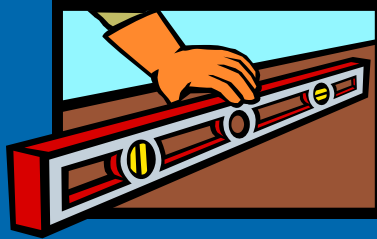
Why Don't We Adopt EBM?



- **Managers can't generate or find evidence to do EBM**
- **Ideology and experience trumps evidence**
- **Anyone can be a management expert**
- **Managers default to own strengths in decision-making**
- **Fear of losing power and authority**

EBM

The Great Leveler



- **Leaders committed to EBM undermine own power and prestige**
- **James Barksdale, former CEO of Netscape: “If the decision is going to be made by the facts, then everyone’s facts, as long as they are relevant, are equal. If the decision is going to be made on the basis of people’s opinions, then mine counts for a lot more.”**
- **EBM replaces authority, reputation and intuition with data**

EBM HALF-TRUTH *CHANGE OR DIE*



- Organizations must constantly change
- Organizational change takes a long time
- Once change is underway, it cannot be stopped
- Change should be led from the top

What To Ask Before Making A Major Change



- Is the practice better than what you are doing right now?
- Is the change really worth the time, money and disruption?
- Is it best to make only symbolic changes instead of core changes?
- Is the change good for you, but bad for the organization?

What To Ask Before Making A Major Change



- **Do you have enough power to make the change happen?**
- **Are people already overwhelmed by too many changes?**
- **Will people be able to learn and update as the change unfolds?**
- **Will you be able to pull the plug?**

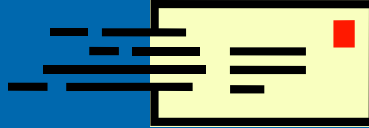


Myth

Change Takes A Long Time

- Deadline effect: if told change will take 5 years, it will start in year four
- Urgency effect: if people are told that change will take a long time, then it can't be the highest priority
- Perception-of-difficulty effect: if told that change is difficult and will take a long time, then there are good reasons for avoiding or postponing it

Four Elements For Implementing Rapid Change

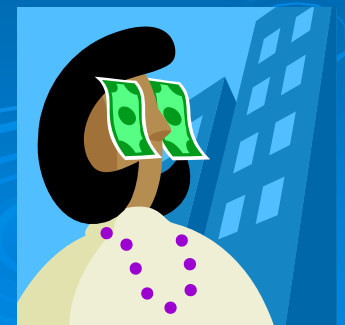


- People are dissatisfied with the status quo
- The direction they need to go is clear and they stay focused on it
- There is confidence conveyed to others that it will succeed, so long as learning occurs on the way
- People accept that change is a messy process with episodes of confusion and anxiety to be endured

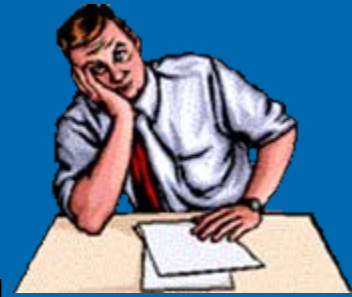
EBM Half-truth

Money Drives Performance

- Financial incentives motivate work
- Financial incentives align individual behavior with organizational objectives
- Without financial incentives people will shirk their work
- Government cannot get the best and brightest because it cannot use financial incentives



MEANINGFUL WORK



1. ADEQUATE ELBOW ROOM
2. OPPORTUNITY TO LEARN
3. VARIETY
4. MUTUAL SUPPORT AND RESPECT
5. WORK CONTRIBUTES TO SOCIAL WELFARE
6. A DESIREABLE FUTURE

STAFF RETENTION

TOP FIVE FACTORS ARE

- ✓ IMPORTANCE OF FAMILY TIME
- ✓ ORGANIZATION'S DIRECTION
- ✓ PERSONAL GROWTH OPPORTUNITIES
- ✓ EMPLOYEE CAN CHALLENGE WAY THINGS ARE DONE
- ✓ EVERYDAY WORK SATISFACTION



High-performing Employees



A 2003-2004 survey of 1,700 high-performing employees in 16 organizations by Watson Wyatt ranked motivational factors:

- #1 Maintain a positive reputation**
- #2 Being appreciated**
- #3 Work is important**
- #9 Significant financial reward**

Be Careful What You Pay For



Garbage truck drivers in Albuquerque

- Placed on incentive system
- Finished route early, they could go home
- 15 of 20 drivers with most incentive pay arrived at landfill over legal weight limit
- Resulted in more preventable traffic accidents
- Missed picking up all garbage on routes
- Never brought trucks in for repairs

Be Careful What You Pay For



Crime in New Orleans

- **Districts that showed improvement in crime statistics got bonuses and promotions**
- **Districts that did not faced cutbacks and firings**
- **Districts were put in competition with each other**
- **Top Districts simply reclassified serious crimes as minor offenses**

Be Careful What You Pay For

Studies of college student cheating show

- **Students who are in school for instrumental reasons more likely to cheat**
- **Students who are in a course of study because of interest in subject matter less likely to cheat**
- **Students who are economics majors cheat more than any other major**



Those Lazy Government Workers

Research shows that the hardest working people are often those in government because they do their jobs out of a

- A sense of commitment
- To make a difference
- To make things better



9/11

What Motivated Them?



EBM Half-truth

Great Leaders Control Their Organizations



- **Leadership is a skill that can be learned by reading or taking classes**
- **Leaders are born, not made**
- **A skilled leader will manage well in any organization or industry**
- **Leaders can make a big, positive difference right away**

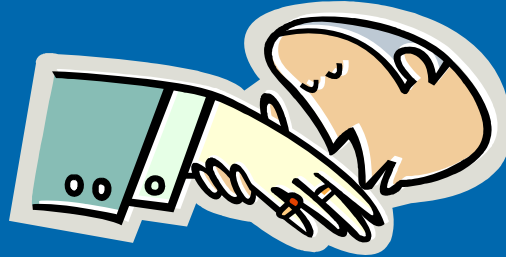
Leadership

The Evidence



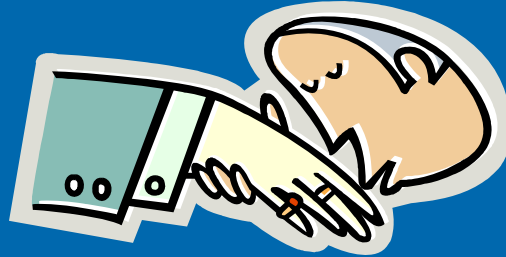
- **Leaders actions rarely explain more than 10% of performance differences between best and worst organizations**
- **Effects of leadership are constrained by environment**
- **Most leaders are pretty similar to each other and make similar decisions**
- **Bad leaders can make things much worse**

Beware Of Bad Leaders



- 50 years of research show that bad leaders destroy the health, happiness, loyalty and productivity of subordinates
- 60% to 75% of employees see immediate superior as worst and most stressful aspect of their job
- Abrasive and incompetent management drive motivated people away, cause people to withhold discretionary effort, force them to engage in “malicious compliance”

Beware Of Bad Leaders



The research suggests “that avoiding bad leaders may be a crucial goal, perhaps more important than getting great leaders.”

--Jeffrey Pfeffer and Robert I. Sutton

Too Much Control = Bad Leadership

- In terms of decision-making and performance the best groups perform better than the best individuals
- No checks and balances to reign in errors
- We have no investment in implementing decisions made for us
- Staff must have perceived and actual control over what happens in their lives



What Good Leaders Do

- **Act in control, project confidence, talk about future**
- **Recognize organizational realities and own limits**
- **Maintain attitude of wisdom and healthy dose of modesty**
- **Learn when and how to get out of the way**
- **Create organizational systems, teams and cultures that provide conditions for others to succeed**

Leadership



“The difference is that bad leaders make the same mistakes again and again, while good leaders, who create conditions for learning, make new and different mistakes.”

--Pfeffer and Sutton

What Happens When People Fail



- **Best way to discover whether organization's leaders are wise and follow EBM**
- **In best organizations, when something goes wrong people**
 - ✓ **Face the hard facts**
 - ✓ **Learn what happened and why**
 - ✓ **Use those facts to make system better**

Forgive And Remember

In medicine the motto is “forgive and remember”



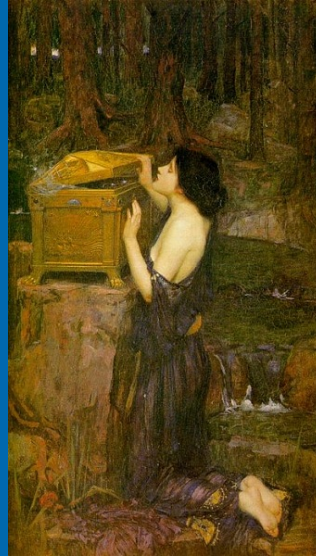
- Forgive so people are willing to tell and admit the errors
- Remember so the same mistakes don't occur repeatedly
- Remember so that when same people keep making the same mistake, it is a sign they need training or another job

Principles For Implementing Ebm



- **Treat your organization as an unfinished prototype**
- **No brag, just facts**
- **Master the obvious and mundane**
- **See yourself and your organization as outsiders do**
- **Power and prestige make you stubborn, stupid and resistant to valid evidence**
- **EBM is not just for senior executives**

So What Is At The Bottom Of Pandora's Box?



HOPE

So What Is At The Bottom Of Pandora's Box?



Evidence-Based Management