

COLLABORATION AMONG



SYSTEM PLAYERS

“To deal with a system as if it were a bundle of unrelated individual systems is, on the one hand, the method that saves the most cognitive energy. On the other hand, it is the method that guarantees neglect of side effects and repercussions and therefore guarantees failure. If we have no idea how the variables in a system influence one another, we cannot take those influences into account.”

Dorner (1996)



TRAINING OBJECTIVES

1. DEFINE COLLABORATION.
2. DISCUSS WHY THE INHERENT NATURE OF THE CJ SYSTEM MAY WORK IN OPPOSITION TO COLLABORATION.
3. IDENTIFY THE 6 KEY FACTORS TO A SUCCESSFUL COLLABORATION.
4. KNOW THE MOST IMPORTANT FACTORS IN EACH GROUP



The CJ System

- ADVERSARIAL PROCESS
- SEPARATION OF POWER
- GOAL CONFLICT

ADVERSARIAL PROCESS

- PROSECUTION VS DEFENSE
- LEA VS THE COURTS
- NEED FOR PUNISHMENT VS JAIL POPULATION MANAGEMENT EFFORTS
- TREATMENT VS PUNITIVE NATURE OF THE CJ SYSTEM

Summing up the Adversarial Process

“Others may perceive the system as being a patchwork of separate jurisdictions, in a system of independent prosecutors, judges, prison administrators, and parole and probation officers. Respective policies vary arbitrarily from place to place, or even from time to time within the same place. Decisions are sometimes based upon limited and inconsistent information, generally without adequate explanation to benefit other officials in the decision making process.”

(Kellogg, F.R. (1976). Organizing the criminal justice system: A look at “operative” objectives. *Federal Probation*, 40, 50-56.)

SEPARATION OF POWERS

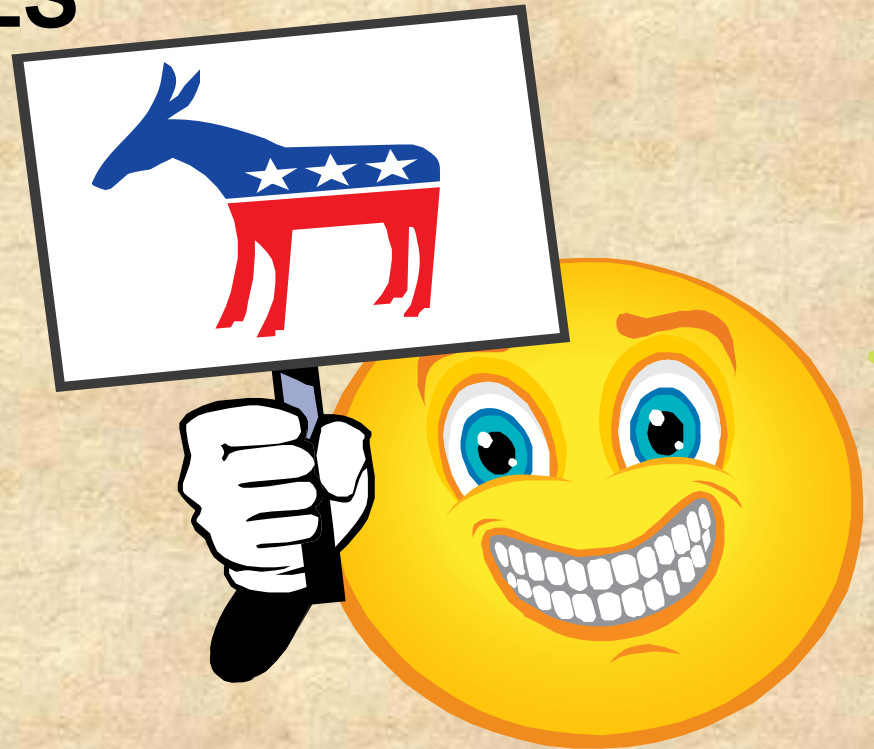
- ❖ STRONG PROSECUTION OF APPROPRIATE CHARGES
- ❖ FERVENT REPRESENTATION OF THE DEFENDANT
- ❖ OBJECTIVE FINDING OF FACTS



POLITICAL INFLUENCES

- **ELECTED OFFICIALS**

- **JUDICIAL ETHICS**



ENCOURAGING JUDICIAL PARTICIPATION



- ✓ What is your policy position?
- ✓ Does it serve the interest of those who use the legal system?
- ✓ Will it directly and primarily improve the courts?
- ✓ Is the Judge uniquely qualified to address this issue?
- ✓ Is the outcome beneficial to any particular cause or group over the legal system itself?
- ✓ Is your membership diverse representing multiple points of view?

GOAL CONFLICT

***WHEN THE DESIRED
ENDSTATES APPEAR
INCOMPATIBLE***



EXAMPLES OF COLLABORATION

- Community – Police
- Community – Court
- Community – Lawyer/Prosecution Partnerships
- Community – Corrections
- Comprehensive Community Partnerships

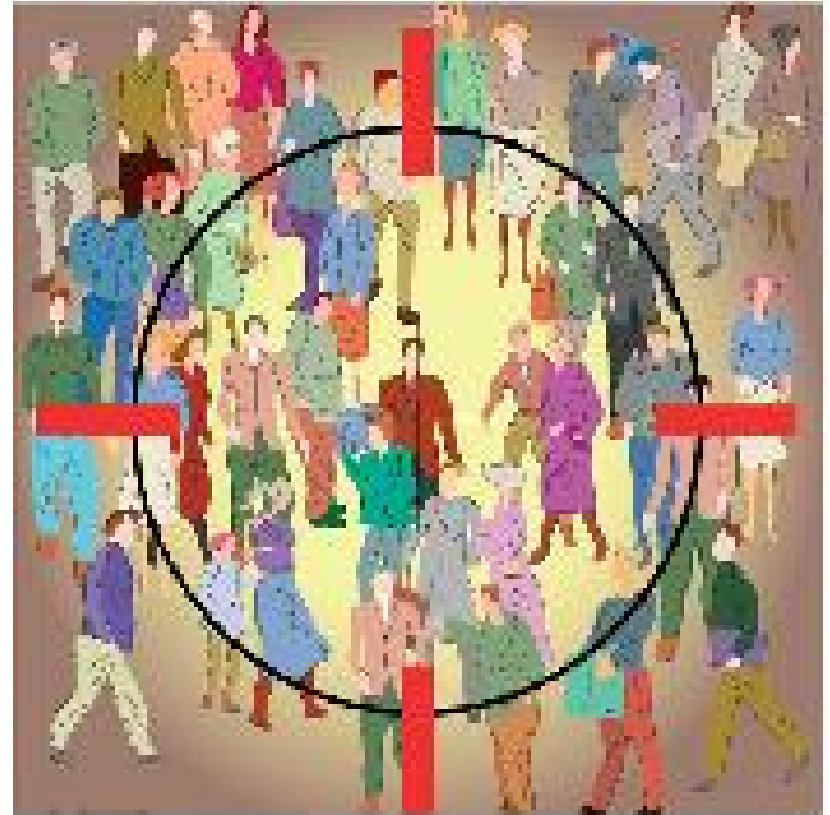
Roman, caterina G., (2002). “Understanding Community Justice Partnerships: Assessing the Capacity to Partner. *Urban Institute , Justice Policy Center.*

What is Collaboration?

- **Networking** is the exchange of information for mutual benefit.
- **Coordination** is the exchange of information and the altering of activities for mutual benefit and to achieve a common purpose.
- **Cooperation** is the exchange of information, the altering of activities, and the sharing of resources for mutual benefit to achieve a common purpose.
- **Collaboration** is the exchange of information, the altering of activities, the sharing of resources, **and the enhancement of the capacity of another** for the mutual benefit of all, and to achieve a common purpose.

When is Collaboration Appropriate?

- Complex Problems.
- Is the support of multiple stakeholders necessary to the project.



Why Collaboration is Important!

- Funders
- Cost Efficiencies
- Service Accessibility and Effectiveness



FACTORS INFLUENCING COLLABORATION



ENVIRONMENT

CHARACTERISTICS

PROCESS/STRUCTURE

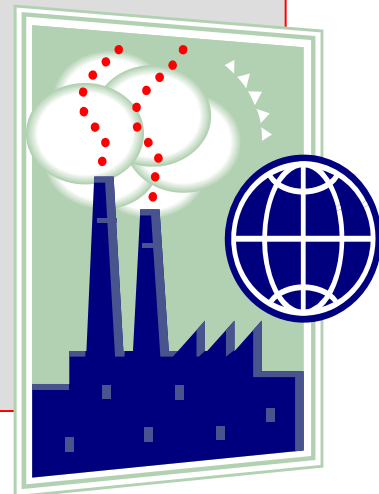
COMMUNICATION

PURPOSE

RESOURCES

ENVIRONMENT

- *History of Collaboration*
- *Collaborative group is seen as leader*
- *Political or social climate*



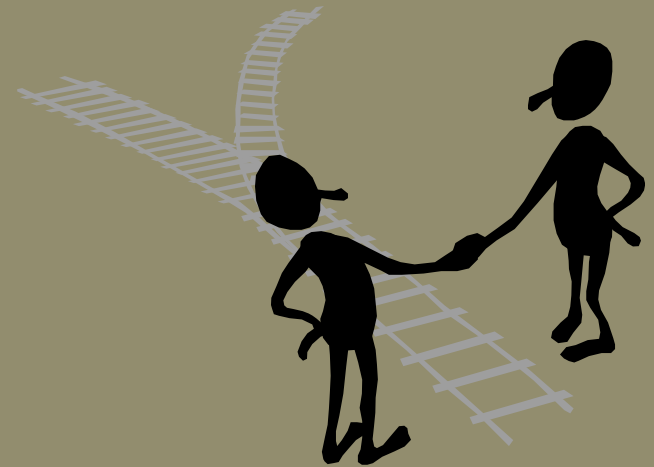
Member Characteristics

MUTUAL RESPECT

APPROPRIATE CROSS
SECTION OF MEMBERS

VIEW COLLABORATION AS IN
THEIR BEST INTEREST

ABILITY TO COMPROMISE



PROCESS AND STRUCTURE

- Shared stake in process

- Multiple layers of decision making

- Flexibility

- Clear roles and policy guidelines

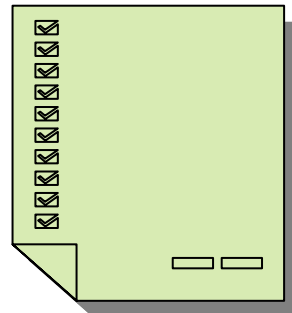
- Adaptability



COMMUNICATION

OPEN AND FREQUENT

INFORMAL AND FORMAL LINKS



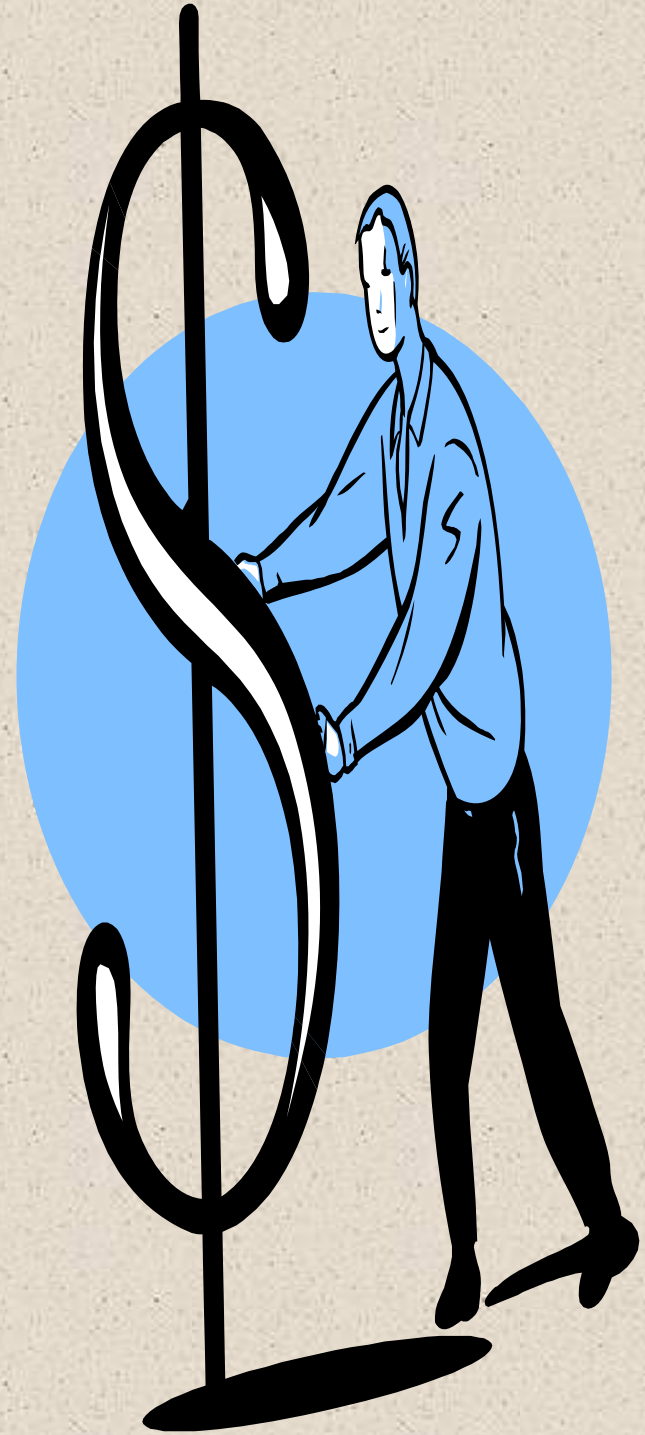
PURPOSE

- Concrete, attainable goals and objectives
- Shared Vision
- Unique purpose



RESOURCES

- **Sufficient funds**
- **Skilled convener**



CONCLUSION

- ✓ CJ System does not lend itself to collaboration – adversarial process, separation of powers, goal conflict.
- ✓ Funding sources now require collaborative groups
- ✓ Critical Elements – environment, characteristics, process, communication, purpose and resources.



Most Important Elements of a Collaboration

- Mutual respect (11).
- Appropriate cross-section of members (11).
- Open and frequent communication (9).
- Sufficient funds (8).
- Skilled Convener (7).
- History in your area(6) – cooperation already exists.
- Members have ownership in the process and outcome of the group (6).
- Multiple layers of decision making(6).
- Concrete attainable goals and objectives (5).

QUESTIONS

