

GEORGIA DEPARTMENT OF CORRECTIONS Standard Operating Procedures		
Policy Name: Cognitive Behavioral Programs		
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Authority: Commissioner	Originating Division: Inmate Services Division (Risk Reduction Services)	Access Listing: Level I: All Access

I. Introduction and Summary:

Risk Reduction Services (RRS) shall provide uniform administrative practices and guidelines to follow the organization and management of the Cognitive Behavioral Programs.

II. Authority:

- A. Georgia Department of Corrections (GDC) Board Rule: 125-1-2-.01;
- B. GDC Standard Operating Procedures (SOPs): 107.02 Access to Services and Programs; 107.03 Staff Development; 107.05 Program Management; 107.07 Peer Evaluator; 107.09 Motivation for Change (M4C); 209.08 Administrative Segregation-TIER II; 506.02 External Training Programs; 506.08 Correctional Training Requirements; and 508.08 Staff Development and Training; and
- C. ACA Standards: 2-CO-4F01, 4-4429, 4-4433, 4-4430, and 4-4432.

III. Definitions:

- A. **Cognitive Behavioral Programs** - Programs available to Georgia Department of Corrections' (GDC) offenders designed to change crime-producing behaviors by changing the way they think. These programs, which follow the Principles of Effective Intervention, concentrate on cognitive restructuring and skills building.
- B. **Cognitive Restructuring Programs** - Programs designed to change the offender's behavior by changing the way they think. The goal of these programs is to get the participant to understand that their thinking is what led them to their current situation. These programs are effective in getting the participant to see that their thinking is what drives their behavior. GDC currently uses Moral Reconciliation Therapy as a Cognitive Restructuring Program.
- C. **Moral Reconciliation Therapy (MRT)** - A structured, cognitive behavioral approach to facilitating change in an offender's behavior. MRT is designed to promote pro-social behavior, incorporating the following elements: Confrontation and self-assessment, assessment of current relationships, reinforcement of positive behavior and habits, positive identity formation, enhancement of self-concept, decreasing hedonism, and developing higher stages of moral reasoning. MRT is an open-ended program, meaning that offenders can enter at any time. MRT utilizes the workbook How to Escape Your Prison and is based on the Twelve Stages of Moral Reasoning.

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- D. **Cognitive Skills-Building Programs** - Programs designed to teach new behavioral skills and appropriate actions. Cognitive Skills Building Programs currently offered by the GDC include but are not limited to Thinking for a Change (T4C) and Problem-Solving Skills in Action (PSSIA).
- E. **Thinking for a Change (T4C)** - A program designed and integrated around social skill deficits. The model focuses especially on the thinking skills that guide the behavior of offenders and attempts to replace well-established, maladaptive thinking patterns with cognitive skills that can promote pro-social behavioral choices. Emphasis is on teaching offenders to become more reflective and anticipatory, rather than reactive in their responses to potential difficulties. Offenders should become considerate of the views of others and more aware of the impact their behavior has on others. They are also taught to be more flexible, open-minded, and deliberate in their thinking.
- F. **Moving On** - A gender-specific program designed to address many risk factors that can lead to a woman's criminal behavior. It provides women with alternatives to criminal activity by helping them identify and mobilize personal and community resources. Moving On is a flexible, open-ended intervention program that allows continuous intake. It draws on evidence-based treatment models of relational theory and cognitive-behavioral therapy. The program content is organized around four main themes:
1. Encouraging personal responsibility and enhancing motivation for change;
 2. Expanding connections and building healthy relationships;
 3. Skill enhancement, development, and maintenance; and
 4. Relaxation and stress management skills.
- G. **Motivation for Change (M4C)** - A five (5) session pre-treatment program developed by RRS based on the Theory of Change. This curriculum satisfies the State mandate for provision of a substance abuse intervention.
- H. **Problem Solving Skills in Action (PSSIA)** - An effective problem-solving program which will result in both skill acquisition within the classroom and skill transfer to other settings. This is a social-cognitive approach to changing offenders' behavior. Offenders learn the steps to problem solving, actively working on problem solving skills in realistic examples and applying these skills to their own lives in journals,

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discussions, and role plays. The program focuses on developing and practicing skills associated with effective problem solving, such that offenders leave the course with new ways to think about problems and concrete steps to use in working through problems.

- I. **Offenders Under Transition (O.U.T)** - A Cognitive Behavioral Program utilized in the level 5 TIER II non-mental health facilities designed to enhance an offender’s motivation to change a problem behavior, combined with programming to provide new skills. The curriculum is based on Cognitive Behavioral Therapy (CBT) and Motivational Interviewing (MI) treatment concepts .

- J. **TIER II Program** - Long Term Administrative Segregation stratification plan that manages the institutional conduct and programmatic need of the offenders assigned to the program.

- K. **Sex Offender Psycho-Educational Program (SOPP)** - The program is a psycho-educational, cognitive-based curriculum introducing concepts and exercises aimed at confronting sex offenders’ thinking and behavioral patterns. SOPP is designed as a prerequisite program that focuses on preparing sex offenders for treatment upon release to Parole, Probation or other community supervision .

- L. **Anger Management** - Cognitive behavioral program that targets anger. The program is designed to help offenders learn to manage anger effectively, stop violence or the threat of violence, develop self-control over thoughts and actions, and to receive support from others.

- M. **Matrix Early Recovery Skills (ERS)** - An eight-lesson program designed to help individuals begin the process of substance abuse recovery. It is a cognitive-behavioral, evidenced-based curriculum designed to teach basic recovery skills.

- N. **Matrix Relapse Prevention (RP)** - A 32 lesson skills-building group designed to follow up the Early Recovery Skills Group. This intervention program was developed with support from the University of California at Los Angeles (UCLA) Coordinating Center, funded from the Center for Substance Abuse Treatment (CSAT), with the Substance Abuse and Mental Health Services Administration (SAMHSA), and based on the Model developed by the Matrix Institute in Southern California.

- O. **Family Violence** - This refers to Family Violence and Female Perpetrators of Family Violence. This program is legally required for some, but not all, offenders. The assigned counselor will review an offender’s Final Disposition from the courts to

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determine if a referral to Family Violence Case Plan is needed. According to O.C.G.A. 19-13-1, “family violence” is the occurrence of any felony, or commission of offenses of battery, assault, stalking, criminal damage to property, unlawful restraint, or criminal trespass, between past or present spouses, persons who are parents of the same child, parents and children, stepparents and stepchildren, foster parents and foster children living in, or formerly living in the same household is needed. The program provides offenders with a solid understanding of what is abuse among family members, how family abuse impacts individuals, families, society, and what personal changes individuals can begin to make to reduce the violence in their homes and in their communities.

- P. **Facilitator** - A GDC employee who has attended and passed initial program delivery instruction for the assigned Cognitive Behavioral Program.
- Q. **Offender** - An inmate, probationer, detainee, or resident who is enrolled in one of the Cognitive Behavioral Programs.
- R. **Social Service Program Consultant (SSPC)** - SSPC’s employed by GDC in RRS specialize in one or more of the RRS Programs. The SSPC’s duties include, but are not limited to, monitoring, evaluating, and training staff regarding programs at a designated GDC facility. SSPC’s are also responsible for implementing programs, developing lesson plans, and establishing community awareness regarding programs/services offered by GDC. These responsibilities are not all inclusive.
- S. **Quality Assurance Evaluation (QA)** - QA Evaluation is a process whereby, at set intervals or by special request, the facilitation practices of a given Cognitive Behavioral Program are reviewed by a SSPC of the RRS Counseling/Cognitive Behavioral Programs Unit. QA Evaluations concentrate on program integrity, to ensure the program is delivered in the manner in which it was designed. QA Evaluations also address classroom control, organization, and sensitivity to group dynamics, completeness of documentation, group participation, and response to offenders’ use of the skills.
- T. **Evidence-Based Practice (EBP)** - Cognitive Behavioral Programs follow EBP, which incorporate the Principles for Effective Intervention. The principles address risk, need, responsivity, and treatment. The principles are research-based and there is conclusive evidence that Cognitive Behavioral Programs practicing these principles are effective in reducing recidivism.

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U. **Open-Ended Group (OEG)** - An open-ended group format allows for new admissions into the group at any point in time and allows participants to complete the group process when the identified number of groups have been attended and completed.

V. **Closed-Ended Group (CEG)** - A closed ended group format does not allow for new admissions into the group after the initial start date of group.

IV. Statement of Policy and Applicable Procedures:

A. Prior to a site selecting staff for training in one of the Cognitive Behavioral Programs, it is recommended that management and staff of that site attend Cognitive Leadership Training (CLT). This training will address Evidence-Based Practices and help administrators understand the concept of the programs as well as what they can do to ensure the success of the programs at their respective facilities or offices.

B. The RRS-Counseling/Cognitive Behavioral Unit will have final approval on who will attend an initial Cognitive Behavioral Program Training. Facilitator selection is based on the following characteristics, and will be assessed by RRS:

1. Staff Selection and Training:

- a. Above-average verbal skills;
- b. Ability to relate positively and empathetically to offenders while maintaining a professional relationship that does not compromise rules and regulations;
- c. Sensitivity to group dynamics and the ability to stimulate groups and promote interest and high activity levels, while maintaining adequate discipline;
- d. Ability to challenge offenders without demeaning them; and
- e. Ability to model above-average interpersonal skills including:
 - i. Empathy;
 - ii. Effective problem-solving skills;
 - iii. Well-developed values;
 - iv. Rational and logical reasoning;

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- v. Openness to new ideas;
- vi. Experience in managing groups of poorly motivated individuals who may be passively or aggressively hostile or critical;
- vii. Willingness to consider views that may not be consistent with their own; and
- viii. Desire to deliver the program.

2. Counseling Staff and Multi-Functional Officers (MFO) being considered for the group facilitator's role are not required to attend Initial Correctional Counseling Training (ICCT) prior to being allowed to enroll in one of the cognitive program's initial training. However, Counseling Staff and MFO's do have to complete ICCT prior to facilitating the group they are trained in.
3. Selected staff are required to sign a Program Delivery Agreement stating they will facilitate the group within thirty (30) days of completing the initial training. Selected staff will attend an initial training specific to the program they plan to teach. If selected staff is unable to attend the training, they are responsible for notifying the Training Unit and RRS Counseling/ Cognitive Behavioral Unit Manager at least seven (7) days prior to the beginning of the course. Facilitators must complete the initial training in the selected cognitive behavior program before they are allowed to facilitate the group.
4. Staff who withdraw from or cancel training will not be automatically rescheduled for the next available class.
5. Staff who successfully complete initial trainings will be required to attend at least one "Booster Training" per year that is related to the Cognitive Programs they are facilitating. It is the responsibility of the facility staff to schedule the booster training.

C. Participant Selection Criteria:

1. Offenders are selected or referred to Cognitive Behavioral Programs based on the following criteria:
 - a. All offenders who have an assessed need of Cognitive Behavioral Program should be placed in, or referred to, the identified Cognitive Program.

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Enrollment is based on Activity Priority Report in SCRIBE and on availability at the individual site;

- b. Referral is mandated by Parole as a pre-condition of release; and
 - c. Offenders mandated to complete Anger Management and/or Corrective Thinking by Pardons and Parole are required to complete T4C.
2. Counselors will conduct an initial interview with selected offenders prior to assignment to the group. During the interview, the facilitator will explain the program, and have the offender sign a Participant Expectations Form. The facilitator will also administer the designated pre-test (assessment) to the participant during the initial interview.
 3. Cognitive Behavioral Programs are to be delivered as designed by the developer, or according to RRS Counseling/Cognitive Behavioral Unit requirements, to maximize the effectiveness of the group. Facilitators must follow the established lesson plan found in the program manual received during the facilitator initial training. Offenders with special needs will be addressed individually according to their specific need.
 4. Cognitive Behavioral Programs are to be delivered twice per week, with at least one (1) day between groups. Group size is discussed in each individual program listed in this policy.
 - a. Offenders are required to complete the program once enrolled;
 - b. Group attendance is mandatory, not voluntary;
 - c. No more than three (3) excused absences allowed (Out to Court; Outside Medical Consults, etc.);
 - d. M4C and PSSIA will require no absences. The excused absences must be made up with the offender prior to them attending the next scheduled class;
 - e. Offenders are to complete each session in the program;
 - f. Offenders are to receive a completion certificate when they successfully complete all lessons in the program;

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- g. If the Cognitive Behavioral Programs Unit determines that a program delivery staff has consistently failed to fulfill these requirements, all program-related materials must be returned to a member of the Counseling/ Cognitive Behavioral Unit immediately upon request;
- h. RRS reserves the authority to suspend any staff not conducting the program as designed to maintain integrity of the programs; and
- i. RRS Director will notify appropriate staff.

D. Moral Reconciliation Therapy (MRT):

1. Facilitators will follow the established curriculum detailed in the Counselor Handbook, MRT workbook, and MRT Made Easy, all received at initial training.
 - a. This is an open-ended group and the maximum capacity is fifteen (15);
 - b. For newly initiated groups, start with four (4) participants and add two (2) each session until you reach the capacity of fifteen (15); and
 - c. If the group loses a participant, add to maintain capacity of fifteen (15).
2. MRT groups must be conducted twice per week (1½ hours per session), with at least one (1) day in between groups. Offenders will not be allowed to complete more than one (1) step per session.
3. Staff will utilize those materials designed for use in MRT as determined by RRS staff. Individual sites are responsible for maintaining an adequate number of MRT Workbooks and may order more books when they are down to five (5) MRT workbooks using the workbook order form. (Attachment 1).
4. Additional MRT items such as posters of the Freedom Ladder, cassettes, flipcharts, markers, clock, etc. are to be purchased by each individual site. Funds to purchase these items can be taken from the Counseling budget. Facilitators should contact their SSPC prior to ordering additional supplies.
5. Only trained facilitators shall participate in the delivery of MRT. No one other than program offenders and the facilitator shall attend the groups, with the exception of an observing supervisor, an RRS representative or other, previously approved staff.

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6. Facilitators will conduct an initial interview with chosen offenders prior to the first group meeting. This interview will include:
 - a. Motivational information about MRT and the benefits of attending;
 - b. All program-related forms should be completed, and the offenders will sign a receipt for an MRT workbook (Attachment 2);
 - c. In addition to the MRT Workbook, the offenders are to be given an MRT Freedom Ladder and instructions for completion of Step 1. (Attachments 3 and 4);
 - d. Offenders are required to complete MRT once placed into the group;
 - e. Offenders must attend all sessions and participate actively in the groups;
 - f. Group attendance is mandatory, not voluntary;
 - g. Offenders will not be allowed to attend an MRT group without a workbook;
 - h. No more than three absences allowed; and
 - i. Offenders are to receive a completion certificate only after they successfully complete Step 12 of MRT.

E. Thinking for a Change (T4C):

1. All T4C Groups will be conducted according to standard, unless the Cognitive Behavioral Programs Unit grants prior approval. This is a closed ended group; and the group should start with the maximum capacity of twenty (20) offenders.
2. Facilitators will follow the established curriculum detailed in the program manual received at initial training.
3. T4C groups consist of twenty-five (25) two-hour sessions conducted two (2) times per week, with a minimum of one (1) day between sessions. (E.g. groups could be conducted on Monday and Wednesday or Tuesday and Friday). Only one (1) lesson is to be taught per group.
4. Facilitators will utilize materials recommended in the program delivery manual or by the Cognitive Behavioral Programs Unit staff, such as transparencies, overhead

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projector, flip chart and paper, pens, markers, TV/VCR, DVD unit, and approved video segments. Individual sites are responsible for obtaining these items unless otherwise provided. Funds to purchase any additional materials can be utilized from the counseling budget. Additional information of T4C can be acquired from the National Institute of Corrections (NIC) website <http://nicic.gov/>

5. Only trained facilitators shall participate in the delivery of T4C. No one other than program offenders and the facilitator shall attend the sessions, except for an observing supervisor, a RRS representative, or other, previously approved staff.
6. Facilitators shall conduct an initial interview with chosen offenders prior to the first group meeting. During the interview the facilitator will use motivational techniques to enhance the offenders' acceptance of the program. At this time, any program-related forms should be reviewed and completed.
 - a. Offenders are required to complete T4C once placed into the group;
 - b. Offenders must attend all sessions and participate actively in the groups;
 - c. Group attendance is mandatory, not voluntary;
 - d. No more than three (3) excused absences allowed;
 - e. Issued groups must be made up with Offenders prior to them attending the next scheduled group; and
 - f. Offenders completing all requirements of the group will receive a completion certificate. Individual sites are encouraged to conduct a graduation ceremony.
7. If the Cognitive Behavioral Programs Unit determines that a site has consistently not fulfilled the delivery agreement of the program, all program-related materials must be returned to a member of RRS Cognitive Behavioral Program Unit.

F. Problem Solving Skills in Action (PSSIA):

1. All PSSIA will be conducted according to standards, unless the Counseling/Cognitive Behavioral Unit grants prior approval. This is a closed ended group and the group should start with the maximum capacity of fifteen (15) offenders.

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2. Facilitators will follow the established curriculum detailed in the program manual received at the initial training.
3. PSSIA consists of eight (8) two-hour sessions conducted two (2) times per week with a minimum of one (1) day between sessions for state and private facilities. In Transitional Centers, PSSIA can be conducted every day until eight (8) sessions are completed.
4. Facilitators will utilize material recommended in the program delivery manual or by the Counseling/Cognitive Behavioral Unit staff, such as flip charts, paper pens, markers, TV/DVD, and approved video segments. Individual sites are responsible for obtaining these items unless otherwise provided. Funds to purchase any additional materials can be utilized from the counseling budget. Additional information or copies of the PSSIA manual can be acquired from CAPTIVA.
5. Only trained facilitators shall participate in the delivery of PSSIA. No one other than program offenders and the facilitator shall attend the sessions, with the exceptions of an observing supervisor, an RRS representative, or other, previously approved staff.
 - a. Offenders are required to complete PSSIA once placed into the group;
 - b. Offenders must attend all eight (8) sessions and offenders must be active in the groups;
 - c. Group attendance is mandatory, not voluntary;
 - d. No absences allowed; and
 - e. Offenders completing all requirements of the group will receive a completion certificate. Individual sites are encouraged to conduct a graduation ceremony.

G. Offender Under Transition (O.U.T.):

1. The O.U.T Cognitive Behavioral Program is to be delivered as designed by the developer, and according to RRS Counseling and Cognitive Behavioral Programs Unit requirements, to maximize the effectiveness of the group. Facilitators must

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follow the established lesson plan found in the program manual received during the facilitator training. The O.U.T program will be delivered in three (3) phases:

- a. Phase One: Programming will be delivered in cell. Program progression specified by program schedule. (Example: Week five an offender receives Lesson 1 and Lesson 2);
- b. Phase Two: Programming will be delivered in a combination of in cell and therapeutic module setting; and
- c. Phase Three: Programming will be delivered in security chairs every week. Progression through the phases will be in compliance with SOP 209.08, Administrative Segregation - Tier II.
 - i. Offenders are required to complete the program once enrolled;
 - ii. Participation and completion of Phase I in-cell programming components is mandatory, not voluntary; and
 - iii. Phase II and Phase III group attendance is mandatory, not voluntary.

2. Program Delivery Standards: Offenders Under Transition (O.U.T):

- a. Facilitators will follow the established curriculum detailed in the manual received at initial training;
- b. Facilitators shall conduct an initial interview with all offenders prior to offender beginning self-study portion;
- c. During the interview the facilitator will use motivational techniques to enhance the offenders' acceptance of the program. At this time, any program related forms should be reviewed and completed;
- d. Staff will utilize those materials designed for use in O.U.T, as determined by RRS staff. Individual sites are responsible for maintaining adequate supplies to deliver the O.U.T program; and
- e. Only trained facilitators shall participate in the delivery of O.U.T.

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H. Sex Offender Psycho-Educational Program (SOPP):

1. Pre-Screening:
 - a. A list of offenders eligible for the SOPP program will be distributed to the Chief Counselors. Please find the name(s) of offender(s) that are currently in your institution and schedule a pre-screening interview. This is a closed ended group and the group should start with the maximum capacity of fifteen (15) offenders; and
 - b. During this interview explain to the offender that the Parole Board and GDC has mandated their participation and successful completion of the SOPP course and that the course is currently given at selected institutions. Please make the offender aware that refusals to participate OR failure to successfully complete the course will most probably negatively impact their parole. (Attachment 10, SOPP Contract);
2. If the offender refuses to participate:
 - a. A signed and witnessed refusal form must be completed;
 - b. Each completed form must indicate the offender's reason for refusal to participate;
 - c. The original should be kept in the offender's institutional file;
 - d. Document in programs module in SCRIBE under the comments section the offender's reason for refusing the program;
 - e. Also document in case-notes in SCRIBE as well; and
 - f. Do not forward the Refusal form to Central Office. Please retain on the left side of the offender's file. (Attachment 11 SOPP Refusal Form);
3. If the offender agrees to participate:
 - a. A signed and witnessed Group contract form must be completed;
 - b. The staff person should read the contract to the offender;

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- c. The completed Group contract must include signatures and initials where indicated;
 - d. The signed and witnessed original should be placed on the left side of the offender's Institutional file;
 - e. Do not forward the Group Contract to Central Office. (Attachment 10, SOPP Contract);
 - f. Advise the offender, that his/her failure to complete the required groups will be documented and provided to the Parole Board for review.
4. All contact/activity with an offender regarding participation in the SOPP program must be documented in the SCRIBE case-notes:
- a. All documentation of the offender's paperwork in the SOPP program will be maintained on the left side of the offender's institutional file;
 - b. Further, all offenders who complete or fail to complete the SOPP program should have this information documented in Programs Module in SCRIBE under comments section of SOPP and in SCRIBE case-notes using the "Program Participation" icon;
 - c. Offenders' refusal to complete the SOPP program does not indicate that he does not have a need for the program;
 - d. SOPP should not be removed from the offenders' program plan. It should be cancelled in the scheduler if he has been scheduled for the class. If he has not been scheduled, the counselor should document in SCRIBE case notes;
 - e. If the SOPP group is located at your facility, the Counselors Supervisor Counselor (Chief Counselor) must ensure that each offender assigned to the group has all the signed contracts in the institutional file and that counselors with offenders on their caseload enrolled in SOPP track involvement and participation of each offender. This should be documented in the offender's institutional file; and
 - f. The Counselors Supervisor (Chief Counselor) or Designee will advise Counseling Services Program Director 1, RRS via email of the offender's

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willingness to participate in the SOPP group. See Attachment 8 for Ordering Material.

I. Anger Management:

1. All Anger Management Groups will be conducted according to standards, unless the Cognitive Behavioral Programs Unit grants prior approval. This is a closed ended group and the group should start with the maximum capacity of fifteen (15) offenders.
2. Facilitators will follow the established curriculum detailed in the program manual received at initial training. The Anger Management participant handbook and Anger Management facilitators guide.
3. Anger Management groups consist of:
 - a. Twelve (12) two-hour sessions conducted two (2) times per week, with a minimum of one (1) day between sessions;
 - b. Groups could be conducted on Monday and Wednesday or Tuesday and Friday);
 - c. Only one (1) lesson is to be taught per group;
 - d. Only trained facilitators shall participate in the delivery of Anger Management; and
 - e. No one other than program offenders and the facilitator shall attend the sessions, except for an observing supervisor, a RRS representative, or other, previously approved staff.

J. Family Violence:

1. All Family Violence Groups will be conducted according to standards, unless the Cognitive Behavioral Programs Unit grants prior approval that was given in Initial Training. This is a closed ended group and the group should start with the maximum capacity of twenty-five (25) offenders;
2. Facilitators will follow the established curriculum detailed in the program manual received at initial training (The Family Violence Curriculum);

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3. Family Violence groups consist of twelve (12) two-hour sessions conducted two (2) times per week, with a minimum of one (1) day between sessions. (E.g. groups could be conducted on Monday and Wednesday or Tuesday and Friday). Only one lesson is to be taught per group; and
4. Only trained facilitators shall participate in the delivery of Family Violence. No one other than program offenders and the facilitator shall attend the sessions, with the exception of an observing supervisor, an RRS representative, or other, previously approved staff.

K. Moving On:

1. All Moving On Groups will be conducted according to standards, unless the Cognitive Behavioral Programs Unit grants prior approval that was given in Initial Training.
2. Only trained facilitators shall participate in the delivery of Moving On. No one other than program offenders and the facilitator shall attend the sessions, with the exception of an observing supervisor, an RRS representative or other, previously approved staff.
 - a. This program is gender specific for females only;
 - b. The maximum capacity for the group is ten (10) offenders;
 - c. This program is open-ended. Offenders can only enter the program on the 1st lesson of any Module;
 - d. The program has six (6) Modules;
 - e. All offenders will complete the program after completing all Modules; and
 - f. Offenders will receive a certificate of completion when they have completed all Modules lessons.

L. MATRIX Staff Selection and Training:

1. Counselors must complete the Basic Counselor Orientation, Basic Group Counseling and Group Facilitation Skills Training offered by the GDC Training

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Unit prior to consideration as a Matrix Model facilitator. Motivational Interviewing is also recommended prior to completing Matrix training.

2. Staff selection should be based on the following characteristics:
 - a. Above-average verbal skills;
 - b. Ability to relate positively and empathetically to substance abuse offender populations while maintaining a relationship that does not compromise rules and regulations;
 - c. Sensitivity to group dynamics and the ability to stimulate groups and promote interest and high activity levels while maintaining adequate discipline;
 - d. Ability to use Motivational interviewing techniques in order to facilitate change;
 - e. Experience in dealing with resistance and managing poorly-motivated individuals who may be passively or aggressively hostile or critical;
 - f. Willingness to consider views that may not be consistent with their own;
 - g. Interest in delivering the program;
 - h. Have a basic understanding of the addiction and recovery process;
 - i. Familiarity with twelve (12) step groups. It is recommended that Matrix facilitators attend at least one twelve (12) step meeting in the community to become familiar with this program; and
 - j. Facilitators shall attend one booster class per year. This will allow facilitator to receive updates.
3. Staff selected to facilitate the Matrix program will attend initial Matrix training as specified and outlined by RRS - Substance Abuse Unit.
4. Matrix facilitators will receive data entry and collection instructions from the RRS Substance Abuse Unit after the initial training. All changes to include but not limited to enrollments and completions must be entered in Scribe.

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5. Staff shall register for Matrix training and boosters via CAPTIVA. Materials must be downloaded from CAPTIVA and brought to the training. Instructions for this process will be on your training confirmation letter.
6. Staff facilitating the Matrix Program will be required to attend continuing education training (i.e. Booster Training) directly related to the Matrix curricula a minimum of once every two years.
7. Program Delivery Standards: Matrix Staff Selection:
 - a. Only those staff trained to facilitate the Matrix Curriculum will participate in the delivery of Matrix treatment. No one other than program participants and facilitators will attend the sessions, except for an observing supervisor, RRS staff, or other staff approved by the facilitator's supervisor.
 - b. Facilitators will follow the established eight (8) session curriculum for Early Recovery Skills group and the thirty-two (32) session curriculum for the Relapse Prevention Group, as detailed in the Instructional Guide, Client's Handbook, PowerPoint presentation/guide, and Matrix material resources. These items will be given to all staff upon completion of the initial Matrix training:
 - i. Matrix groups will be conducted twice per week with a minimum of one (1) day between each session;
 - ii. Matrix groups are designed to be taught as an open-ended group and in a two (2) hour timeframe;
 - iii. Recommended group size is fifteen (15) to twenty (20) participants. Program capacity is twenty (20) participants;
 - iv. Sites will provide a TV and DVD player, or have Power Point capability for delivery of program;
 - v. Facilitators will utilize the Client's Handbook and Client's treatment Companion for Matrix groups;
 - vi. The Client's Handbook is provided to Counselors attending the Matrix training and will need to be copied at their respective sites; The Client's

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Treatment Companion will need to be ordered from www.samhsa.gov (Substance Abuse and Mental Health Services Administration); and

- vii. It is necessary for the on-site counselor to maintain copies of the Client’s Treatment Companion from SAMHSA when the on-hand supply is less than twenty (20). As admission numbers may vary, it will be necessary to keep these materials on hand. The handbook and treatment companion may be copied if supplies are not readily available. The Treatment Companion can also be downloaded to PDF file from <https://www.samhsa.gov/>.

8. Participant Selection Criteria:

- a. Pre-Requisites for Matrix Early Recovery Skills:
 - i. Motivation for Change; and
 - ii. Next Generation Assessment.
- b. Pre-Requisites for Matrix Relapse Prevention:
 - i. Motivation for Change; and
 - ii. Next Generation Assessment.
- c. All offenders who are placed in Matrix groups should be assessed by The Next Generation Assessment (NGA).
- d. Participant selection will be based on programming plan referral needs as well as time remaining until earliest release date (PIC, TPM, or MRD).
- e. Program facilitators will conduct an initial interview with chosen participants prior to first group meeting (Orientation Group). This session will include:
 - i. Information about and the benefits of attending;
 - ii. Program-related forms will be completed, and

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iii. The participants will receive the Client’s Handbook and the Client’s Treatment Companion at this time.

9. Participant Completion Standards:

- a. Group attendance and active participation is mandatory to meet the standards of completion established for the program:
 - i. No unexcused absences allowed;
 - ii. Sites shall follow local policy/procedures that are outlined in the operations manual regarding missed groups;
 - iii. Offenders must complete the entire curriculum and score seventy (70%) or higher on the post-test in order to successfully complete the course; and
 - iv. Offenders who fail the post-test may re-test after attending a minimum of one (1) additional group.

NOTE: Considerations should be given for offenders with cognitive deficits when testing that inhibits successfully passing the post-test.

- b. Participant is to receive a Completion Certificate upon completion of both the eight (8) session Early Recovery Skills course and the thirty-two (32) session Relapse Prevention course. Facilitators may use the Certificates provided to them (CD) at the training for these respective programs.
- c. Participants must complete a Participant Feedback Form at the completion of each group. A SSPC designee will review these forms during site visits.

Q. Quality Assurance Evaluations:

- 1. Each site offering cognitive behavioral programming will be monitored on a regular basis to ensure program integrity and compliance with program implementation.

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- a. Each site will have an assigned SSPC from the Counseling/Cognitive Behavioral Unit. The SSPC is responsible for coordinating, monitoring, and consulting with the site regarding all cognitive programming;
- b. RRS Cognitive Behavioral Programs Unit will conduct annual QA's on each facilitator actively teaching a Cognitive Behavioral program. Increased QA's may be conducted, based upon the recommendation of the SSPC and/or at the request of the site;
- c. The QA will be scheduled with the facilitator and their supervisor at least five (5) working days in advance;
- d. Upon completion of the QA, the SSPC will immediately debrief the facilitator and his or her supervisor, if available. The SSPC will utilize a standardized QA form when conducting the briefing;
- e. The completed QA form will be forwarded, via e-mail, to the facilitator, the supervisor, and RRS' Counseling/Cognitive Behavioral Unit Manager, within seven (7) working days of the evaluation. The QA form is a confidential document and will only be shared with the facilitator, his/her supervisor, and RRS Cognitive Behavioral Programs staff; and
- f. Supervisors are responsible for following up with an assigned SSPC for QA's to be done on every facilitator teaching programs at the site at least once a year.

M. Data Management:

- 1. Each site/office is responsible for ensuring that all required data collection is complete, accurate, and entered according to established timelines. Facilitators receive data entry and collection instructions from RRS, Cognitive Behavioral Programs Unit after the initial training. All required forms are provided to the facilitators after the initial training.
 - a. The facilitator is responsible for giving all offenders a pre-test during the initial interview and a post-test once the offenders complete the group or are terminated for any reason;
 - b. The pre-tests and post-tests (Attachment 5) are to be graded by the facilitator, or designated staff person, and recorded into SCRIBE within two (2) business days of completing the Criminal Sentiments Scale (Scoring Key), Attachment 12. Pre-tests

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and post-tests scores can only be entered when the participant has completed the group or is terminated for any reason;

- c. Tests are to be placed in the facilitators' group file once the score has been entered in SCRIBE. Every effort should be made to ensure that a post-test is administered immediately following the offender's last day in group;
- d. Participant attendance is to be recorded on the MRT Class Sign-In/Progress Report (Attachment 6) and the T4C Offender Attendance and Status Form (Attachment 7). This form is to be filled out completely. The identifier number is the GDC/UNO number for facilities and the Probationer case number for Probation sites;
- e. A Program Data Form will be completed by the facilitator and entered into SCRIBE by designated staff when a participant is enrolled in a group and upon completion (Successful or Unsuccessful) of the group. Once the Program Data Form information has been entered into SCRIBE, it must be signed by the staff entering the data and forwarded back to the facilitator. A new program data form is to be completed for every change made after the form has been signed;
- f. Once a participant has completed a program, he/she will be given a certificate of completion for that program. A copy of the certificate will be placed in the offenders file; and
- g. Each facilitator will be given copies of the forms immediately after completing training.

V. Attachments:

- Attachment 1: Workbook Order Request (MRT, SOPP, Active Parenting)
- Attachment 2: MRT Workbook Receipt
- Attachment 3: MRT Freedom Ladder
- Attachment 4: MRT Instructions for Completion of Step 1
- Attachment 5: Pre-Post Test Scoring Guide
- Attachment 6: MRT Sign-in Sheet/Progress Report
- Attachment 7: Offender Attendance and Status Form
- Attachment 8: Procedure for Ordering SOPP Materials
- Attachment 9: Procedure for Ordering Moving On Curriculum
- Attachment 10: SOPP Group Contract
- Attachment 11: Participant Expectation Form
- Attachment 12: Criminal Sentiments Scale (Scoring Key)
- Attachment 13: Participant Feedback Form

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VI. Record Retention of Forms Relevant to this Policy:

Upon completion, Attachment 2, will be retained in the offender's institutional file and kept in accordance with the official retention schedule of that file. Attachment 5, shall be maintained on site for at least one (1) year or upon review by the SSPC. All other forms shall be utilized in accordance with the SOP until such time the SOP is revised or becomes obsolete.