
FROM SILO TO SYSTEM

WHAT MAKES A SYSTEM OPERATION LIKE A SYSTEM?

A “SILO-ED” APPROACH

- Independent Judiciary
- Compartmentalization of entities within the justice system
- Competition for resources
- Competing or even conflicting policies and practices
- Net result = fragmented system focused on efficient processing of people and cases
- Little attention to overall systemic improvement focused on fundamental principles of fairness, equity, impartiality, and due process

STRATEGY FOR BREAKING DOWN THE SILOS

- Study funded by the John D. and Catherine T. MacArthur Foundation
- Rather than looking at individual points in the system, study aimed to better understand what works systemically
- Primary questions addressed:
 - What is qualitatively different about jurisdictions that have improved process and outcomes for the criminal justice system?
 - Are there common themes and characteristics that distinguish them as systems?
 - How are they able to reach shared visions and achieve meaningful change when others cannot?
- Focused on the characteristics, environment, structure, and culture of local criminal justice systems



METHODOLOGY

- Case studies of successful systems
- Selection criteria:
 - National reputation for initiating and sustaining system change efforts
 - Systemic initiatives based on the use of evidence-based practices
 - Collaborative decision making among key justice system stakeholders
 - Geographic region, population density, and socio-demographics of population served

EIGHT LOCAL CRIMINAL JUSTICE SYSTEMS

- Hennepin County (Minneapolis), Minnesota
- Johnson County (Olathe), Kansas
- Jefferson County (Louisville), Kentucky
- Contra Costa (Martinez), California
- Multnomah County (Portland), Oregon
- Allegheny County (Pittsburgh), Pennsylvania
- Travis County (Austin), Texas
- Maricopa County (Phoenix), Arizona



- System Factors

- System culture
- Collaboration
- Leadership
- Structure
- Resource allocation
- Use of data for planning and evaluation

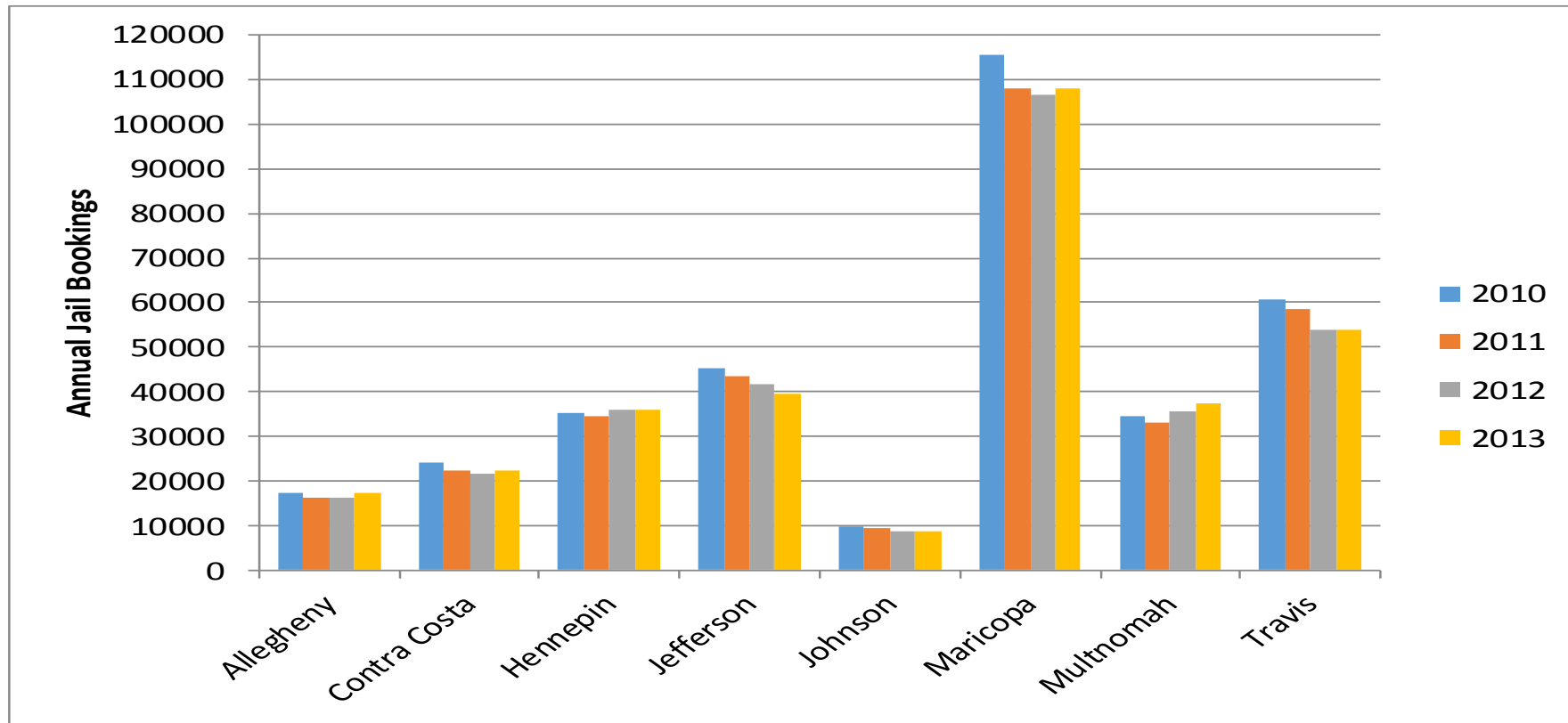
- Operational Policies & Practices

- Decision making
- Use of evidence-based practices
- Outcome orientation

- Case Processing

- Fairness
- Equity
- Impartiality
- Due Process

PROOF OF CHANGE



DEFINING ELEMENTS OF SYSTEM & SUCCESS

- Culture of collaboration
- Detailed problem analysis and on-going evaluation of **system** performance
- Orientation toward solutions and innovation
- Cross-system education
- Integrated system structure



CULTURE OF COLLABORATION

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- Collaboration = working together toward common purpose, sharing a vision, preparing & implementing plans
 - Institutionalization of collaboration
 - Creation and maintenance of a change environment
 - Structured collaborative efforts & creation of forums for collaborative work
 - Creation of mid- to line-level opportunities for collaboration



COMMON PURPOSE & SHARED VISION

- Broad vision aimed at system outcomes
- Balance between diversion and sometimes disparate goals of different organizations
- Shared “rewards”
- Shared power and decisionmaking
- Trust
 - Shared responsibility
 - Accountability to each other and to the public
 - Transparency among parts of the system and to the public



DETAILED PROBLEM ANALYSIS & ON-GOING EVALUATION

- Premium placed on quantitative data
- Data from all agencies and at the system level
- Use of system-level metrics
- Data driven analysis of root causes of pervasive and emerging issues
- Willingness to use data to critically evaluate system, system initiatives, and individual agencies



ORIENTATION TOWARD SOLUTIONS & INNOVATION

- Willingness to experiment
- Multi-faceted approaches based on data
- Avoidance of “band-aid” solutions
- Quality, not quantity
- Whole system responses when appropriate
- System support of individual agency innovation
- Active not passive change tactics



CROSS-SYSTEM EDUCATION

- “Cross-fertilization” (e.g., training for judges on supervision strategies, training for prosecutors on risk assessment, training for magistrates on pretrial release options, etc.)
- Tool for ensuring all stakeholders have shared understand and baseline knowledge
- On-going education on research and evidence-based approaches

SYSTEM STRUCTURE

- Systems all grounded in the same Constitutional principles
- Organized in ways deeply steeped in the history of jurisprudence in the US
- Role of the judiciary paramount to collaboration and ability of a system to innovate
 - Multiple levels of court require significant effort to ensure a common approach
 - Judicial education critical for ensuring a focus on policy and practice
 - Judicial teamwork

IMPLICATIONS

- More proactive role in collaboration
- Focus on several of NACM's Core modules and competencies
 - Leadership
 - Strategic planning
 - Court governances
 - Purposes and responsibilities
 - Public trust and confidence
 - Educational development
 - Accountability and court performance