



Service Planning Instrument™

The Service Planning Instrument (SPln) is a 90-item tool for assessing risk, need and protective factors. It can be used in adult probation, parole, custody and other correctional settings where there is a requirement to assess risk of recidivism and identifying service needs. The SPln includes an abbreviated 35-item “Pre-Screening” version used for making initial decisions about supervision levels. Based on a variety of assessment sources, SPln provides a template for entering information that has been collected by probation officers, classification officers, or case managers.

The goal of the SPln is to gather and analyze objective information for developing case plans that will ultimately reduce offender recidivism.

The SPln builds on exciting new developments in juvenile assessment - better links to case planning, inclusion of protective factors, and a sharper focus on dynamic reassessment. These developments were advanced with the arrival of the Washington State juvenile assessment model (CMAP), now used routinely in many states. The SPln, with accompanying scoring and case planning software, benefited from enhancements introduced by Orbis Partners in New York, Illinois, Michigan, North Dakota and Ontario, Canada using a customized version of the Washington tool - the YASI (Youth Assessment and Screening Instrument).

### ***The Challenge of Case Planning***

An enduring challenge of case management is to implement our assessment tools in a way that helps staff initiate individualized case planning. In many instances case managers complete risk and need assessments thoroughly, but fail to bring the process to the next step. Frequently, assessments are relegated to the offender’s file before review or analysis – sometimes without even generating results.

The state of research on risk and needs assessment furnishes decisive direction on relevant predictive content for composition of assessment tools. Research tells us unequivocally which characteristics of offenders predict recidivism and

## ***Introducing the Service Planning Instrument: An Innovative Assessment and Case Planning Tool***

point to the risk factors that need to be addressed to promote positive outcomes. In designing the SPln, it was recognized that new advances in assessment must now focus on user application issues – i.e., building assessment interfaces that help users apply the results.

A critical feature of the SPln approach is to link assessment results in an immediate way to the process of individualized case planning and appropriate service provision. *Hence, the name Service Planning Instrument.* This is achieved through a number of features that were carefully constructed in the model:

- Case planning software that uses an attractive graphical interface
- Focus on reassessment for monitoring the progress of case planning and supervision objectives
- Training that emphasizes case planning as the objective of assessment.

The SPln has benefited from the contributions of a team of researchers and clinical experts. With many years of accumulated experience, the team has worked in risk assessment design and testing, program development, training, and implementation of assessment instruments in many community supervision, correctional and custodial settings.

The case planning approach that is used consists of discrete steps practitioners use to select appropriate goals and action steps, while developing offender motivation to follow the plan. The case planning model has been successfully applied in a number of jurisdictions with varied offender populations. Over the years, the model has been revised and refined to enhance success.

The model consists of the following components:

- *Mapping* (assessment)
- *Finding the Hook* (developing offender motivation)
- *Moving Forward* (implementing services, interventions and supervision approaches)
- *Reviewing and Supporting* (managing the plan as it progresses)

The model is integral to the SPIn, emphasizing that assessment is only one step and that without case planning, the assessing risk, needs and protective factors has little value on its own. While each of the case planning steps are intimately tied to assessment results, implementation of the model emphasizes that assessment must result in case management decision-making and the implementation of individualized plans to reduce recidivism.

The recommended case planning steps begin with an analysis of the results of a SPIn assessment as a method of identifying the targets of service that are most likely to achieve positive change, and therefore favorable outcomes. The next steps focus on how to gain the offender's cooperation with the plan, and on the development of realistic action steps that will achieve the results. As the plan is implemented, ongoing monitoring of the plan and provision of focused support becomes essential. All of the case planning steps are clearly linked to the SPIn, from initial assessment to dynamic reassessment.

### **Content**

The selection of SPIn items was based on an extensive review of the risk and need assessment literature. The review ensured that the most current findings on offender assessment were taken into account in developing the new adult assessment approach (see reference list for examples). Therefore, the selection and weighting of ten SPIn scales (and their constituent items) was guided by the results of the literature review. The review also gave particular attention to research on the prediction of violence, so that relevant content on aggression and violence could be incorporated in SPIn domains (Douglas, Cox & Webster, 1999).

The ten SPIn domains include traditional static factors (usually related to criminal history), as well as a number of dynamic risk factors that have emerged from research on "criminogenic" needs. Supported by research, most of the domains also link to a variety of interventions and program areas that have developed based on research over the past 20 years.

Because assessment research has converged so clearly on identification of offender risk and need factors over the past 20 years (Andrews, Bonta & Hoge, 1990; Gendreau, Little & Goggin, 1996), the content of SPIn overlaps with many existing risk / need assessment inventories. However, the SPIn also offers a fresh approach by incorporating the most recent research and the newest measurement advances. Some traditional risk domains have been re-conceptualized in the SPIn, while newer research-based items have been introduced.

### **Protective Factors or Strengths**

A key element of innovation is that the SPIn incorporates the measurement of protective factors - or strengths. These are factors that are likely to help reduce or "cushion" the negative impact of risk factors for many offenders. Highly intuitive for case managers, the assessment of protective factors focuses case plans to capitalize on strengths and helps develop resources for offender success. The incorporation of strengths grounds the model in a case planning process that is mobilizing for both offenders and the professionals who must develop and monitor case plans. The idea of protective factors is not new! Many case managers already use "strengths" in their thinking about how to approach their work. Yet, assessment of protective factors as an area worthy of effort has been a recent development (Hawkins, Catalano & Miller, 1992). The SPIn now provides case managers with the ability to assess and monitor protective factors using objective measurement techniques.

### **Static and Dynamic Factors**

Both "static" (historical and unchangeable) and "dynamic" (changeable) factors are included in the SPIn. Static factors (e.g., criminal record) are necessary and efficient predictors of recidivism. Dynamic factors are predictors of recidivism that also point to the characteristics and behavioral patterns of offenders that need to change in order to reduce future offending.

The more static or historical SPIn scales include **criminal history** (e.g., age at first arrest, previous convictions, incarcerations, variety of offending, etc.), **response to supervision** (e.g., violations of supervision, escapes, failures to appear), and **aggression/violence** (e.g., indications of previous violent behavior, including convictions, domestic violence, etc.).

Among the more dynamic changeable factors are **substance use** (e.g., alcohol/drug use and alcohol/drug problems), **social influences** (e.g., positive and negative peer influences), **family** (e.g., positive and negative family influences), **employment** (e.g., needs and strengths related to labor market participation), **stability** (e.g., factors such as financial problems, unstable accommodations, lack of life skills, or positive factors in these areas), **attitudes** (e.g., attitudes favorable toward crime and lack of receptivity toward change and positive attitudes supportive of pro-social adjustment), and **social/cognitive skills** (e.g., deficits in problem solving and interpersonal skills or cognitive skills that promote success). The **aggression/violence** domain also includes a dynamic component designed for assessing management of anger and hostility.

### **The Importance of Dynamic Factors**

Reflecting their importance in targeting “changeable” risk factors, the SPIn has been designed to focus particular attention on dynamic elements. Frequently, static and dynamic factors are combined in assessment tools, making it difficult to separate the two types of scores. Yet for reassessment purposes, it is important to focus on the factors that are amenable to change. By examining dynamic factors specifically at reassessment, a clearer assessment of whether or not the offender’s dynamic risk is increasing, staying the same, or decreasing is achieved.

The **Full Assessment SPIn** produces results for both static and dynamic factors, showing “low”, “moderate” and “high” levels for both risk categories. Moreover, in order to provide extra sensitivity for detecting change, the overall dynamic risk scores are displayed for 6 levels (“low”, “low moderate”, “moderate”, “moderate high”, “high”, and “very high”). This classification system also helps identify extreme groupings (e.g., very high dynamic risk) so that resources can be more

efficiently allocated in case management settings where services are particularly scarce.

### **A Glance at Innovative Features of SPIn Domains...**

✓ **Response to Supervision** -Traditionally, criminal history (e.g., offense information, dispositions) and behavior under supervision (e.g., probation violations, failures to appear in court) are combined in a static criminal history domain. The SPIn includes both types of items, but uses separate domains to summarize their measurement. For example, a new scale “Response to Supervision” has been constructed so that case managers have a closer examination of previous supervision behavior. Hence, the results for previous responses to supervision are shown separate from the offense and dispositional details of criminal history.

✓ **Violence/Aggression** – There have been only modest gains in predicting violent and aggressive behavior in recent years. However, in order to be responsive to the public’s desire for more scrutiny in this area, many case managers wish to include history of violent behavior in their assessments. In the SPIn, this is achieved by assessing static behavior associated with predicting violence as well as other more dynamic characteristics that predict violence, such as anger, hostility, and minimization of aggression. Domain scores are generated for Violence / Aggression with both static (past violence) and dynamic components (i.e., attitudinal and behavioral dispositions). The latter dynamic component can be used to identify offenders who are likely to benefit from anger management programming, or who need more attentive supervision to monitor potentially volatile behavior.

✓ **Substance Use** – The Substance Abuse domain employs traditional predictive items related to disruption in functioning as a result of substance use and the role of substances in criminal behavior patterns. In addition, the SPIn documents type and recent frequency of substance use. The domain also includes a measure of progress for offenders with substance use problems who are making gains in addressing their problems.

✓ **Social Influences** – The Social Influences domain surveys many potential positive and negative sources of influence in the offender's current life (peers, community involvement, family). Special attention was given to measuring social influences dynamically, and helping case managers identify ways to more effectively target social influence factors in their case plans.

✓ **Family** – The Family domain focuses on the challenges and rewards the offender faces in meeting marital and parental responsibilities. The Family domain has also been designed to help case managers set goals and action plans in the realm of the family and to monitor changes that affect risk.

✓ **Employment** – There has been increasing interest and research in the Employment domain. Offenders who are successful in the employment domain have reduced recidivism. As such, many new interventions have emerged to address employment related concerns. There has also been progress in measuring employment service needs. Accordingly, the SPIn identifies a number of potential employment-related targets for case planning purposes, including employment motivation, employment barriers, and job search skill deficits.

✓ **Stability** – The Stability domain includes a number of factors that are likely to inhibit an offender's adjustment while completing a disposition – these include financial, accommodation, life skills, and transportation. These challenges are grouped in a single domain to help summarize issues that may have broader implications for planning and referrals.

✓ **Mental Health** – A range of mental health items are included to assess when offenders have current mental health conditions and document past experiences that may influence their adjustment (e.g., trauma, abuse). The mental health domain is scored as a service attention area, using flags as indicators when there are mental health issues that require attention.

✓ **Attitudes and Skills** - The attitude and skill dimensions of assessment are often viewed as too "subjective" and difficult to measure reliably. Yet research consistently shows that anti-social attitudes and characteristics such as poor impulse

control skills, are among the strongest predictors of recidivism. To assess these domains, SPIn derives important measurement information from semi-structured interviews. Using multiple items and multiple response categories have resulted in important assessment advances in these critical areas that have important links to services and programs. The SPIn Full Assessment domain for Attitudes links to a number of interventions that target anti-social attitudes and poor motivation. The Social/Cognitive Skills domain is helpful for assessing the need for cognitive skills and interpersonal skills training interventions (Robinson, Porporino & Beal, 1998). Although the Attitude and Skills domains are relatively detailed, this produces more reliability for reassessments, and also provides a more practical range of attitudes and behaviors to target for intervention and monitoring change.

### **Flexibility**

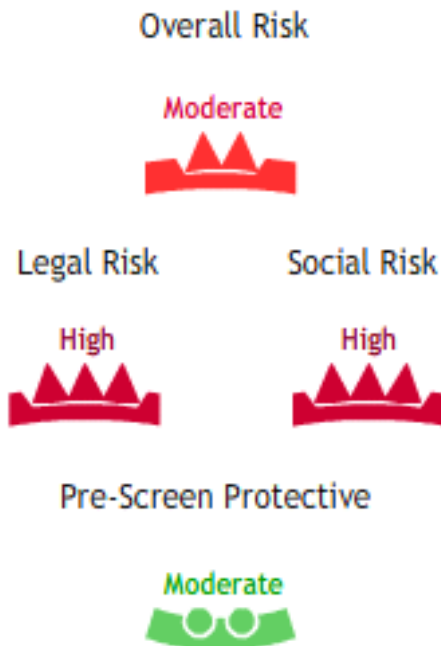
The SPIn has been designed to function in a variety of settings. Like most risk/need assessment devices, the content of the SPIn will function in probation, parole, half-way houses, day-reporting centres, custodial facilities, and other contexts where there is a need to predict recidivism and identify relevant needs. Using software routines for entering SPIn data, users benefit from customized versions that allow them to skip items that don't apply (e.g., incarceration information for offenders who have no history of incarceration, etc.), and focus on items that are most relevant to the dispositions being managed.

**Pre-Screen SPIn**

The SPIn includes **PRE-SCREEN** and **FULL ASSESSMENT** versions. The Pre-Screen employs a minimum of highly predictive static and dynamic items (n=30) that yield classifications of “low”, “moderate”, and “high” risk of reoffending. As a time-saving device, the Pre-Screen rapidly identifies the “moderate” and “high” risk cases that will need more intensive services. The Full Assessment is then recommended as a method for developing a detailed profile of the dynamic risk factors that will become the focus of case planning for those cases that “pre-screen” as higher risk.

As a “triage” approach that uses research-based practices, the Pre-Screen helps introduce greater efficiency in the assessment and case planning process.

While a brief interview with the offender is required for completing the Pre-Screen, information about many of the pre-screen items is also readily available through case files, existing social histories and other sources of data that may be already available when the case manager begins the assessment. The selection of Pre-Screen items was based on the need to include highly predictive items, while recognizing that an initial streamlined assessment is initiated to provide results for decision-making that is based on a rapid assembly of basic information. Using SPIn software, Pre-Screen results are displayed for Criminal History risk and Social History risk based on a classification of “low”, “moderate”, and “high” risk. The Pre-Screen software also produces a list of the key need “**areas of concern**” (e.g., aggression, substance abuse, employment, etc.) that are likely to provide direction for case planning and supervision priorities (see example at left).



**Full-Assessment SPIn**

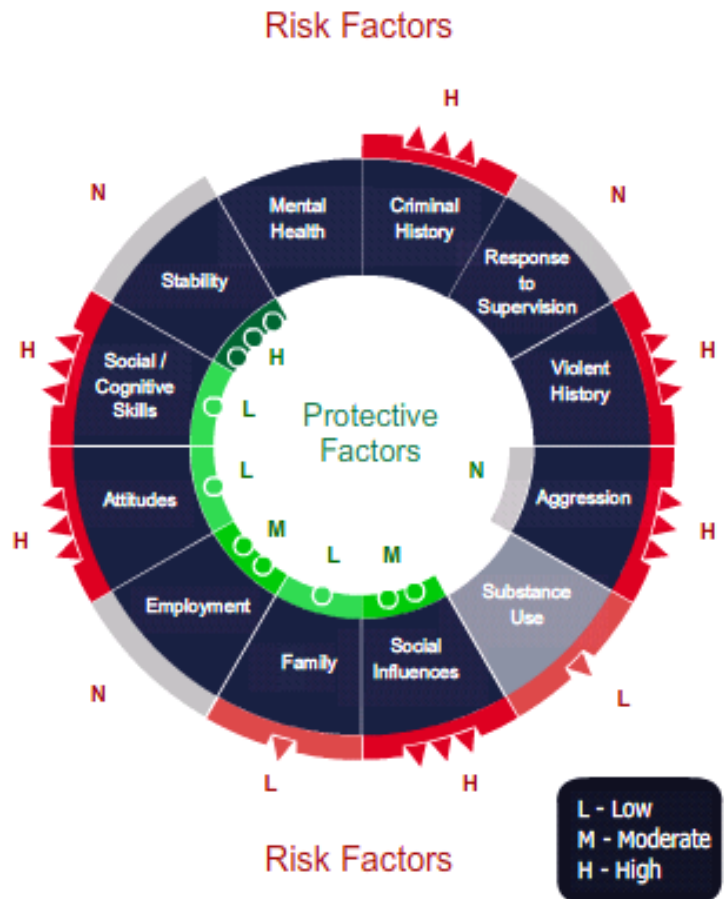
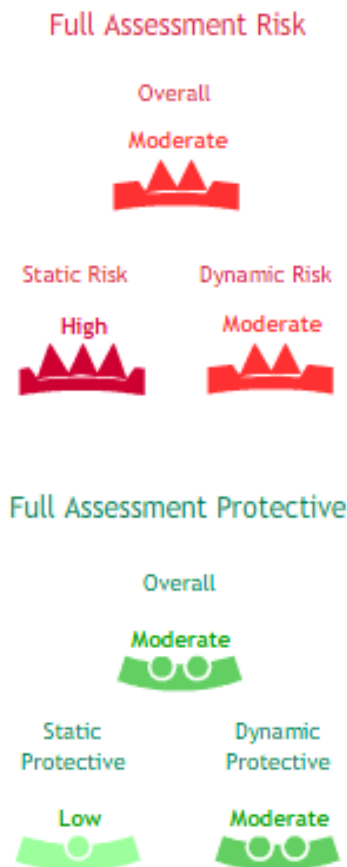
The Full Assessment builds on the Pre-Screen to provide a much more detailed assessment of the risk, needs and strengths that ought to be taken into consideration in order to build case plans for moderate and higher risk offenders. The Full Assessment contains many items that easily translate into “targets” or goals that will become the focus of a case plan. The Full Assessment includes a concentration of dynamic items, in both need and protective factor areas that can be reassessed as the supervision of the offender proceeds. The Full Assessment ensures that the case plans and the ongoing monitoring of the offender’s progress is based on factors that are behaviorally based and grounded in modern research on offending.

The software component that generates Full Assessment results has been designed to allow for an integrated approach to case planning. The results of the full assessment and the case planning steps are conveniently linked with built-in features that encourage solid case analysis and tracking of progress.

**Software**

The web-based software provides a number of useful features for displaying results and aggregating data across multiple caseloads within jurisdictions. Results are shown for both overall risk and risk levels within individual domains (e.g., substance abuse, attitudes, etc.). In addition, the software breaks the overall results down by static and dynamic totals.

The Full Assessment results are graphically displayed using a “wheel” to show both risk and protective factor levels for the various domains. Users can then click directly on areas of the wheel that represent potential targets of intervention for the youth’s case plan. When a user selects a particular domain as a priority, this priority is carried forward throughout the case plan module. This allows users to supply more information about the goals, action steps, and interventions for addressing the targeted domain. Referral sources can be recorded and the software allows case managers to track progress on goals that have been established.



### **Social History/Pre-Disposition Reports**

Because of the numerous items and comprehensive content of the Full Assessment, SPIn data provides a rich source of information for social histories and pre-disposition reports. Current software development efforts are focusing on using SPIn assessment data for the generation of a narrative report that can be customized to serve the needs of probation counties and courts. The narrative report will provide case managers with an initial draft of a social history or pre-disposition report that can be amended to serve the specific purposes.

### **Information Management Potential**

Aggregate reporting of assessment statistics is another key function of SPIn software. While the SPIn is not meant to replace existing information management software used in probation, parole, and other criminal justice settings, the richness of the assessment database provides an important source of information for identifying service gaps, allocating scarce case management resources, and other service planning purposes.

Managers can produce statistics that profile the risk levels of the adult population being served and identify trends in risk, need and protective factor levels across the 10 domains. The ability to breakdown results by a variety of service types (e.g., intensive supervision, diversion, sentence length, etc.) and demographic characteristics of offenders (e.g., age, gender, etc.) provide important tools for profiling the diversity of service needs across sub-populations of offenders or generating information relevant for measuring performance. The aggregate statistical function also provides the ability to examine the caseload characteristics for individual case managers. In addition, a number of software features are included for assessing the quality of assessment data and performing database maintenance.

### **SPIn Training**

Training for use of the SPIn is conducted in two stages. An initial two-day training focuses on how to conduct an assessment using SPIn – collecting the necessary information through interviews, case records and collateral contacts. The training prepares users to return to their work settings and begin to complete assessments using SPIn and generate the results. The second two-day follow-up training is devoted entirely to case planning using SPIn results. Participants develop an

enhanced case management skill set to work with their clients to set goals and begin to implement action steps that will match the needs identified from SPIn profiles.

Staff are most receptive to trainers who can explain how to use the assessment models based on first-hand experience with offenders. In addition, there is a demand to provide information about the scientific fundamentals on which the model is based. Orbis Partners carefully chooses training teams to supply a blend of practical field expertise along with knowledge of the research elements of the assessment model. Every effort is made to present the material in a way that is accessible for staff with differing learning styles and varying interests in the more technical aspects of the model. Our training strategy aims at delivering dynamic presentations, using attractive training materials, and exercises aimed at building participant skills.

The research-based principles of “what works” inform all of the training and effectively link the components of assessment, supervision, and case planning. Throughout the initial and follow-up trainings a motivational approach to working with offenders is reinforced. Attention to motivational techniques includes interview skills used to complete the SPIn as well as engaging the offender in a useful case planning process. Advances made in motivational interviewing and an understanding of the concept of offender change supply an essential foundation for SPIn training. A video-taped demonstration of a SPIn interview along with skill-building practice are used during the trainings.

Many jurisdictions have already embraced motivational interviewing as a foundation skill for case management staff. For staff already initiated in motivational interviewing, the training reviews how these skills can be specifically used in relation to the SPIn for both assessment and case planning. For staff who have not yet been introduced to motivational interviewing, the training demonstrates how efficient the methods are for obtaining quality assessment information and for soliciting the offender’s support for building an effective case plan.

### **Customization**

Because of the predictive robustness of the content of the SPIn model, the items can be customized for individual jurisdictions and for varying criminal justice purposes. A critical ingredient of implementation success is the use of language that reflects local practice, thereby promoting credibility and trust in the assessment process. The wording of SPIn items can be modified to reflect local practice and preferences. Ultimately, the policy of permitting instrument customization benefits many SPIn users across different jurisdictions. Helpful advances that emerge through customization in one jurisdiction can be shared with others.

### **Validation - an Integral Component of Implementation**

We recommend that the implementation of the SPIn, or any risk/need assessment model, should involve a validation component to assess the reliability and validity of the tool. Firstly, using validation research as an integral component of implementation can provide users with valuable descriptive feedback about the population being assessed. Staff exhibit significantly more “buy-in” for implementation when they receive feedback on their data and understand how the tool is working in their jurisdiction. Secondly, a validation process allows for adjustments to the instrument in order to ensure that it is performing at maximum efficiency. Hence, with a validation process, cut-off scores for various SPIn domains can be easily adjusted to ensure optimal functioning within the jurisdiction. Validation also promotes quality assurance because it helps identify potential difficulties that can arise when the tool is not being administered as reliably as necessary.

### **Compatibility with YASI**

Many of the features of the SPIn model are consistent with the YASI (Youth Assessment and Screening Instrument) used in juvenile probation. Hence, the use of SPIn software in jurisdictions already employing YASI will provide streamlined installation, implementation and support. In addition, integration of YASI / SPIn with other case management information systems will be more straight forward and involve less duplication in design and installation procedures. An additional advantage concerns the overlap in style and content of YASI and SPIn. For example, juveniles assessed using YASI who later move to adult probation (with criminal convictions) can be easily

transferred to SPIn. Officers who supervise both adults and juveniles will also benefit from the similarity of the two models. Future upgrading of both tools will take advantage of developments in both YASI and SPIn software applications.

### **Implementation Support**

Providing support is an important objective in helping jurisdictions successfully implement new methods to conduct daily business. Supportive activity is crucial:

- *Before training*
- *During training*
- *Following training*

Orbis Partners strives to provide both project managers and users with the necessary support to adjust to the inevitable challenges that arise in implementing a new assessment and case planning approach. *Before* training support focuses on assessing training needs and helping managers determine the steps they will need to take in order to prepare an implementation plan for the new assessment and case planning model. *During* training the support focuses on laying the groundwork to help staff learn the assessment procedures and develop confidence in their ability to apply the skills. *Following* training support shifts to providing ongoing coaching and reinforcement for the implementation of the model. This includes consultation on how to adapt the model to the jurisdictions unique needs, develop awareness of quality assurance, and offer information management assistance in order to make best use of aggregate assessment data.

Through accessible software support, consulting on the application of the tools in a variety of settings, and through data feedback, Orbis Partners is committed to help jurisdictions maintain project momentum. Toll-free telephone support, e-mail, training, and site visits are among the vehicles that are used to provide support.

**Cost**

The SPIn is made available to jurisdictions as a “Service Package” that includes instrument customization, training, software, technical support, application consulting, and validation/research services. The service package includes unlimited use of the assessment tool for initial assessments and reassessments with no costs per administrations or annual licensing fees. Once implementation has occurred, there are no additional costs for continued use of the tool. Jurisdictions may also opt for a train-the-trainer certification process in order to meet the demand for ongoing training.

***SPIn Implementation Team***

The SPIn was designed by a team of experts in assessment and offender programming with many years of experience in both the adult and juvenile fields. Combining research and clinical skills, the team have benefited from the practical experience of implementing assessment tools and offender programs in a variety of settings across the United States, Canada, England, and Australia.

In addition to the design team, Orbis Partners maintains a full-time staff complement who are responsible for ongoing research, training, software design, and technical support. Part-time associates who actively deliver services to offenders or supervise front-line staff also contribute to training on assessment and case planning. The dynamic team that has been assembled by Orbis Partners is well resourced to provide rapid response and support in implementation projects.

## Team Members

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### David Robinson, Ph.D.

Dr. David Robinson has more than 20 years of experience conducting research and developing tools for assessment and case management in community corrections and custodial settings. He graduated in 1990 with a doctorate in psychology from Carleton University where he currently holds an adjunct faculty position. Dr. Robinson served as senior research manager in the Research Branch of Correctional Service Canada, where he managed research projects in adult corrections and parole for nine years. The studies he directed included validation of assessment tools, program evaluation of "What Works" initiatives, and a number of surveys of both staff and offenders.

During his early years in the field Dr. Robinson was involved in the development and validation of the Level of Supervision Inventory (LSI) and the Youth Level of Service Inventory (YLS-CMI). He also worked on the design and validation of a number of assessment instruments in family therapy, substance abuse, employment counseling, youth services and domestic violence. He has managed a number of high-profile program evaluations in adult corrections and delinquency prevention. Dr. Robinson is widely published on offender assessment and treatment in criminal justice services. His research has included studying the response of criminal justice workers to organizational change and attitudes about working with offenders. In addition to many program evaluation efforts, his recent work includes the introduction of the YASI in New York, Illinois, Maine, Michigan, Mississippi, and Scotland.

### Marilyn Van Dieten, Ph.D.

Dr. Van Dieten is a registered clinical psychologist with over 20 years experience in offender treatment, training case managers, and program development. She is well known throughout the United States and Canada for her dynamic training style and relevant curricula for introducing and implementing "What Works". Dr. Van Dieten has had extensive front-line experience in working with offenders and their families in custodial settings and community supervision operations such as probation and half-way houses. She received her doctorate in clinical psychology from the University of Ottawa in 1989 and has since been involved in working with a number of jurisdictions to redesign their operations to reflect "What Works" methods. Her implementation work has included assessment, programming, staff training, quality control techniques, certification, and performance appraisal redesign. She was the principal developer on a number of nationally recognized offender programs including CALM (Anger Management), Moving On (for female offenders), Counter Point (cognitive skills programming for

addressing anti-social attitudes) and recently, Community Transitions (community maintenance strategies for substance abusing offenders). She was recently awarded (2003) the Maud Booth Award by Volunteers of America for her contributions to the development of correctional treatment programs.

Dr. Van Dieten has designed and delivered training for a number of assessment approaches including the Washington Juvenile Model and the YASI. She has trained more than 1000 probation and parole staff in the administration and application of the LSI (Level of Supervision Inventory). Most recently, she was the lead specialist in redesigning the adult and juvenile probation officer basic training programs in the Illinois and New York.

### William A. (Bart) Millson, M.A.

Mr. Millson has worked for over fourteen years in the criminal justice field, including direct service with offenders. He holds a Masters in Experimental Psychology from Carleton University. He worked in the Research Branch of Correctional Service Canada (adult federal corrections) for six years before entering the research consulting field. His specialization focuses on measuring recidivism in adult and juvenile offenders. He has had extensive experience in conducting validation research on assessment devices used in various criminal justice settings. He has particular expertise in the selection and implementation of substance abuse assessment protocols for offenders.

Mr. Millson also specializes in program evaluation in community corrections and custodial settings and is a certified evaluator using the Correctional Program Assessment Inventory (CPAI). He has conducted evaluations on offender work release programs, day reporting centers, substance abuse treatment for offenders, boot camps, cognitive skills interventions, and delinquency prevention programs. His current work involves ongoing validation of the YASI as well as evaluation work that includes the management of an evaluation of the Vancouver Drug Treatment Court, British Columbia.

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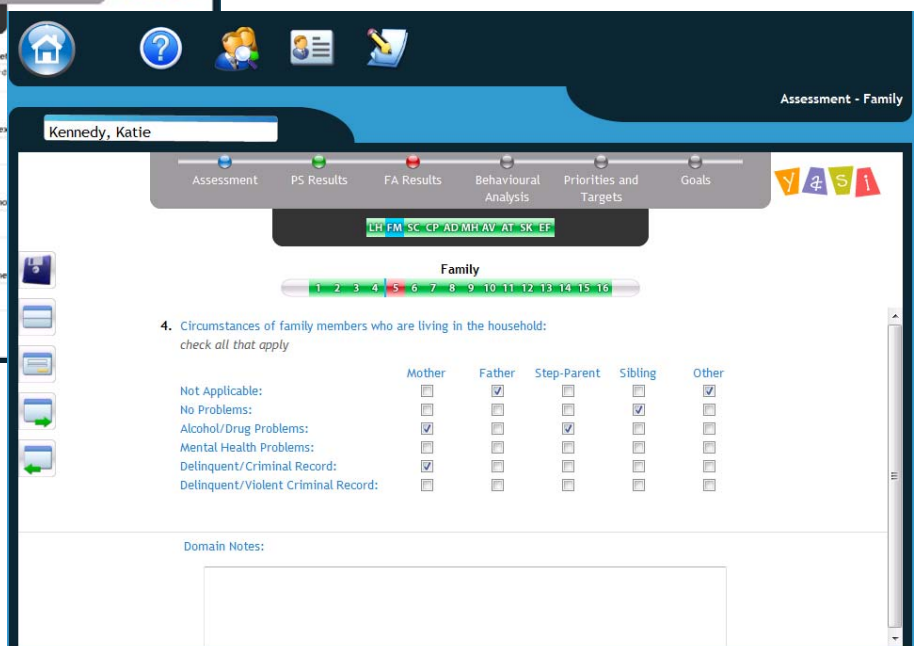
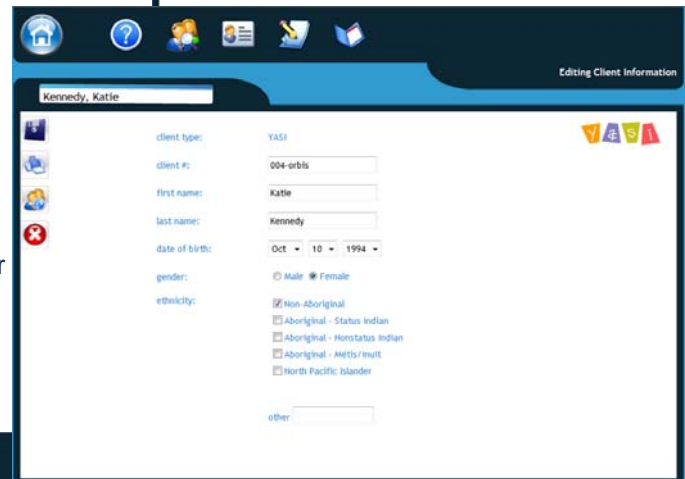
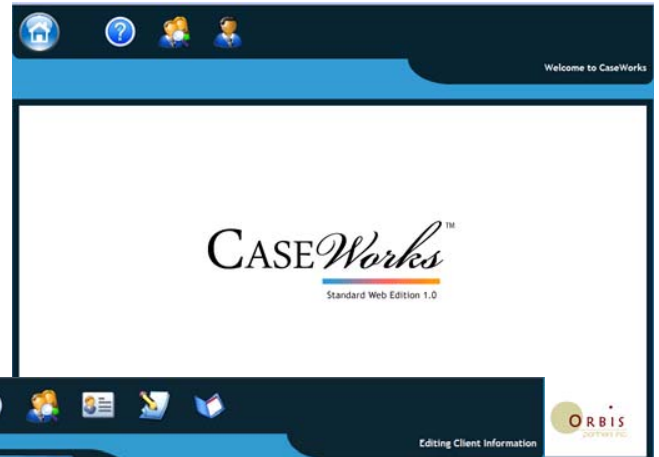
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