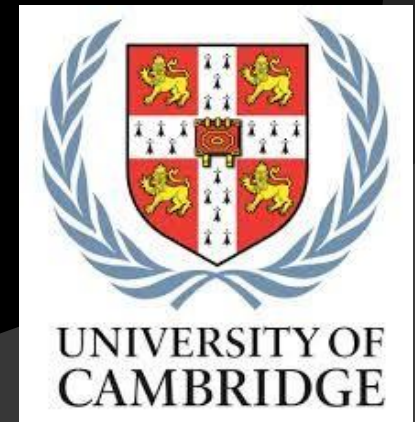


Managing the Turning Point Experiment: Winning Through Training, Tracking and Feeding Back

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Molly Slothower



Discretionary context

- ◎ Hundreds of officers
- ◎ Complex decisions – many factors to take into account
- ◎ Day to day practice

3 discretionary areas with inconsistencies

Threatening costs, effectiveness, legitimacy

◎ Diverting into Turning Point

- Net widening
- Inequality, bias

◎ Setting conditions

◎ Talking to the victims

Traditional Policies: High discretion vs. High control?

Discretion:

- **Pros:** Adjust to individual circumstances, innovation, staff experience, less bureaucracy
- **Cons:** Inequality and racial bias, key outcome failure, inefficiency, focus on wrong outcomes

Control:

- **Pros:** Can produce high compliance, reduce inequality
- **Cons:** One size fits all approach misses important differences, staff find other ways to achieve their goals, often does not reduce bias.
 - And sometimes it wasn't a great policy to begin with!

How do we:

...guide officers as they sift through complex demands and considerations?

....support improvement of discretion, taking officer concerns seriously?

...account for the fact that some deviations may be appropriate, some are not, and some we don't know but could be optimized?

Train Track and Feedback (TTF):

- **Precise**
 - Not just tracking outcomes, but reasons officers choose one outcome over another
- **Easily aggregated**
 - One sentence
 - Code
- **Responding accordingly**
 - Changing processes, or providing feedback/key information to improve decision making

1) Charge vs. Divert to Turning Point

- Track reasons for exclusions
- Code reasons
- Check outcomes (court/TPP outcomes, victim satisfaction)

17. Is there any other **EXCEPTIONAL** reason to exclude this case from Turning Point? Yes No

If yes please explain in the box below:

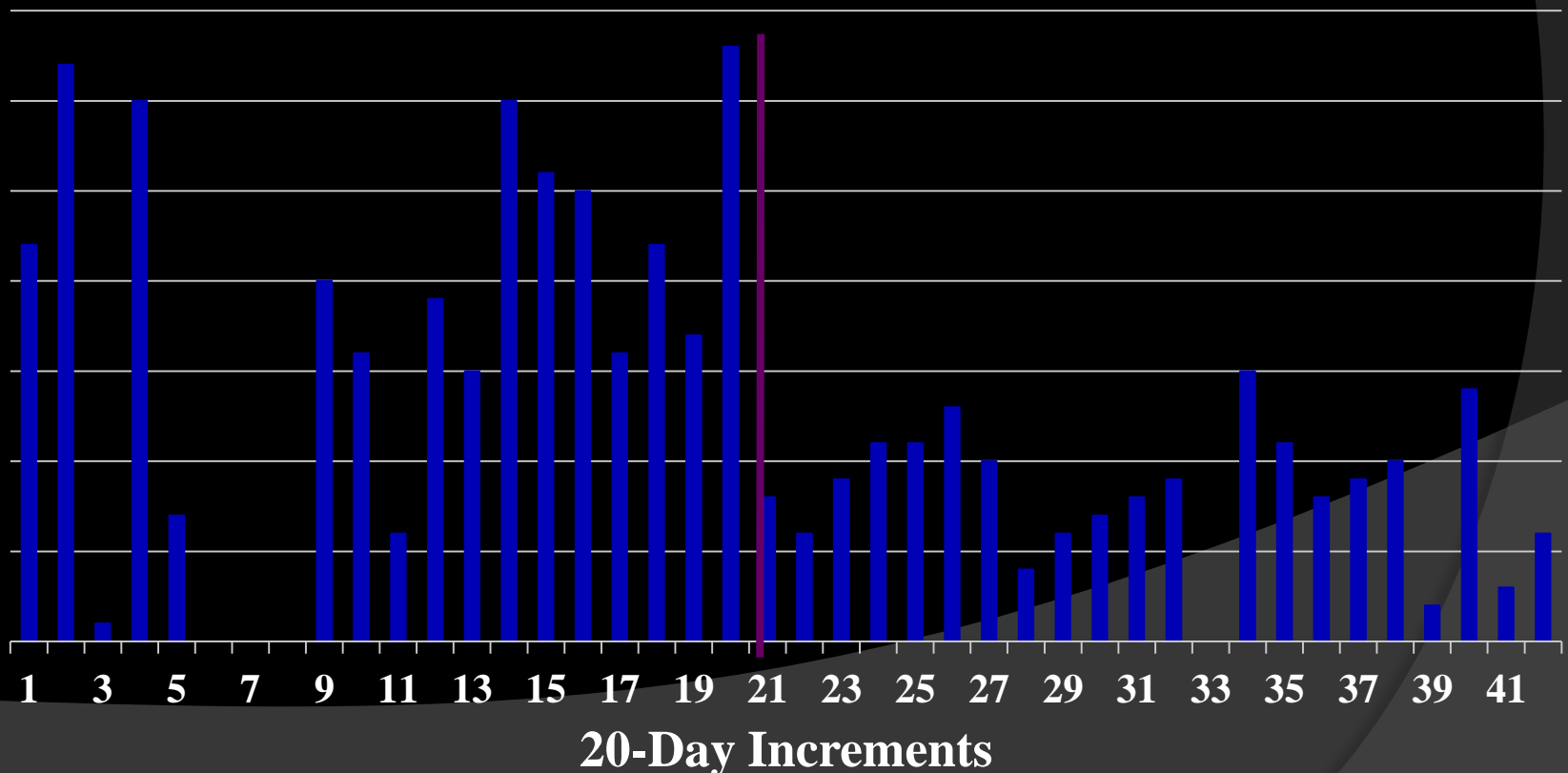
Coding Rationales

Rationales cited	Number of Cases (N=244)
Immigration offense	8
Already in the study	3
No address suitable for summons	22
Failed “attitude test”	15
Refused to take part	11
Order of the court needed	10
Seriousness	65
Vulnerable victim	43
Breach of trust	28
Assault police	13
Did not admit offense	17

At the outset: Police professional discretion!
But wait... didn't like decisions. Nevermind, comply comply!

Finally group feedback: court/TPP outcomes for specific factors (not just crime types), victim feedback

Rate of Inappropriate Exclusions Over Time



2) Setting conditions

- ◎ Link assessed needs with conditions
- ◎ Problematic conditions (unenforceable)
- ◎ Decision support tool

TURNING POINT PLAN

Inputter SLOTHOWER_N3602

ID 245

Trigger

Activity / Condition
Lifestyle and Associates Relationships

Completion Date Attitude/Anger Management/Self Control
Alcohol/Drugs Treatment
Mental Health

Evidence Education Training & Employment
Debt/Money Management
Accommodation
Other [EDIT BELOW]

Document List

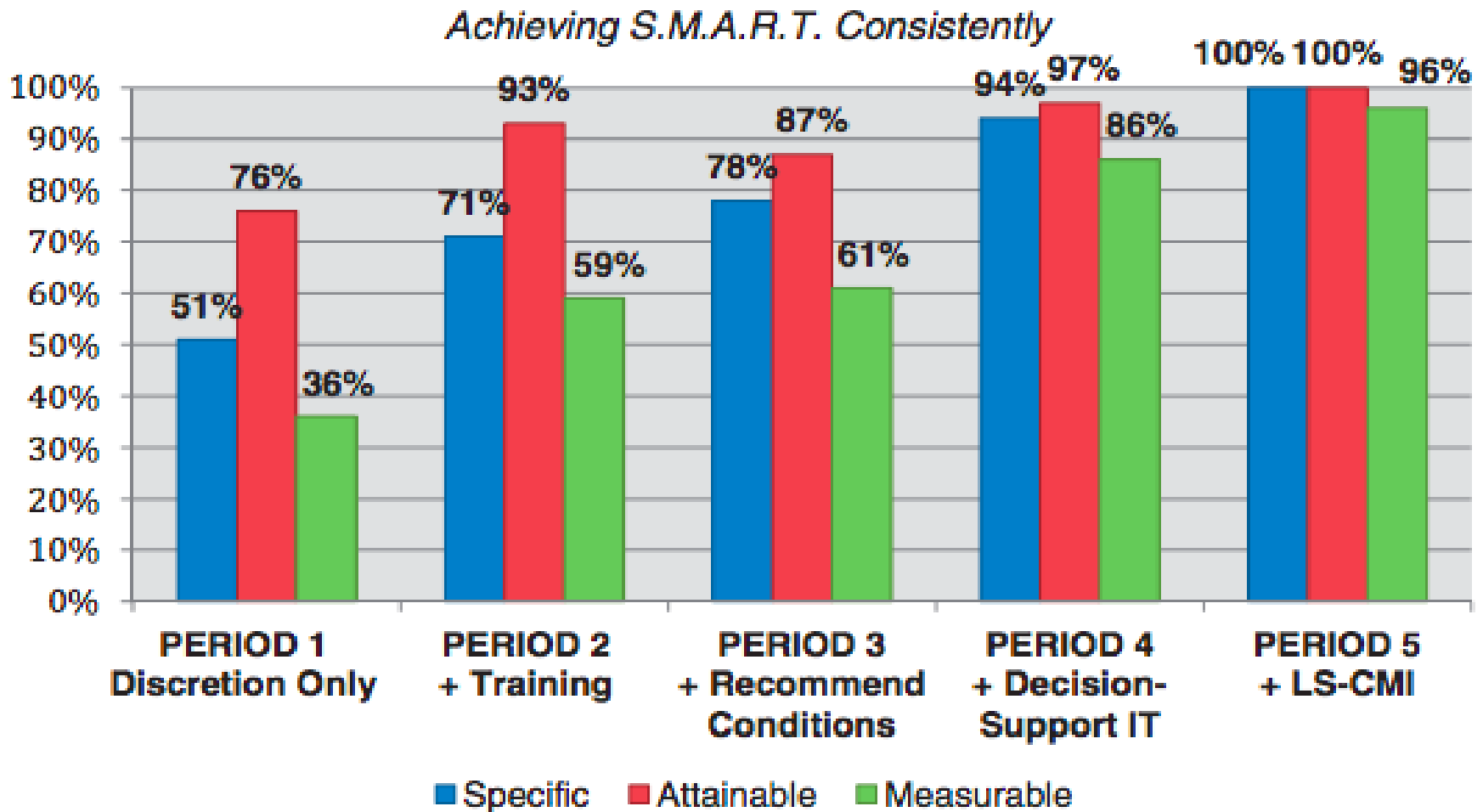
You may select a recommended condition/trigger or ac

To add your own:

- select trigger/condition
- select "other" instead of standard conditions:
- enter condition into the "describe condition here"

NOTE: You can edit recommended conditions (eg. chan
create plan" page

Quality Conditions *(Slothower, 2015)*



Rehabilitative conditions

- ◎ Good matching of needs with rehabilitative conditions
- ◎ Stopped analyzing the tracking
- ◎ Drop in rehabilitative conditions
 - Tracked partner engagement, fed back!
 - Easier options (exclusion zone, payback)

3) Tracking victim satisfaction

◎ Tracking victim views

- Dip sample
- RCT

◎ Tracking officer implementation

- Ask them!
- IT tracking tool – what did not go well? why diverted from training? Sgt. feedback

Targeting → Tracking → Major Tweaking → Tracking → Major Tweaking → Tracking → Minor Tweaking → Testing . . . with more tweaking and tracking in the future as

Other applications

- ◎ Conditional cautions tracking/feedback
 - Net widening (reasons for decisions, reasons for breaches)
 - Quality of partners/conditions (engagement rates, sessions)
 - Reasons for victim dissatisfaction
- ◎ Missing Persons Risk Assessment
- ◎ Etc.