

| <b>GEORGIA DEPARTMENT OF CORRECTIONS</b><br>Standard Operating Procedures |                                           |                                                                       |
|---------------------------------------------------------------------------|-------------------------------------------|-----------------------------------------------------------------------|
| <b>Functional Area:</b><br>Program Services/<br>Counseling Services       | <b>Reference Number:</b><br><br>VB02-0001 | <b>Revises<br/>           Previous<br/>           Effective Date:</b> |
| <b>Subject:</b><br>Cognitive Behavioral<br>Programs                       |                                           | NEW                                                                   |
| <b>Authority:</b><br>Donald/Smith                                         | <b>Effective Date:</b><br>10/15/07        | Page 1 of<br><br><b>12</b>                                            |

**I. POLICY:**

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

**II. APPLICABILITY:**

All facilities, units, offices, and sections operating under GDC Management that are operating any of the Cognitive Behavioral Programs.

**III. RELATED DIRECTIVES:**

- A. GDC Rules and Regulations: 125-1-2-.01
- B. GDC Standard Operating Procedure: VB01-0008, VB01-0010 (Peer Evaluator)

**IV. DEFINITIONS:**

- A. **Cognitive Behavioral Programs:** Cognitive Behavioral Programs available to Georgia Department of Corrections' offenders are 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 cognitive skills building.
- B. **Cognitive Restructuring Programs:** These programs are designed to change the participant'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

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effective in getting the participant to see that their thinking is what drives their behavior. The Georgia Department of Corrections currently uses Moral Reconciliation Therapy (MRT) as a cognitive restructuring program.

- C. Moral Reconciliation Therapy (MRT):** A structured, cognitive behavioral approach to facilitating change in a participant's behavior. MRT is designed to promote pro-social behavior, incorporating the following elements: confrontation and assessment of self, 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 participants can enter at any time. MRT utilizes the workbook How to Escape Your Prison, and is based on the Twelve Stages of Moral Reasoning.
- D. Cognitive Skills-Building Programs:** These programs are designed to teach new behavioral skills and appropriate actions. *These programs work best when followed/offered after completion of a cognitive restructuring program.* Skills Building Programs currently offered by the Georgia Department of Corrections include, but are not limited to, Reasoning and Rehabilitation (R&R), and Thinking for a Change (T4C).
- E. Reasoning and Rehabilitation (R&R) and Thinking for a Change (T4C):** These programs are designed and integrated around particular social skill deficits. The model focuses especially on the thinking skills that guide the behavior of participants and attempts to replace well-established, maladaptive thinking patterns with cognitive skills that can promote pro-social behavioral choices. Emphasis is on teaching participants to become more reflective and anticipatory, rather than reactive in their responses to potential difficulties. Participants 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. Facilitator:** A Georgia Department of Corrections' employee who has attended and passed initial program

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delivery instruction for the assigned Cognitive Behavioral program.

- G. **Participant:** An inmate, probationer, detainee, or resident who is enrolled in one of the Cognitive Behavioral programs.
- H. **Program Development Consultant (PDC):** PDC's employed by GDC in Risk Reduction Services specialize in one or more of the RRS Programs. The PDC's duties include, but are not limited to, monitoring, evaluating, and training staff regarding programs at a designated GDC facility. PDC'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.
- I. **Quality Assurance Evaluation (QA):** Quality Assurance 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 PDC of the Risk Reduction Service Cognitive Behavioral Programs Unit. Quality Assurance Evaluations concentrate on program integrity, to ensure the program is delivered in the manner in which it was designed. Quality Assurance Evaluations also address classroom control, organization, and sensitivity to group dynamics, completeness of documentation, group participation, and response to participants' use of the skills.
- J. **Evidence-Based Practice (EBP):** Cognitive Behavioral Programs follow Evidence-Based Practices, 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.

**V. ATTACHMENTS :**

Attachment 1: Workbook Order Form

Attachment 2: Workbook Receipt

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Attachment 3: MRT Freedom Ladder

Attachment 4: Instruction for Completion of Step 1

Attachment 5: Pre/Post Test Scoring Guide

Attachment 6: Sign-in Sheet

Attachment 7: Offender Attendance and Status Form

PROCEDURE:

- A. Prior to a site selecting staff for training in one of the Cognitive Behavioral Programs, it is recommended that management of that site attend Cognitive Leadership Training. This training will address the 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 Risk Reduction Services-Cognitive Behavioral Programs Unit will have final approval on who will attend an initial Cognitive Behavioral Program Training. Facilitator selection is based on the following characteristics:
  1. Staff Selection and Training
    - a. Above-average verbal skills.
    - b. Ability to relate positively and empathetically to participants 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 participants without demeaning them.
    - e. Ability to model above-average interpersonal skills including:

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- 1) Empathy
  - 2) Effective problem solving skills
  - 3) Well developed values
  - 4) Rational and logical reasoning
  - 5) Openness to new ideas
- f. Experience in managing groups of poorly motivated individuals who may be passively or aggressively hostile or critical.
  - g. Willingness to consider views that may not be consistent with their own.
  - h. Desire to deliver the program.
2. Counseling Staff being considered for the group facilitator's role are required to attend Basic Counseling/Group Facilitation Skills trainings prior to being allowed to enroll in one of the cognitive program's initial training. Correctional Officers and Probation Officers are exempt from attending the Basic Counseling/Group Facilitation Skills trainings.
  3. Selected staff are required to sign a Program Delivery Agreement stating they will facilitate the group within thirty days of completing the initial training, or during the next OMS cycle.
  4. 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 Risk Reduction Services Cognitive Behavioral Programs 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.**

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5. Staff who withdraw from, or cancel, training will not be automatically rescheduled for the next available class.
6. Staff who successfully completes initial trainings will be required to attend at least one "Booster Training" per year that is related to the Cognitive Programs they are facilitating. *Staff trained to facilitate MRT is required to attend at least two "Boosters" per year.* Facilitators can register for the training via CAPTIVA. It is the responsibility of the facility staff to schedule the booster training.

**C. Participant Selection Criteria:**

1. Participants are selected, or referred to, cognitive behavioral programs based on the following criteria:
2. All offenders who score Probable or Highly Probably on the Cognitive Behavioral/Psychological Treatment need section of COMPAS are to be placed in, or referred to, cognitive programming. Enrollment is based on availability at the individual site.
3. Referral is mandated by Parole as a pre-condition of release.
4. Offenders mandated to complete Anger Management and/or Corrective Thinking by Pardons and Parole are required to complete T4C. *This mandate will override COMPAS Assessment results.*

**D. Group Management**

1. Counselors will conduct an initial interview with selected participants 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 to the participant during the initial interview.
2. Cognitive Behavioral Programs are to be delivered as designed by the developer, or according to Risk Reduction Services Cognitive Behavioral Programs

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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 training.

3. Cognitive Behavioral programs are to be delivered twice per week, with at least one day between groups. Group size will be a minimum of 5 and a maximum of 15 participants for all Cognitive Behavioral programs except T4C, which requires a minimum of 12 participants.
4. Participants are required to complete the program once enrolled.
  - a. ***Group attendance is mandatory, not voluntary.***
  - b. No more than three absences allowed.
  - c. Participants are to receive a completion certificate when they successfully complete Step 12 of MRT, and lesson 32 of T4C and R&R.
5. 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 Cognitive Behavioral Program Unit immediately upon request. The Risk Reduction Services Director will notify the OPT and Corrections Division Directors.

**E. Program Delivery Standards**

1. Moral Reconciliation Therapy (MRT):
  - a. Facilitators will follow the established curriculum detailed in the Counselor Handbook, MRT workbook, and MRT Made Easy, all received at initial training.
  - b. MRT groups must be conducted twice per week (1½ hours per session), with at least one day in between groups. *Participants will not be allowed to complete more than one step per session.*

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- c. 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 MRT workbooks using the workbook order form. (Attachment 1)
- d. 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 PDC prior to ordering additional supplies.
- e. Only trained facilitators shall participate in the delivery of MRT. No one other than program participants and the facilitator shall attend the groups, with the exception of an observing supervisor, a Risk Reduction Services representative or other, previously approved staff.
- f. Facilitators will conduct an initial interview with chosen participants prior to the first group meeting.
  - 1) This interview will include motivational information about MRT, and the benefits of attending.
  - 2) All program-related forms should be completed and the participants will sign a receipt for an MRT workbook (Attachment 2).
  - 3) In addition to the MRT Workbook, the participants are to be given an MRT Freedom Ladder and instructions for completion of Step 1 (Attachments 3 and 4).



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- g. Probation offices are required to collect a money order from the participant to cover the cost of the workbook.
- h. Participants are required to complete MRT once placed into the group.
  - 1) Participants must attend all sessions and participate actively in the groups. Group attendance is mandatory not voluntary. Participants will not be allowed to attend an MRT group without a workbook.
  - 2) No more than three absences allowed.
  - 3) Participants are to receive a completion certificate only after they successfully complete Step 12 of MRT.

2. Thinking for a Change (T4C):

- a. All T4C Groups will be conducted according to standards, unless the Cognitive Behavioral Programs Unit grants prior approval.
- b. Facilitators will follow the established curriculum detailed in the program manual received at initial training.
- c. T4C groups consist of 32 two-hour sessions conducted two times per week, with a minimum of one 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.
- d. The last 10 groups will be social skills that the facilitator determines appropriate, based on the self-evaluations the participants complete during lesson 22.
- e. Facilitators will utilize materials recommended in the program delivery manual or by the Cognitive Behavioral Programs Unit staff, such as transparencies, overhead projector, flip

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chart and paper, pens, markers, TV/VCR 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 or copies of the T4C manual can be acquired from the NIC website ([www.ncic.com](http://www.ncic.com)).

- f. Only trained facilitators shall participate in the delivery of T4C. No one other than program participants and the facilitator shall attend the sessions, with the exception of an observing supervisor, a Risk Reduction Services representative, or other, previously approved staff.
- g. Facilitators shall conduct an initial interview with chosen participants prior to the first group meeting. During the interview the facilitator will use motivational techniques to enhance the participants' acceptance of the program. At this time, any program-related forms should be reviewed and completed.
- h. Participants are required to complete T4C once placed into the group:
  - 1) Participants must attend all sessions and participate actively in the groups. Group attendance is mandatory, not voluntary.
  - 2) No more than three absences allowed.
  - 3) Participants completing all requirements of the group will receive a completion certificate. Individual sites are encouraged to conduct a graduation ceremony.
- i. 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

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returned to a member of Risk Reduction Services Cognitive Behavioral Program Unit.

- j. Each participant is to complete the Participant Expectations Form prior to the beginning of group.

**F. Quality Assurance:**

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

1. Each site will have an assigned PDC from the Cognitive Behavioral Program Unit. The PDC is responsible for coordinating, monitoring, and consulting with the site regarding all cognitive programming.
2. Risk Reduction Services 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 PDC and/or at the request of the site.*
3. The QA will be scheduled with the facilitator and their supervisor at least five working days in advance.
4. Upon completion of the QA, the PDC will immediately debrief the facilitator and his or her supervisor, if available. The PDC will utilize a standardized QA form when conducting the briefing.
5. The completed QA form will be forwarded, via e-mail, to the facilitator, the supervisor, and Risk Reduction Services' Cognitive Behavioral Programs Unit Manager within five working days of the evaluation. *The QA form is a confidential document and will only be shared with the facilitator, his/her supervisor, and Risk Reduction Services Cognitive Behavioral Programs staff.*

**G. Data Management:**

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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 Risk Reduction Services, Cognitive Behavioral Programs Unit at the conclusion of the initial training. All required MRT forms are provided to the facilitators at the conclusion of the initial training.

1. The facilitator is responsible for giving all participants a pre-test during the initial interview and a post-test once the participants complete the group or are terminated for any reason.
2. The pre and post-test are to be graded by the facilitator, or designated staff person, and recorded into OTIS within 2 business days of completing the post test (Attachment 5). Pre and post test scores can only be entered when the participant has completed the group, or is terminated for any reason. **(Pre/post test scantrons can be copied and given to the offenders for testing)**.
3. Tests are to be placed in the facilitators' group file once the score has been entered into OTIS. Every effort should be made to ensure that a posttest is administered immediately following the participant's last day in group.
4. 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.
5. A Program Data Form will be completed by the facilitator and entered into OTIS by designated staff when a participant is enrolled in a group and upon completion (Successful or Unsuccessful) of the group.
6. Once the Program Data Form information has been entered into OTIS, it must be signed by the staff

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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.*

7. 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 participant's file.
8. Each facilitator will be given a disk containing all of the necessary cognitive program forms immediately after completing the initial training.

**VI. Record Retention:**

Attachment 2: Upon completion, retain in the inmate case history file and keep in accordance with the official retention schedule of the inmate case history file.

Attachment 5: Pre/post test scores are to be maintained on site for at least one year, or upon review by the PDC.