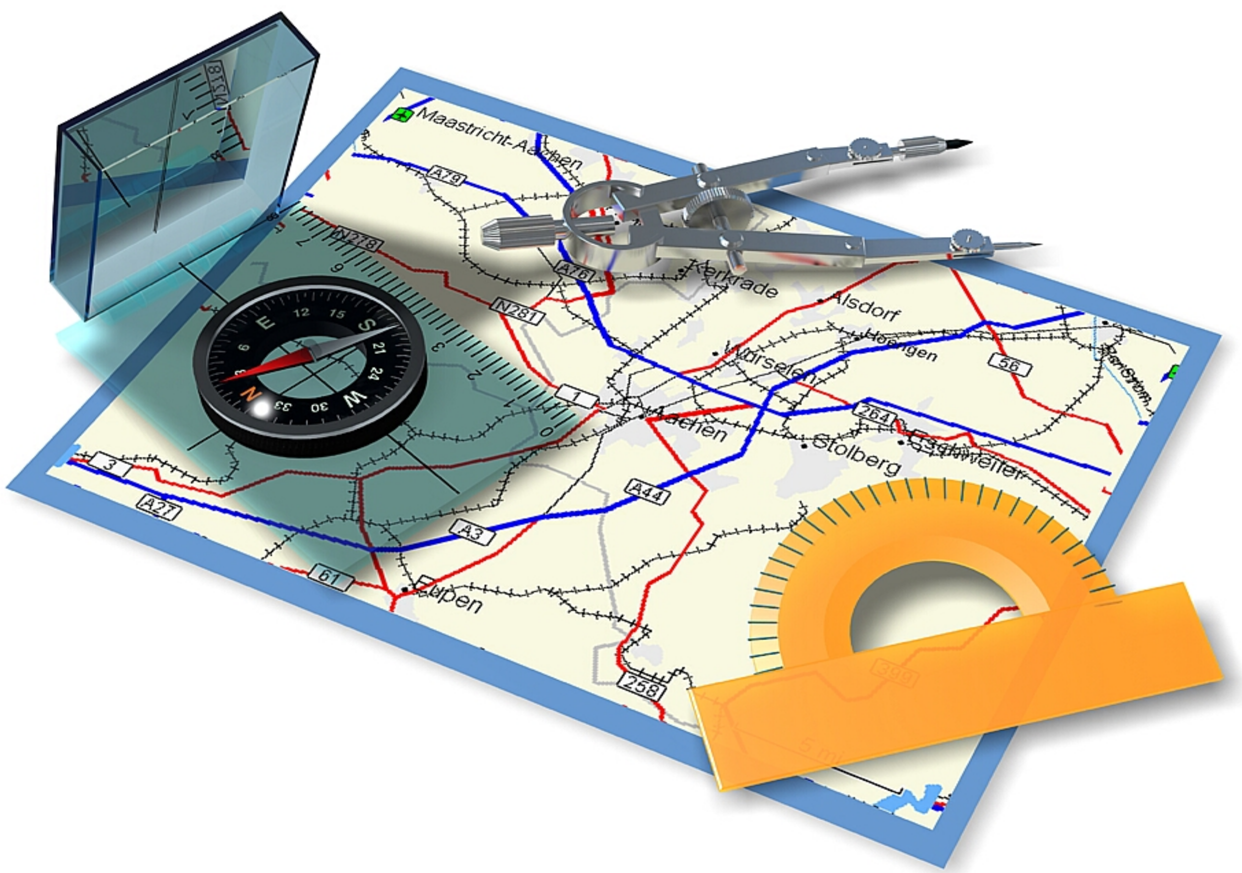
MISSOURI REENTRY PROCESS (MRP)

LOCAL TEAM
Starter Kit



Last Revised 8-16-06

INDEX

Starter Kit

Missouri Reentry Process (MRP)
Local MRP Team

Instructions

The following step-by-step process will assist in the formation and management of a Local MRP Team.

For the purpose of this process a Local MRP Team is defined as a group of agency representatives that provide service to clients under the supervision of the Department of Corrections. The service delivery is within a set geographic boundary (City or County).

If additional assistance or clarification is needed please contact the Probation and Parole District Administrator.

= Tool to be used to assist with the process

Pre-Meeting Requirements:

- ✓ Develop an agenda for the meeting
- ✓ Make sure the agenda has an outcome for that meeting.

Agenda Format (see appendix, pages 7-8)

- ✓ If a certain tool is going to be used during the meeting, make sure the facilitator is knowledgeable in the use of the tool.
- ✓ Have handouts ready by the start of the meeting.
- ✓ Send out reminders about the meeting.
- ✓ Poll the attendees to determine who will be at the meeting.
- ✓ Advise the attendees that the meeting will start and stop on time.
- ✓ Advise the attendees to allow time to driving and parking so they are not late.
- ✓ Advise the attendees of anything they need to bring or be thinking about before the meeting. This will help make the meeting more productive.

Step 1 Hold a meeting with the Probation and Parole Regional Administrator and/or Re-Entry Manager to define the catchment area (At the district level, what county or city will be the focus?).

Purpose of Meeting

To identify the geographic area to be served by the Local MRP Team.

Brainstorming Process (see appendix, page 9)

Step 2 Hold a meeting with the local partners (senior leaders) that represent the following agencies (not all inclusive):

- *Department of Corrections*
- *Missouri Board of Probation and Parole*
- *Department of Mental Health*
- *Department of Social Services*
- *Department of Elementary and Secondary Education*
- *Department of Economic Development Department of Revenue*
- *Department of Health and Senior Services*
- *Office of State Courts Administrator*

Purpose of Meeting:

- Provide the attendees with an overview of MRP to include the Governor's Executive Order.

  √ Emphasize the importance of MRP.

  √ Reinforce the fact that this is not just a DOC initiative but a state initiative.

  Presentation from MRP Unit

- Identify who the local stakeholders are

  √ What benefit would be derived from having them on the team?

  √ What assets can they provide?

  Brainstorming Process (see appendix page 9)

Step 3 Hold a meeting with all of the stakeholders who were identified in step number two.

Purpose of Meeting:

- Educate the attendees on MRP
  - √ Emphasize the importance of MRP.
  - √ Reinforce the fact that this is not just a DOC initiative but a state initiative.

    Presentation from MRP Unit

- Determine the members role on the team and what assistance they can provide.

    Roles and Expectations Review (see appendix, page 10)

- Identify local issues related to the Missouri Re-Entry Process.

    Brainstorming Process (see appendix, page 9)

- Identify the top 3-5 impediments to successful re-entry locally. Refer to the MRP baseline data down to the county level.

    Brainstorming Process (see appendix, page 9)

Step 4 Hold a meeting with the team to develop a local team charter

Purpose of Meeting

- Provide direction and guidance to the team by identifying:

  1. The mission of the team
  2. The desired outcomes for the team (What does your baseline data tell you?)

- Establish a managerial control structure for the team
- Build team cohesiveness
- Determine the team chair(s)

    Charter Development Process (see appendix, pages 11-16)

Step 5 Hold a meeting with the team to identify strategies to meet the desired outcomes identified in Step 4

Purpose of Meeting

- Identify local issues related to the Missouri Re-Entry Process.
- Identify what each of the participating partners is going to do to support the desired outcomes for the team
- Identify strategies that will describe how the desired outcomes will be accomplished

Strategy Development Process (see appendix, pages 17-18)

Step 6 Hold a meeting with the team to develop implementation (action) plans on how to accomplish the strategies

Purpose of Meeting

- Determine what is going to be done to accomplish the strategy.
- Determine who is going to do what and by when.

Implementation plan development (see appendix pages, 19-20)

Step 7 Hold a meeting with the team to develop a process to monitor the implementation of the strategies

Purpose of Meeting

- Determine how the implementation plans will be monitored

Implementation Plan Monitoring Software (see appendix pages, 19-20)

Step 8 Hold a meeting with the team to develop a system to measure the impact of the implemented strategies

Purpose of Meeting

- Determine the success and impact of the implemented strategy so that:
  - √ You can justify to someone the need for change
  - √ A compelling case for change can be made
  - √ You can see where you are

√ Areas for improvement can be identified

Measure Development Process (see appendix, pages 21-22)

Step 9 Hold a meeting with the team to determine the process to be used for ongoing monitoring of the desired outcomes

Purpose of Meeting

- Ensure there is someone looking at the results of the team's efforts and making sure things don't fall through the cracks and implemented strategies are producing what they are intended to produce as identified in step number eight (8).

Brainstorming Process (see appendix, page 9)

APPENDIX INDEX

Meeting Agenda Tool

Purpose of Tool: This tool serves two purposes:

1. The initial agenda
2. The minutes for the meeting

Instructions:

Fill in the following areas for the initial agenda:

1. **Date**, **time** and **location** of the meeting
2. **Agenda Topics.** This is to include how much time will be allotted for the topic and the person responsible for the topic. This will help the facilitator insure there are not too many topics to be covered in the allotted amount of time. It will also help keep the meeting moving.
3. **Meeting Outcome**. This is the most important area on the agenda. What needs to be accomplished by the end of the meeting? What do you want to walk out the door with?
4. **Next Meeting** date if known.

After the meeting fill in the following areas:

1. Key Points
2. Members not attending
3. After action items

Template

(Team Name)
Date:
Time:
Location:

AGENDA TOPICS:	TIME:	PERSON RESPONSIBLE:

The items to be covered at the meeting will go here

MEETING OUTCOME: If this were a successful meeting it would result in ……

The desired meeting outcome will go here

KEY POINTS:

After the meeting place the minutes here

MEMBERS NOT ATTENDING:

Those not attending will go here

ACTION ITEMS	RESPONSIBLE	DEADLINE

Any follow-up after the meeting will go here

Next Meeting:
Date:
Time:
Location:

Brainstorming Tool

Purpose of Tool: To generate as many responses as possible in the shortest period of time.

Instructions:

A. Review the ground rules for brainstorming with attendees
B. Have members brainstorm ideas
C. Write them on the chart board.

Notes:

1. The attendees will want to debate or discuss the responses, don't let this happen. If you do, you will be forever generating the responses.
2. Let the attendees know that the debate will occur at a later date.
3. If the debate starts, remind them about the ground rules
4. Put the ground rules (less the list of killer phrases) on chart paper and have it posted on the wall where everyone can see it.

Brainstorm Ground Rules:

A. Everyone participates

B. There are no bad ideas

C. <u>Do not evaluate the ideas, good or bad</u>

D. <u>Do not debate the ideas</u>

E. The best way to get good ideas is to get lots of ideas

F. Do not use killer phrases:

1. Yes, but….
2. We tried that before
3. We haven't got the manpower.
4. Don't rock the boat.
5. They will eat you alive.
6. Don't waste time thinking.
7. Great idea, but not for us.
8. It'll never fly.
9. Don't be ridiculous.
10. People don't want change.
11. It's not in the budget.
12. It will be more trouble than it's worth.
13. You can't teach an old dog new tricks.
14. Let's stick with what works.
15. We've done all right so far.
16. The boss will never go for it.
17. It's too far ahead of the times.
18. Don't fight city hall.
19. Get a committee to look into that.
20. If it ain't broke, don't fix it.
21. You have got to be kidding.
22. NO!
23. We've always done it this way.
24. It's all right in theory…but…
25. Be practical!
26. Do you realize the paperwork it will create?

Roles & Expectations Tool

Purpose of Tool: It is important for team cohesiveness that all team members understand what their role is on the team as well as what is expected of them.

Note:

This process will also give the members an opportunity to discover what assets are available to them.

Instructions for Role Determination:

1. Call on the members individually
2. Have each member state what his or her role is going to be on the team.

   Example: My role on the team is to provide incite into the budget process

3. What knowledge, skills and abilities they are bringing to the table.

   Example: I have a background in research development

4. Record the responses on a chart board.

Instructions for Expectation Determination:

1. Have the members state what they expect from each other.

   Example: I expect the chairperson to come to the meeting prepared and have an identified outcome for the meeting.

2. Record the responses on a chart board

Charter Development Tool

Purpose of Tool:

- A charter helps the team, group or committee clarify outcomes and what will be necessary to achieve them.
- It provides direction and guidance to the team, group or committee.

Instructions

1. With the assistance of the team members develop the team charter.
2. Use a chart board and record the development of each component of the team charter.
3. After completion place the information in the charter template

Name

This section contains the names of the team, group or committee:

- Pick something simple.
- Avoid team, group or committee names with multiple interpretations.

Mission

This section contains the mission of the team, group or committee:

A Mission Statement:

- Is a one-line statement stating why the team, group or committee exists.
- It must be short, clear and concise.
- It must provide clarity and focus.

The following template can be used to develop a mission statement:

The mission of the (team, group or committee)
___________________________________is to (do
what)____________________________for
(whom)_________________________________
so they can (do what)______________________.

Example: The mission of the <u>Individual Income Tax Team</u> is to <u>simplify tax filing</u> for <u>citizens</u> so they can <u>have less hassle in their life</u>.

(The Change Agent's Guide to Radical Improvement, Ken Miller, ASQ)

Checklist:

- ✓ Can be understood by all team, group or committee members.

- ✓ Most team, group or committee members can easily remember.
- ✓ Broad enough to be flexible without loss of focus.
- ✓ Helps distinguish who the team, group or committee isn't.
- ✓ Realistic enough for team, group or committee members to buy into.
- ✓ Can serve as an anchor for the team, group or committee.

Sponsor

This section contains the name of the individual or entity that:

- Sponsored the team, group or committee.
- Can provide direction.
- Can provide support.

Current Situation

This section should be no more than two paragraphs long:

- Should contain a brief description of the current situation.
- Contain enough information that the team/committee/group members know why it was formed.
- Do not include perceived conclusions in the statement.
- Spell out acronyms.

Boundaries

This section will contain any restrictions placed on the team, group or committee:

- Number of members.
- Location of meeting.
- Etc.

Scope

This section will identify the parameters within which the team, group or committee will work:

- What can be considered?
- What is off the table (not to be considered)?

Desired outcomes

If this were a successful effort it would result in (what):

This section is the most important and contains what the team, group or committees are to produce:

The outcomes are desired results or benefits for which a level of success can be determined:

- Can the outcome be measurable?
- Can a strategy can be developed to accomplish the outcome?

Undesired Outcomes

If this were a successful effort it would not result in (what):

This section will identify what is not to happen:

- Undesired outcomes are not the opposite of desired outcomes.

Estimated Date Of Completion

This section will contain the date the team, group or committee's work is to be completed:

- Completion date should be based on the process to be followed to meet the outcomes.

Meeting Frequency & Duration

This section contains how often meetings will be held:

- A.M. meetings are better than P.M. meetings, because members are more alert.
- Meetings that last more than three hours start to get counterproductive.

Members

This section contains the members serving on a team, group or committee:

- First, identify the functions that need to be on the team, group or committee. Example: purchasing, accounting, agency, skill, etc.
- For each function, identify a person who can represent that function.
- What to look for in a team, group or committee member:
  - Attitude that "no obstacle is too large."
  - They have the time to commit to the project (very important).
  - Opened-mind to change.
  - Understands the function but doesn't have a strong ownership over the function.
- When at all possible, the team, group or committee size should be limited to between six and eight people.

Chairperson

This section contains the name of the individual in charge:

- They should have strong, process-driven skills.
- They should have the ability to get work completed through people.
- They should be sold on the project and not doing it because they were told.

Record Keeper

This section contains the name of the person keeping the meeting minutes.

- They should be able to keep good records
- They should have good time management skills

Example

CHARTER

NAME

Underwater Basket Weaving Team

MISSION

To develop an underwater basket weaving certification process for United States (U.S.) basket weavers so they can sell underwater baskets.

TEAM SPONSOR

International Association of Basket Weavers (IABW) President

CURRENT SITUATION

The previous Federal Legislative Session resulted in the passage of a law mandating that basket weavers selling baskets, that will be utilized underwater, be certified prior to the sale of such baskets. Prior to this legislation, baskets could be weaved in the traditional manner and then utilized underwater, now they must be weaved underwater.

The law requires that basket weavers selling underwater baskets to the public be certified by a nationally recognized basket weaving association. The certification requires basket weavers be 21 years of age, a U.S. Citizen, have no criminal history, attend and pass an underwater basket weaving course of no less that 120 hours and pass a certification exam. The law also allows for the de-certification of weavers violating the provisions of the law.

The IABW qualifies as a provider of this certification.

BOUNDARIES

- The team shall comprise a representative sampling of the stakeholders.
- The team shall meet monthly until completion.
- The meeting will be held in a central location.
- Final approval of the certification process will be made by the IABW Board of Directors.

-SCOPE

- Everything from the initial application for certification to de-certification.

DESIRED OUTCOME

If this were a successful effort it <u>will</u> result in:

- An Underwater Basket Weaver's Certification Application process existing.
- An underwater basket weaving training course of no less than 120 hours.
- A defendable underwater basket weaving certification exam.
- A monitoring process of those certified to include a de-certification process.

UNDESIRED OUTCOME

If this were a successful effort it <u>will not</u> result in:

- A time-consuming bureaucratic process.

ESTIMATED DATE FOR COMPLETION

- January 25, 200?
- Ongoing

MEETING FREQUENCY & DURATION

Date: Second Tuesday of each month
Time: 9:00 AM to Noon
Location: General Headquarters meeting room

MEMBERS

<u>Name</u>	<u>Unit/Section/Organization</u>	<u>Phone Number</u>	<u>E-mail</u>
List Names			
Example:			
Chris Egbert	***DOC Planning Section***	***573-526-6587***	***chris.egbert@doc.mo.gov***

TEAM CHAIRPERSON

Name

RECORD KEEPER

Name

Template

CHARTER

TEAM

MISSION

SPONSOR

CURRENT SITUATION

BOUNDARIES

SCOPE

DESIRED OUTCOME ***If this were a successful effort <u>will</u> result in:***

UNDESIRED OUTCOME ***If this were a successful effort <u>will not</u> result in:***

ESTIMATED DATE FOR COMPLETION

MEETING FREQUENCY & DURATION

MEMBERS

CHAIRPERSON

RECORD KEEPER

Strategy Development Tool

Purpose of Tool: Help identify activities that will support the outcome.

Note:

1. Strategies describe how the outcome will be accomplished.
2. Strategies are intended to address each outcome in your team charter.

Instructions:

To write a strategy, begin with an action word.

***Some Action Words*:**	*establish*	*survey*	*promote*	*select*
	prepare	*analyze*	*develop*	*initiate*
	convene	*investigate*	*create*	*move*
	appoint	*distribute*	*locate*	*purchase*
	integrate	*expand*	*automate*	*enhance*

- ✓ Include the month and year that the action will be completed, and the entity responsible for seeing that it is accomplished.
- ✓ Make sure the strategy tells how you will achieve the outcome it's under.
- ✓ Include specific courses of action – don't just "collaborate" and "cooperate."
- ✓ Leave minor or operational details for the implementation plan.

Questions to consider during the strategy development *(not limited to these questions)*

- ✓ What is expected to be the impact of the strategies on the outcome?
- ✓ What are the anticipated costs and benefits of each strategy?
- ✓ Does the team have the authorization to take the action outlined in each strategy?
- ✓ Is it a legal and practical action?

The template on page 17 will help determine if the strategy is worth pursuing:

Template

Outcome ______________________________

Potential Strategy ______________________________

____

Rules:

1. The first 5 criteria (shaded) must be achievable.
2. A strategy that does not receive a 4 or 5 for the first 5 criteria should be considered only after reviewing them with partners or other stakeholders and re-thinking the strategy.
3. Strategies t

	Very Low Potential		Moderate Potential		Very High Potential
Can be accomplished in the given time period	1	2	3	4	5
Can be accomplished with the given budget	1	2	3	4	5
Is wanted and supported by the state/county/city	1	2	3	4	5
We have the authority to carry it out	1	2	3	4	5
Can be evaluated	1	2	3	4	5
Fits with the goals of our organization	1	2	3	4	5
Enhances other state or federal activities	1	2	3	4	5
Fills a gap in services/products	1	2	3	4	5
Is easy to implement	1	2	3	4	5
Other organizations (division/programs, etc.) may be willing to co sponsor or support	1	2	3	4	5
Potential cooperators have been considered	1	2	3	4	5
We have the expertise (or access to expertise) to develop and implement	1	2	3	4	5
Allows for personal/professional growth of staff	1	2	3	4	5
Total					

STRATEGY SELECTION TOOL

Implementation Plan Tool

Purpose of Tool:

- ✓ The implementation plan sets out the steps to be taken to put recommendations (change initiatives) into effect.
- ✓ The implementation plan is geared toward operations, procedures, and processes.
- ✓ The implementation plan sets out what is to be done, by whom and when is it to be completed.

Instructions

To insure the recommendation is implemented a detailed step by step plan must be developed. The plan should be formatted as follows:

1. Identify the recommendation by number or some other type of identifier.
2. Identify the step number (1, 2, 3, etc.).
3. Provide a brief description of the step.
4. Identify the individual responsible for completion of the individual implementation step.
5. Determine the deliverable for the individual step.
6. Determine the due date.
7. The last step in the implementation plan should equal the original recommendation's deliverable and due date.

Example:

Outcome/ Strategy	Outcome 1: Offender employment being a priority for state, local and federal agencies and community partners. Strategy 2: The mayor of the City of Concern Missouri, the largest city in Missouri, should present a proclamation supporting offender employment at the next meeting of the National Offender Workforce Conference to be held in Concern Missouri on January 15th, 2006.					
Step Completed	**Step Completed**	**Step (brief and concise)**	**Person Responsible**	**Deliverable**	**Due Date**	**Resources**
Yes	1	Meet with Mayor and his staff and educate them on the benefits to public safety of employing offenders	Jim Brown	Meeting held	12/2/05	
Yes	2	Mayor issues a proclamation supporting offender employment	Mayor of Concern Missouri	Proclamation issues	12-31-05	
Yes	3	Mayor is invited to open the National Offender Workforce Conference on 1-15-06	Jim Brown	Invitation sent to the Mayor	1/01/06	
Yes	4	Welcome attendees to the National Offender Workforce Conference and presentation of the proclamation.	Mayor	Welcome made and proclamation presented	1/15/06	
Yes	5	Presentation of proclamation by mayor at conference	Scott Anders	Proclamation	4/11/06	Proclamation

Template

Outcome/ Strategy						
Step Completed	**Step Number**	**Step (brief and concise)**	**Person Responsible**	**Deliverable**	**Due Date**	**Resources**

Measurement Tool

Purpose of Tool:

A. Provide a justification to someone why the strategy is being pursued
B. It will help make a compelling case for change
C. It will help determine how successful the effort is
D. It will help identify improvement areas

Instructions:

1. Identify the measurement that would measure the success of your teams strategies
2. Determine if the performance measure is truly measurable
3. Verify the accuracy of the data used
4. Review process controls—ensure that the right data is used, correct procedures for data manipulations are used, and procedures are followed to calculate results
5. Review edit controls to ensure that calculations were done correctly, are repeatable and the information reported is correct for the required performance measure.
6. Report the results of the measurements when requested.

Things To Consider:

1. Pick only performance measures that can be measured

2. Make sure data used to measure performance is available, complete, and accurate

3. Make sure data used is collected frequently enough to coincide with the measure (i.e. are you using old data to measure current performance)

4. Make sure definitions of the measure and data to be collected are understood by all (e.g. if it is a timeliness measure, make sure everyone understands what the measurable time frame is).

5. How many performance measures does an agency need? If there are many, managers may want to designate key performance indicators of which there should be few, usually no more than 3 to 4.

Pit Falls:

1. Performance measure is not quantitative—states “want to improve responsiveness to customers” (vague) as opposed to “improve responsiveness by 15%” (specific)

2. Performance measure selected before identifying data needed to measure it

3. Using available data to measure performance that does not adequately measure the performance (this comes from gathering existing data in computer systems that were collected for other reasons and now are being made to fit a performance measure—this leads to using incomplete and inaccurate data)

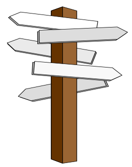
4. Failure to verify data that is used in performance measures. This is the process of double-checking the input from the source to the ultimate report

5. Failure to determine if the data collected is complete—is all the data that is supposed to be used for the measure there?

6. Failure to determine if the computer systems are processing data as intended and therefore having the assurance that computer data is reliable.

Process Roadmap

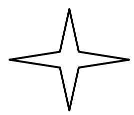
Where do you want to go?



1. Develop charter for the Local Team (Step 4):

    A. A charter will define the mission
    B. A charter will define the desired outcomes

How are you going to get there?



2. Identify strategies that support the outcomes (Step 5)

    Strategies describe <u>how</u> the desired outcomes will be accomplished

3. Develop implementation plans on how to accomplish the strategies (Step 6)

    Implementation plans will identify who is going to do what by when

How do you know you have arrived?

4. Develop a system to measure the impact of the implemented strategies: (Step 8)

    E. Justify to someone
    F. Make a compelling case for change
    G. See where you are
    H. Identify improvement areas

5. Develop a process to monitor the implementation of the strategies (Step 7)

    A monitoring process will help ensure the mission is accomplished