Department of Corrections
Adult Intensive Supervision Program

Motivational Interviewing
Staff Skill Development
Implementation Plan

2008 Developed by Bridgette G. Franklin, Skills Developer

The Adult Intensive Supervision Programs (AISP) ISOs on the High Risk and Reentry teams received initial Motivational Interviewing (MI) training by Christine Toner of The Carey Group. To ensure adherence to the integrity of the initial training, reinforcement of ISO skills was necessary. Below is the AISP implementation model:

Skills Developer Attitude: It is *imperative* that the Skills Developer create an environment conducive to change for the Intensive Supervision Officers (ISO). It is important to create a comfortable environment because initially ISOs are skeptical; this is a new procedure, there is a reservation about being audited (which has a negative connotation). Assuring ISOs that the Skills Developer is available for support and work together as a team to master the MI skills is important to build rapport. Similar to working with clients, working with the ISOs is a collaborative effort. The initial observations are informal observations, primarily for the ISOs to get accustomed to the Skills Developer being present during client appointments. A final formal audit for phase change is completed when the ISO feels ready to move from one phase to the next and it is at the ISOs request.

Providing the ISOs with outstanding customer service is crucial in gaining trust. The Skills Developer supports them, is a personal consultant and provides constructive feedback along with suggestions that will assist them in mastering skills. The Skills Developer shows enthusiasm when they learn a skill and excitement when they have a MI success story to share. Interaction with the ISOs is from an MI point-of-view. The ISOs schedule monthly observations and being available for early morning or evening appointments not only shows support but enhances the relationship between the ISO and the Skills Developer. A Skills Developers attitude is an essential component to the ISO's acceptance and genuine participation in this process.

Phase I: OARS Skills

During the first observation session between the ISO and client, the Skills Developer provides the ISO with a "**MI Desk Reference."** This reference contains information on OARS, DEARS and Stages of Change. Also included are suggested phrases and ISO appropriate response to a client in a particular stage. It is important that ISOs have a readily available reference. This makes it easier for ISOs to practice using acquired skills. The Skills Developer should encourage the ISO between observations to choose an area of MI they want to focus on and practice using learned skills.

The first few observations are for the ISOs to get used to the Skills Developer being present and observing the ISO and client interaction. After the client is escorted out of the office, the ISO and the Skills Developer discuss how the ISO felt they did. The Skills Developer may probe the ISO's rationale. In giving feedback, the Skills Developer never points out what an ISO did wrong. Instead, the Skills Developer makes suggestions on how to re-phrase or respond. The Skills Developer can role play what was just observed during the ISO and client meeting. Together the ISO and Skills Developer explore how the client may have felt and how the same situation might be handled in the future. The Skills Developer always finds positive comments for constructive feedback and the session ends on a positive note. The ISO is provided with an informal written overview of

the observation session. This overview is also provided to the ISO's supervisor. At this phase the ISO continues to participate in MI booster and/or mini trainings to reinforce MI skills.

A **four phase system** for evaluating ISO's MI skills was created and goes from basic to complex. When the ISO feel they have mastered Phase I – OARS skills, they request to attend the phase change prep training for advancement.

Phase Change Prep Training is 30-minute training where the ISO learns what will be evaluated in the final formal audit for Phase I – OARS skills. The Skills Developer explains the audit process, provides the ISO with a copy of the phase form for review and request that they choose the client and appointment time for observation within two weeks of the Phase Change Prep Training. The ISO understands that when the Skills Developer's observation is complete, immediate feedback will not be given. The ISO can expect feedback within 24 hours. This technique creates suspense which adds to the ISO's positive feelings of accomplishment and impacts self efficacy. After receiving the anticipated scores, ISOs express excitement about moving forward to the next phase. This increases and enhances ISO commitment to the four phase process. In the prep training Phase II is covered, which contains information about the DEARS skills along with becoming comfortable introducing the "Stages of Change" with clients. The ISO is also provided with a **MI Scoring Guide** that includes the Frequency and Extensiveness rating guidelines. The MI Desk Reference is also used in Phase II because it contains resources for improving DEARS skills as well. ISOs are also given a copy of a **Feelings Chart** and encouraged to be cognizant of the client's use of feeling words. This is an area that can be explored for information gathering and can be used to change directions in communicating with the client to elicit more information.

At this point, ISOs schedule an appointment for the formal audit. The **Phase I – OARS Audit Form** is used to record the number of times OARS skills are used and to monitor the ISO's overall attitude and ability to engage the client.

The **Staff Skills Development Grid** because ISOs change levels at different rates. This grid helps the Skills Developer remember what level an ISO is on and to determine what the next observations phase will be (Phase I observations, Phase I formal audit or Phase II observations/Phase II formal audit).

Phase II: DEARS

During Phase II the **<u>Behavior Change Index</u> (BCI)** is introduced. The BCI was modified, with permission from the author, to meet specific program needs. This instrument is designed to provide feedback on the use of motivational interviewing in brief ISO and client interactions. This form is used during observation sessions.

DEARS skills are used with resistant or ambivalent clients. "Stages of Change" are introduced to clients and each client can identify the stage they feel they are currently on regarding a specific issue. ISOs are encouraged to use and explore more advanced techniques. At this phase the ISO continues to participate in MI booster and/or mini trainings to reinforce acquired MI skills. The "MI Desk Reference" includes information about DEARS and should be used throughout Phase II.

Video or audio reviews will be conducted between Phase II and Phase III. The video/audio reviews will be evaluated on the number of times OARS or DEARS skills are used and how often the MI spirit is observed during the contact. The Skills Developer will identify MI adherence and consistency. Conversely, the MI non-adherent or inconsistent behaviors are observed. The fluency of the MI language will be evaluated determining the ISOs comfort level and ease of use.

Phase III: Advanced skills Development Level 1

This is an advanced stage that is more complex, it may take some officers longer to advance from one stage to another, which is okay. ISOs should master the skills at a comfortable rate for them. "Stages of Change" and a rationale for determining a stage needs to be documented in the client's file. By Phase III the ISO should be quite comfortable with utilizing their OARS and DEARS skills with obvious ease. They can determine which stage a client is in by observing a client's demonstrated behavior.

The **Change Planning** procedure is introduced in Phase III. A change plan is a technique that can be quite helpful with clients that are ready to do this type of work. To avoid a premature focus on action plans, these can be considered immediate goals that will occur in the next few months. This form can then be used to record any number of actions including simply thinking more about an issue. This form typically includes just a few simple questions which the ISO and client fill in together. All MI awareness, discussions, stages of change and the case plan are being entered in the client's file routinely. Conversations with a client regarding whether he or she is resistant or not and addressing issues of concern are done with noticeable ease. The ISO is capable of developing discrepancies, uses various reflection skills and/or using MI tools with a relative smooth flow, all while maintaining the spirit of MI. The ISO knows at this phase not to take anything the client says personally and maintaining the professional/therapeutic and collaborative style is never compromised. The ISO in this phase should notice that there is less confrontation from clients because the ISO and client interaction is collaborative.

Phase IV: Advanced Skills Development Level 2

This is the highest MI level. The basics are mastered and the ISO feels comfortable using MI skills and techniques, they are knowledgeable on the MI adherent/consistent and non-adherent/inconsistent standards. At this stage the ISO's experience in the utilization of MI is evident in their meetings with clients, supervisors and colleagues. The ISO is at an advanced communication level and documents interactions in the client's file from a recognizable MI point-of-view and also provides rationale in the documentation. Once an ISO completes this level, a graduation from MI can be conducted and this ISO could be classified as mentor for the team.

A final video review will be requested once an officer appears to have reached proficiency in MI. The ISO should submit a video taped interaction for a formal MI audit. Once ISOs have met the MI competency standards, they can choose to continue or discontinue with monthly observations sessions, however, it is strongly recommended they consider, at least quarterly observation sessions. Phase IV ISOs can participate in co-training a MI training session.

Reinforcement of MI skills (ongoing) Training

Regular MI educational training and exposure is essential in mastering MI skills. In addition to the "MI Desk Reference" guide, a series of mini trainings (30 min. lunch time trainings) that focus on a specific skills are provided and "Pick the Script" training (30 min. training on a skill that an ISO is having difficulty with) is provided. The ISO requests these training and the ISO and Skills Developer participate in the training together in this informal training. Booster trainings are a series of different trainings ranging from 1 hour to 4 hours and are offered from time to time. ISOs are kept informed regarding longer outside refresher trainings. ISOs will complete the "Officer Response Questionnaire" during MI booster training sessions to measure MI comprehension.

As the AISP MI program evolves, changes will occur. Any questions can be directed to Bridgette G. Franklin; Skills Developer, #660-7092.