

# TEAM ROLES AND RESPONSIBILITIES

Developed by:  
National Center for DWI Courts

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# STANDARD VII

## **A Dedicated Multidisciplinary Team of Professionals that...**

- ✓ Manages the day-to-day operations
- ✓ Reviews participant progress
- ✓ Contributes observations & recommendations based on expertise
- ✓ Delivers & oversees the delivery of legal, treatment, and supervision services

# OBJECTIVES

Composition  
& Training

Sharing  
Information

**TEAM**

Communication  
and  
Decision  
Making

Pre-Court  
Staffing &  
Status Hearings



# TEAM BUILDING ACTIVITY



# DEBRIEF

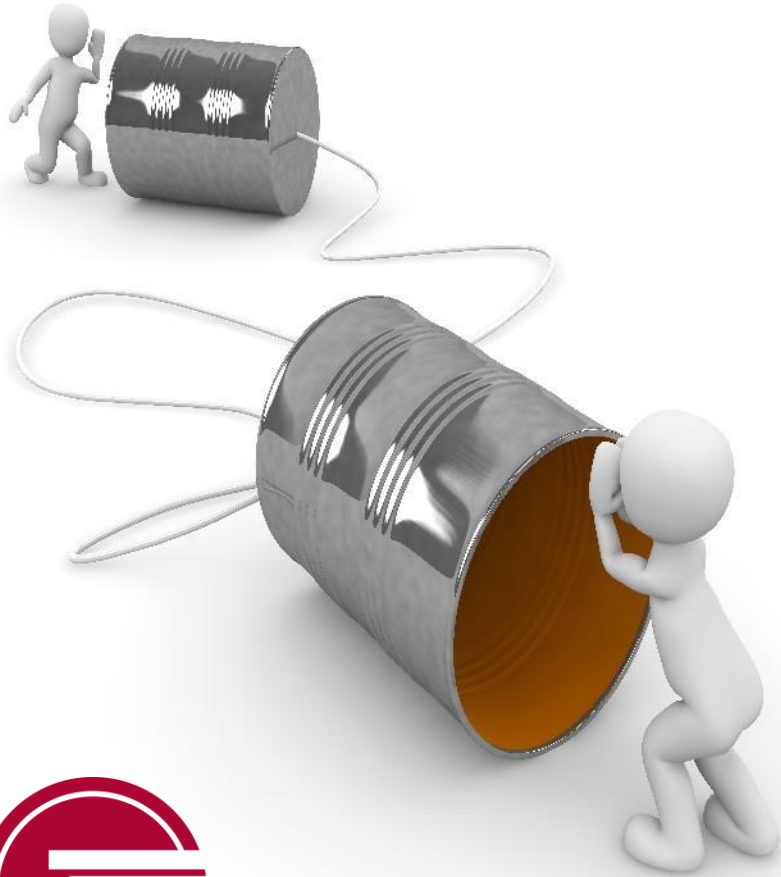


**What were your initial thoughts when you were told about the activity?**

**What helped your team through this process?**

**What would you do differently?**

# 5 BIGGEST BARRIERS TO EFFECTIVE COMMUNICATION



## 1. Lack of Clarity

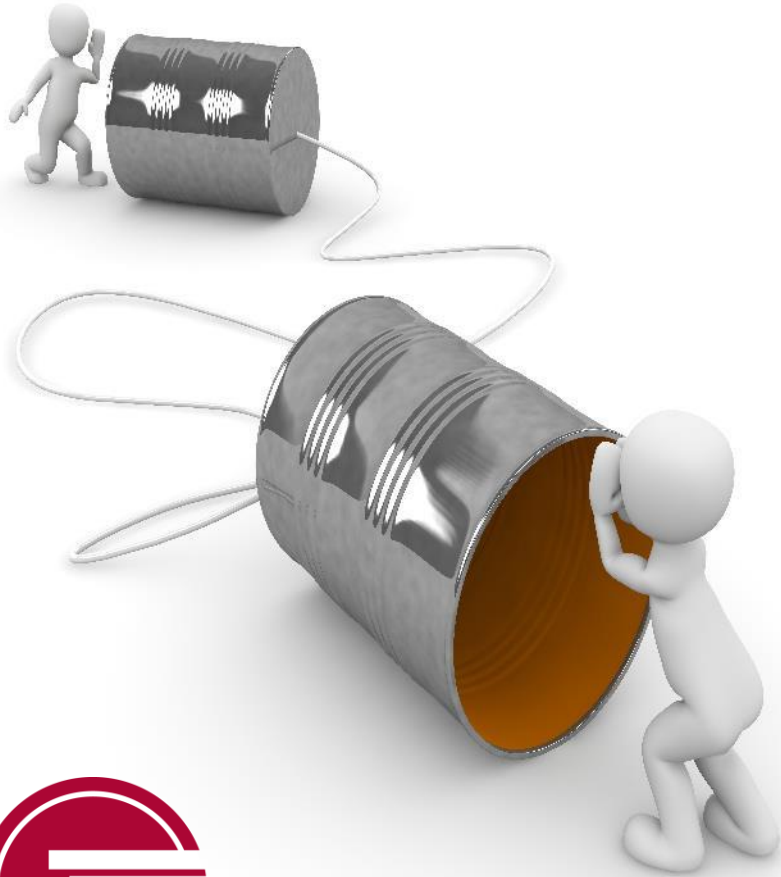
- Be concise
- Avoid sarcasm or being condescending
- Give your point quickly, give the listener context, and check for understanding

## 2. Inconsistency

- Deliver the same message to everyone
- Be aware how mood and thoughts effect the message
- If inconsistency happens, own the behavior instead of passing blame



# 5 BIGGEST BARRIERS TO EFFECTIVE COMMUNICATION



## 3. Language Differences

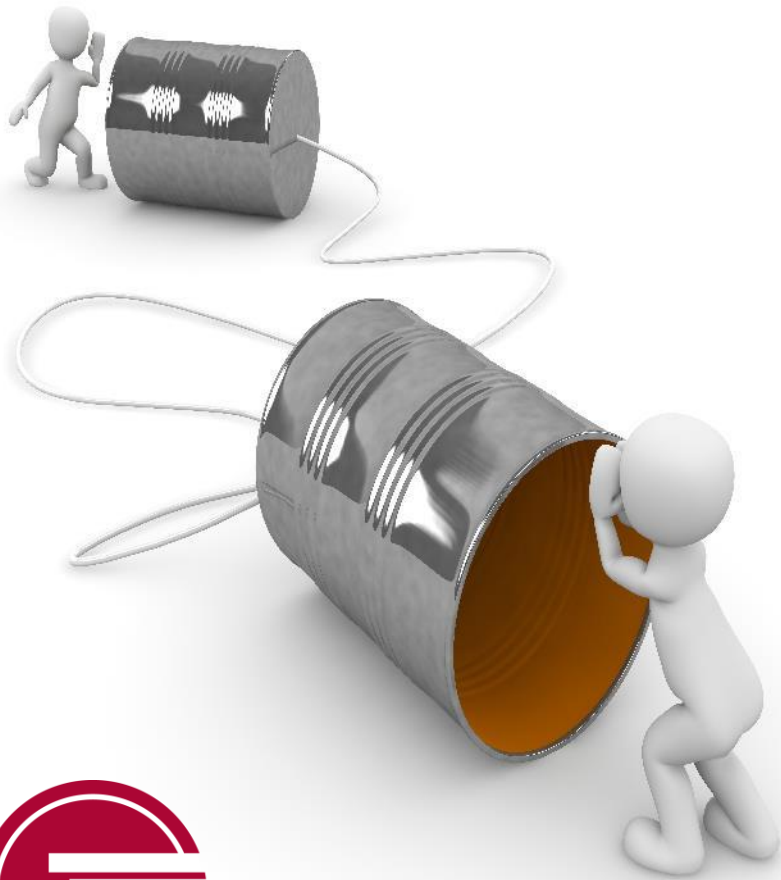
- Beware of **ACRONMYS**
- Criminal Justice  $\neq$  Treatment
- Understand each team member has a vital role they need to advocate for

## 4. Not Enough Listening

- Communication is a two-way street
- Limit distractions
- Practice Active Listening



# 5 BIGGEST BARRIERS TO EFFECTIVE COMMUNICATION



## 5. Non Verbal Cues

- What you don't say is just as important as your spoken words
- Don't assume everyone's non verbal cues are the same (cultural differences)
- Make sure your body language is communicating an open message
  - Crossed arms, eye rolling, furrowing your brow = closed to the discussion





# KEY FACTORS TO IMPROVE COMMUNICATION



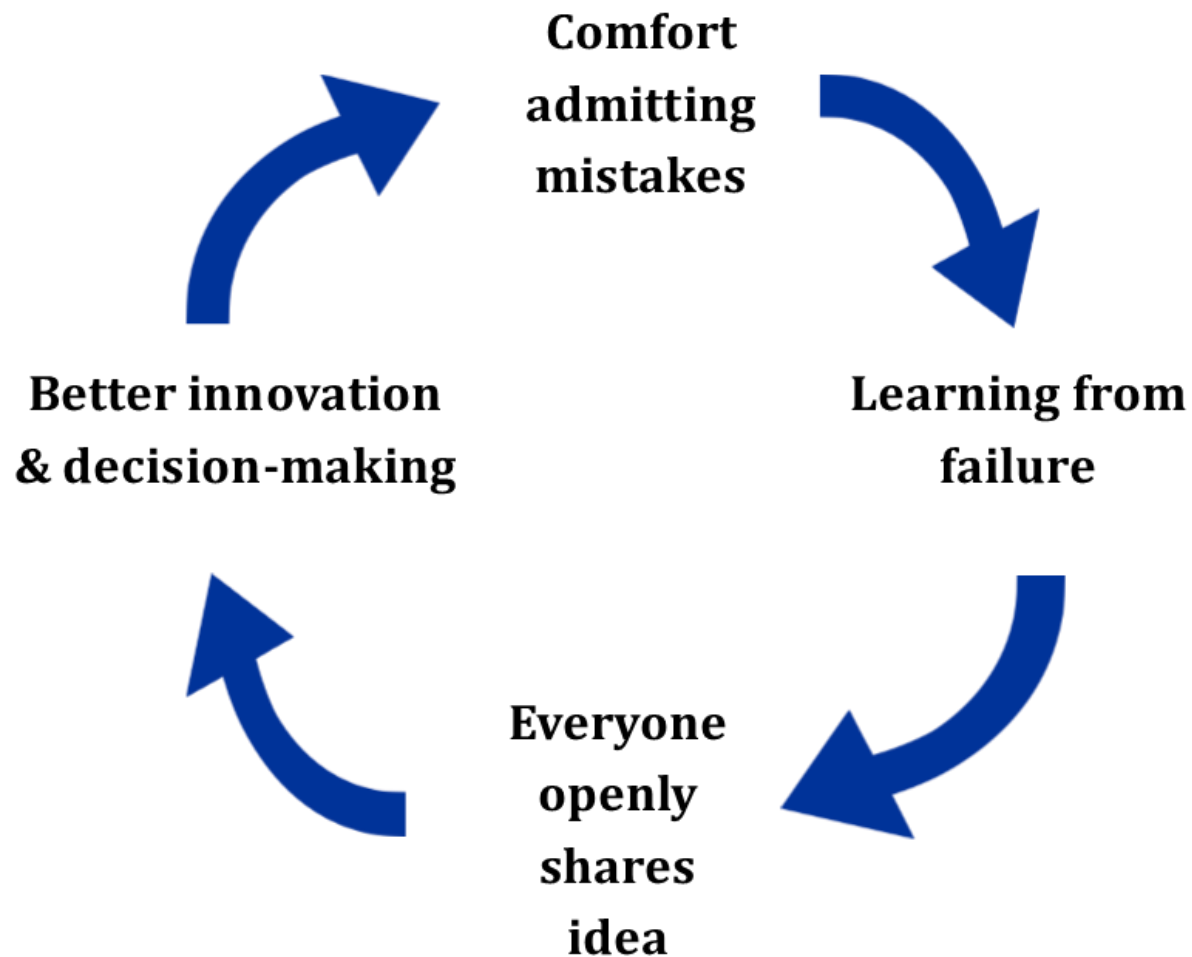
**Keep email communication about the facts** – arguing your position should be done in person

**Keep communication professional** – name calling, talking behind people's back, and gossip only harm team dynamics

**Don't let problems fester** – just undesired problems with clients are dealt with immediately to change behaviors, so must unproductive behaviors of team members that divide the team



# PSYCHOLOGICAL SAFETY

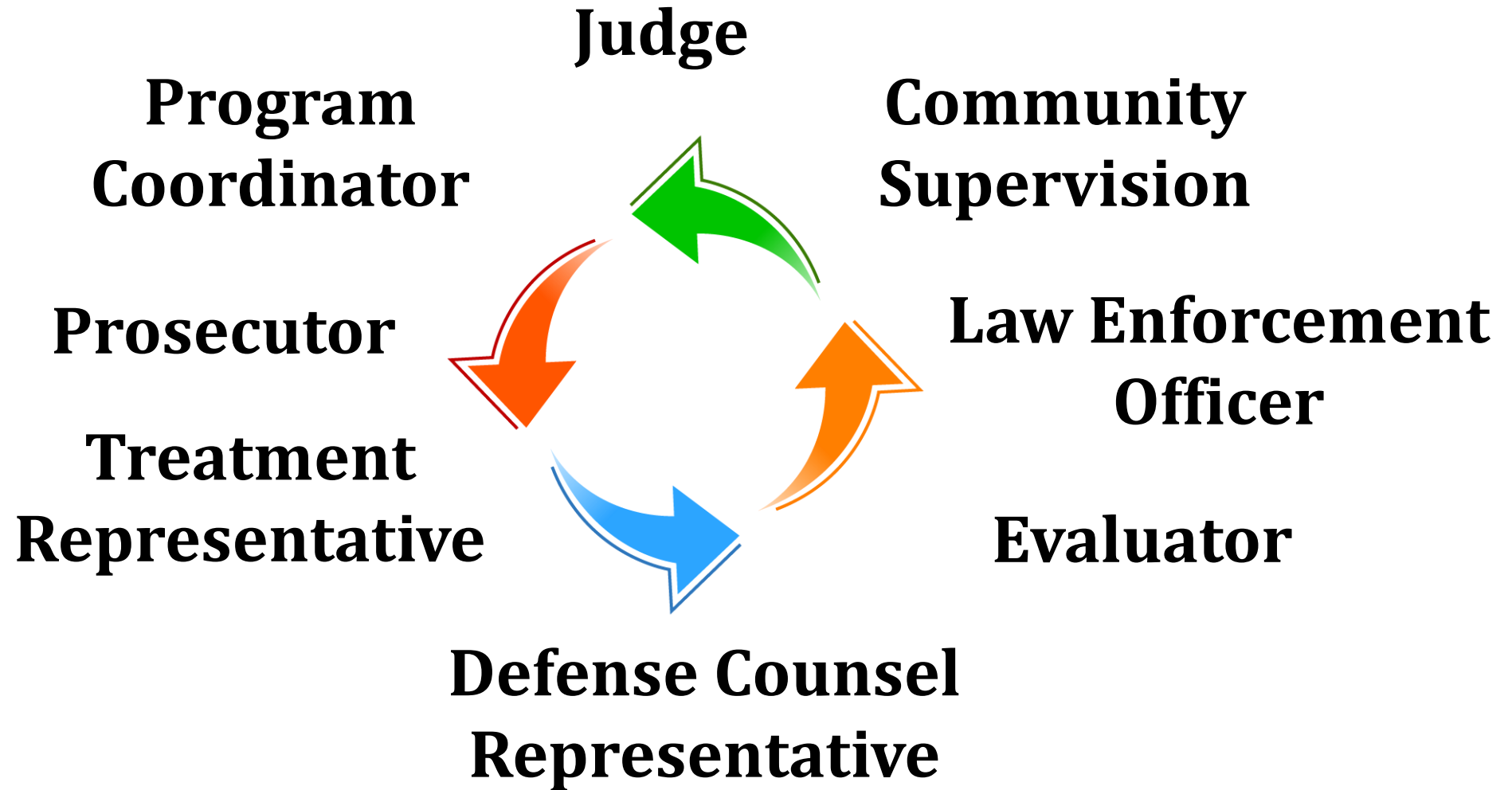


Psychological safety is a shared belief that the team is safe for interpersonal risk taking...being able to show and employ one's self without fear of negative consequences of self-image, status or career



**YOUR TEAM**

# TEAM COMPOSITION



# **WHAT ARE WE DISCUSSING PRIOR TO STAFFING?**





# EMAIL COMMUNICATION

- ✓ For updates on clients
- ✓ Arrange special staffing sessions
- ✓ Keep team updated on any changes

***DO NOT!!!***

- ✓ Advocate positions
- ✓ Express concern over team member's behavior
- ✓ Team splitting





# AVOID USING IN EMAIL COMMUNICATION

## *Sarcasm*

- ✓ Verbal Aggression
  - ✓ *Noun* - the use of irony to mock or convey contempt

## *Speculation*

## *Story Telling*

**Send only emails  
you are ok with  
seeing in the  
Washington Post**



# EX PARTE COMMUNICATIONS

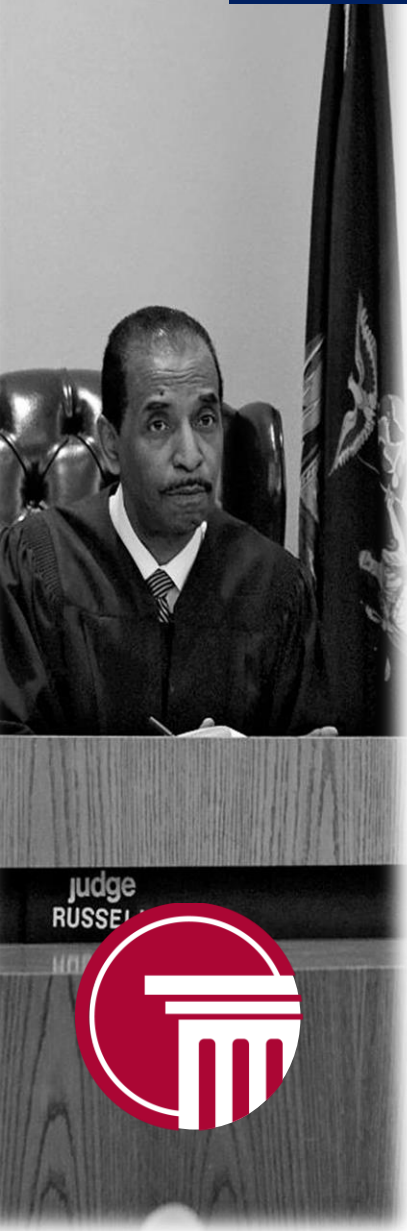
## DEFINITION

Any communications to or from the judge outside the presence of the parties

## SOLUTION

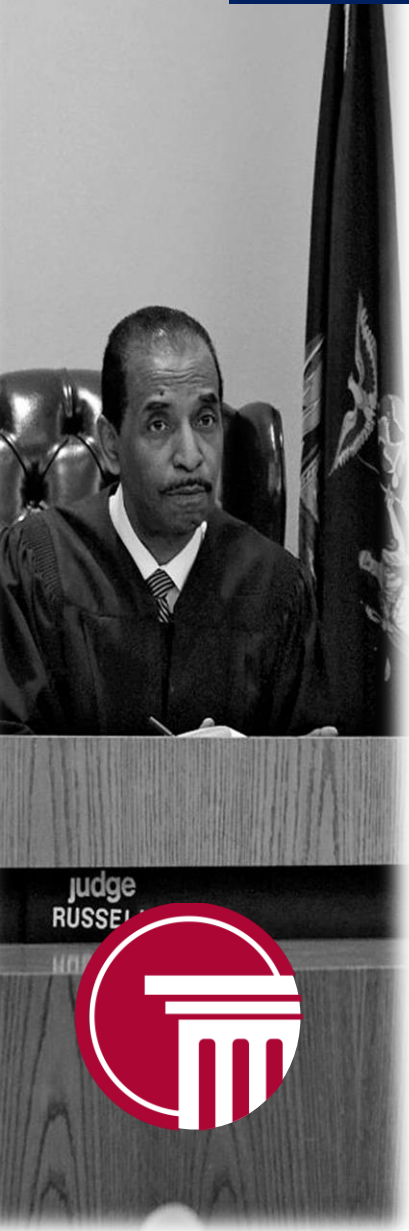
Include *Entire* Team in Emails  
Judge is present at *ALL* Staffings

*Review your state cannons of judicial conduct for  
ex parte communications*

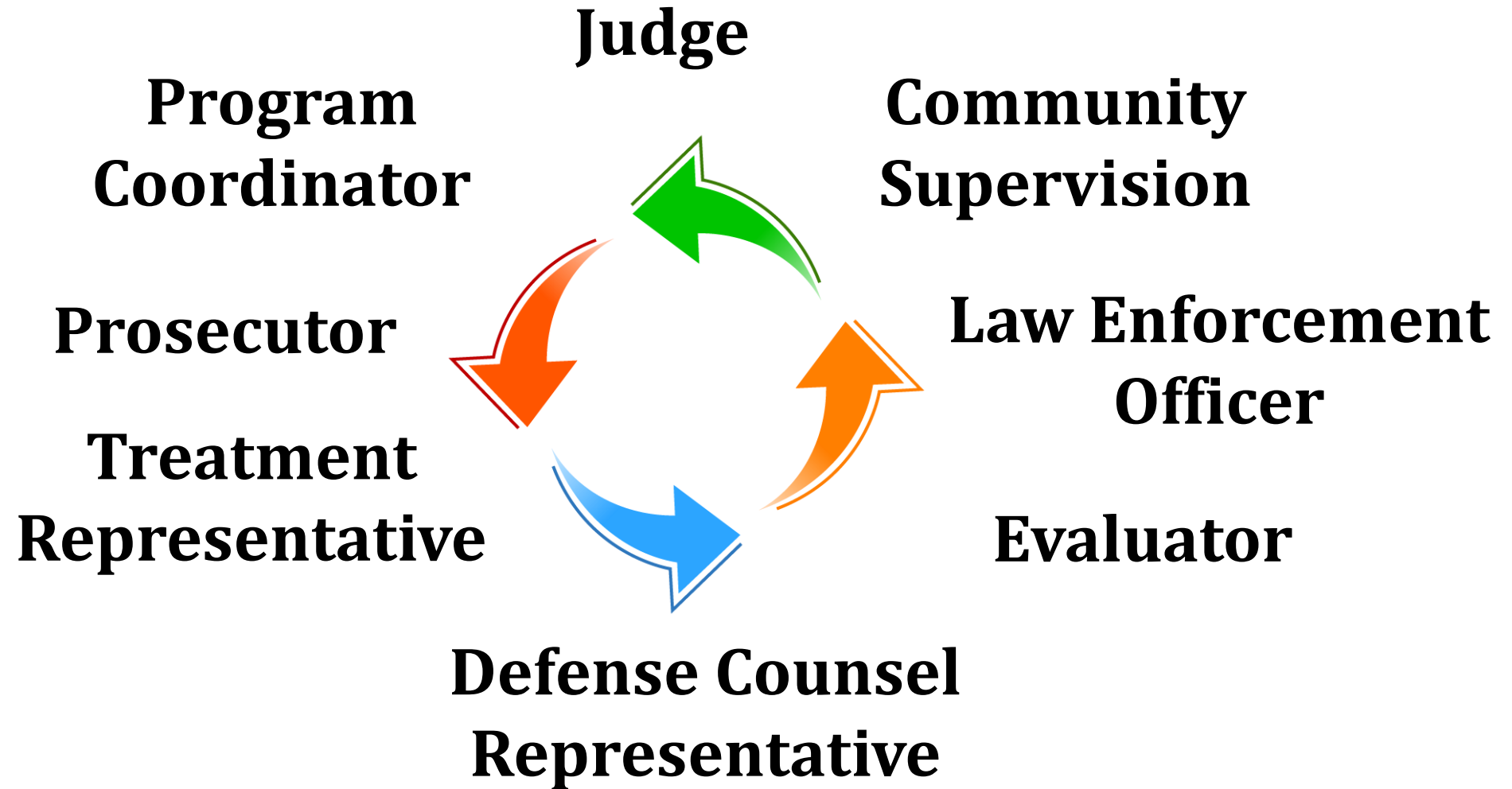


# THE JUDGE & PARTICIPANTS

**Show Support that  
Does Not Blur  
Lines of Judicial  
Impartiality**



# TEAM COMPOSITION

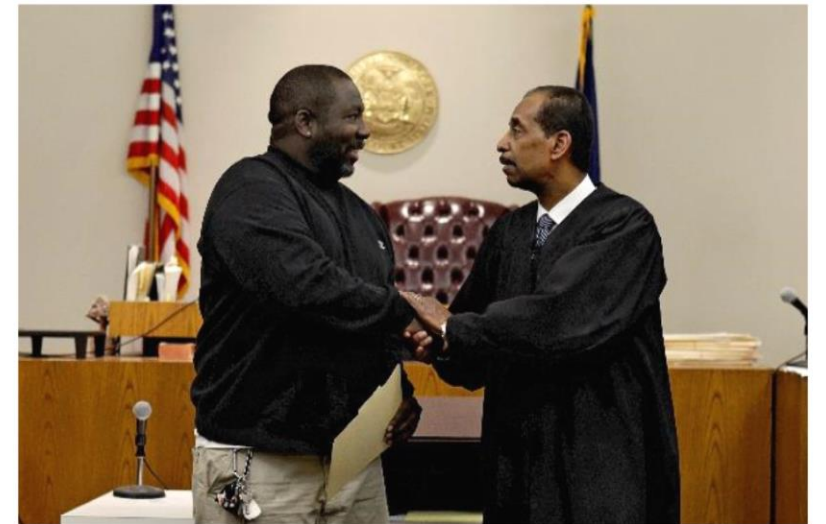




# JUDGE

Message: "Someone in authority cares."

Typically, a trial court judge leads the treatment court team; however, in some jurisdictions a non-judicial officer such as a magistrate or commissioner may preside over the treatment court.



A photograph of Judge Ruben G. Reyes, a man with a beard and mustache, wearing a black judicial robe. He is seated at a wooden bench. Behind him is a circular seal for "THE STATE OF ARIZONA COUNTY OF MARICOPA" with a star in the center. A nameplate on the bench reads "RUBEN G. REYES PRESIDING JUDGE".

# JUDGE - RESEARCH

**Judge spends an average of 3 minutes or greater per participant during status review hearings**

Recidivism ↓ 153% Costs Savings ↑ 36%

**The judge was assigned to treatment court on a voluntary basis**

Recidivism ↓ 84% Costs Savings ↑ 4%

**The judge's term is indefinite**

Recidivism ↓ 35%  
Costs Savings ↑ 17%



# JUDGE - DUTIES

- ✓ Leader of the team
- ✓ Knowledgeable about policies & procedures
- ✓ Knowledgeable of client's case
- ✓ Know them by name
- ✓ Encourage them to succeed
- ✓ Emphasize treatment
- ✓ Not intimidating
- ✓ Approachable
- ✓ Let them tell their story
- ✓ Treat them fairly and with respect
- ✓ Impartial – do not prejudge

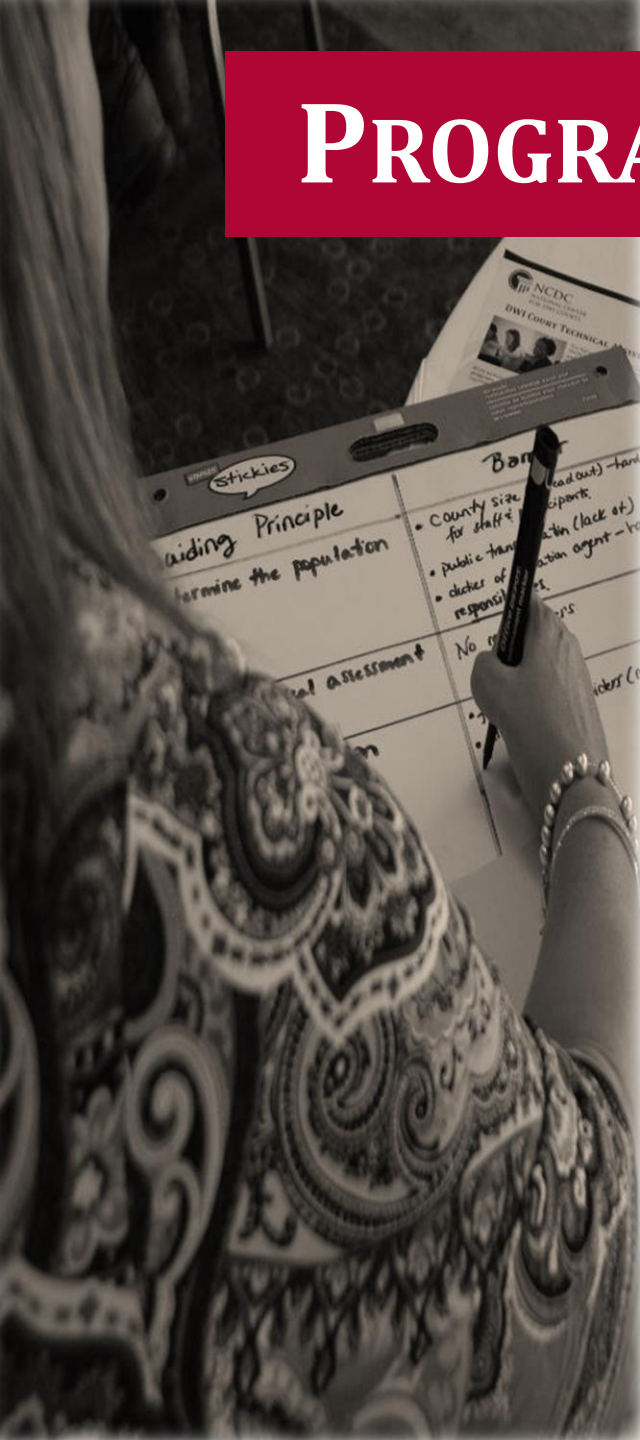


# PROGRAM COORDINATOR

- ✓ Court Administrator
- ✓ Senior Probation Officer
- ✓ Case Manager
- ✓ Clinician



# PROGRAM COORDINATOR - DUTIES

- 
- ✓ Maintaining accurate and timely records
  - ✓ Overseeing fiscal and contractual obligations
  - ✓ Facilitating communication between team members and partner agencies
  - ✓ Ensuring policy and procedures are followed
  - ✓ Overseeing collection of performance and outcome data
  - ✓ Scheduling court sessions and staff meetings
  - ✓ Orienting new hires





# PROSECUTOR

## “NON-ADVERSARIAL APPROACH”

**Typically an assistant district attorney**

- ✓ Advocates for public safety
- ✓ Advocates for victim interest
- ✓ Holds participants accountable for meeting their obligations
- ✓ May help resolve other pending legal cases that impact participants' legal status or eligibility

# PROSECUTOR - RESEARCH

**Prosecutor attends staffing**

Costs Savings ↑ 171%

**Prosecutor attends court sessions**

Recidivism ↓ 35%





# **DEFENSE ATTORNEY**

## **“NON-ADVERSARIAL APPROACH”**

**Typically an assistant public defender or private defense attorney specializing in treatment court cases**

- ✓ Ensures constitutional rights are protected
- ✓ Advocates for participant's stated interests
- ✓ Handles day to day issues related to participants in the treatment court
- ✓ Must define their role as “defense attorney” on the team



# DEFENSE ATTORNEY - RESEARCH

**Defense Attorney  
attends staffing**

Costs Savings ↑ 93%

**Defense Attorney attends  
court sessions**

Recidivism ↓ 35%





# COMMUNITY SUPERVISION

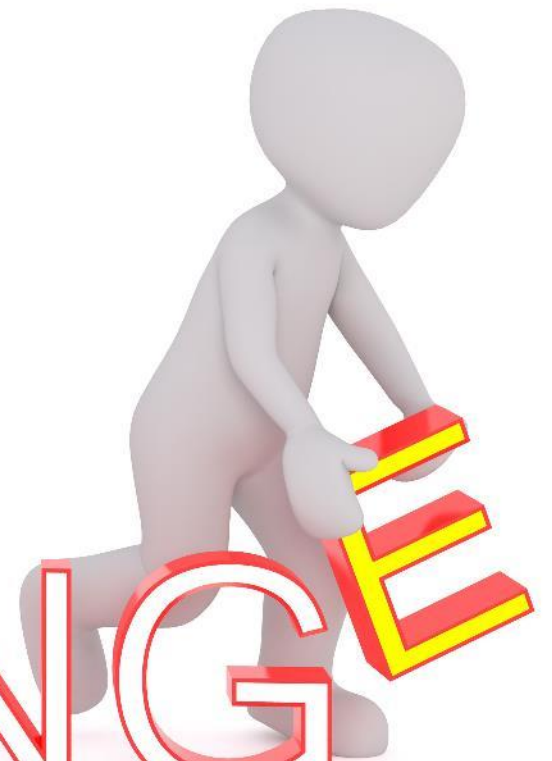
**Typically a probation officer or  
pretrial services officer**

- ✓ Performing drug and alcohol testing
- ✓ Conducting home and/or employment visits
- ✓ Enforcing curfews and travel restrictions
- ✓ Delivering cognitive-behavioral interventions

# TREATMENT REPRESENTATIVE

Typically an addiction counselor,  
social worker, psychologist, or  
clinical case manager

CHANGE





# TREATMENT REPRESENTATIVE RESEARCH

**Treatment communicates with court via email**

Recidivism ↓ 119%

**Treatment court works with two  
or fewer treatment agencies**

Recidivism ↓ 76%

**Treatment court offers  
mental health treatment**

Recidivism ↓ 80%

**3x greater savings when  
Treatment includes a phase  
on relapse prevention**

**Treatment attends  
court sessions**

Recidivism ↓ 100%





# TREATMENT REPRESENTATIVE DUTIES – REFER TO STANDARD V – VOL. I

- ✓ Manage delivery of treatment services
- ✓ Administer behavioral or cognitive-behavioral treatments that are documented in **manuals and have been demonstrated to improve outcomes**
- ✓ Provide **clinical case management** - at least one individual session per week during the first phase of the program
- ✓ Provide relapse prevention and continuing care
- ✓ Develop a continuing care plan with participants



# LAW ENFORCEMENT

**Typically a police officer, deputy sheriff, highway patrol officer, or jail official serves on the team**

- ✓ Assist with home or employment visits
- ✓ Observe participants in the community – “Eyes and Ears of team”
- ✓ Liaison between treatment court and police department, sheriff’s office, jail and correctional system



# LAW ENFORCEMENT - RESEARCH

**Law Enforcement is a member of  
the treatment court team**

Recidivism ↓ 88%

**Law enforcement attends  
court sessions**

Recidivism ↓ 83%





# EVALUATOR

**Typically an independent skilled evaluator or professor from a local college, college student, statewide evaluator or local county evaluator**

- ✓ Examines if the treatment court is adhering to best practices and participant outcomes no less that every 5 years
- ✓ Helps the team identify the performance data elements to be collected
- ✓ Identifies a comparison group for the evaluation

# DRUG COURT STAFFING/PRE-CASE CONFERENCING

## What

- ✓ The purpose of staffing is to present a coordinated response to offender behavior

## Who

- ✓ Judge
- ✓ Coordinator
- ✓ Prosecutor
- ✓ Defense Counsel
- ✓ Treatment
- ✓ Probation
- ✓ Law Enforcement

## When

*Anytime prior to  
seeing the participant*

- ✓ Eligibility
- ✓ Arraignment
- ✓ Progress Report
- ✓ Probation Revocation / Termination
- ✓ Regression / Advancement
- ✓ Return on Warrant
- ✓ Pre-Graduation / Graduation

## Why

- ✓ Shared Decision Making
- ✓ Docket Control
- ✓ Informed Approach
- ✓ Empowerment of Team







**Additional Reminders**

# TEAM TRAINING

**New hires complete a formal training or orientation**

Recidivism ↓ 57%

**All team members received training prior to implementation**

Cost Savings ↑ 238%

- ✓ Pre-implementation Training
- ✓ Continuing Education Workshops
- ✓ Tutorials for New Staff
  - ✓ Orientation
  - ✓ Online training at [www.dwicourts.org](http://www.dwicourts.org)

