

Gender-Responsive Policy and Practice Assessment Manual

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Introduction

The Gender-Responsive Policy & Practice Assessment (GRPPA) is a process designed to guide assessment of research-based, gender-responsive policies and practices in jails, prisons, and community corrections programs for women. The GRPPA Description and Instructions section provides information on how to facilitate an assessment of current gender-responsive practices in community corrections programs and correctional facilities. The GRPPA Instrument provides the assessment domains and related areas to be assessed. The GRPPA is intended for use as part of an overall strategy to understand the current facility, program policies, and practices so that reforms and/or enhancements can begin. Improving outcomes for justice-involved women is the primary purpose of this work.

Building primarily on assessment strategies developed by the Center for Gender and Justice Gender-Responsive Program Assessment tool and the Gender-Informed Practice Assessment, developed by the National Institute of Corrections (NIC) in partnership with the Center for Effective Public Policy, the GRPPA provides a framework that allows facilities and programs to examine and assess the current status of their alignment to gender-responsive principles and practices. The GRPPA can be used by program administrators, program evaluators, agency monitors and staff to first evaluate the gender responsiveness of policies and programs for women and then use the outcomes to drive enhancements to women's programming.

The Gender-Responsive Policy & Practice Assessment is a process and instrument by which program administrators, program evaluators, agency monitors and staff can assess the gender responsiveness of programs, agencies and/or facilities for women and obtain feedback that can be used to improve the quality of a program's services for women. This assessment process and instrument is based on the fundamental elements of quality programming, including the following guiding principles from the *Gender-Responsive Strategies: Research, Practice, and Guiding Principles for Women Offenders* Report (Bloom, Owen, & Covington, 2003), published by the National Institute of Corrections, and the following definition:

Being gender-responsive means creating an environment through site selection, staff selection, program development, content, and material that reflects an understanding of the lives of women and girls and responds to their strengths and challenges (Covington and Bloom, 2002).

Gender	Acknowledge that gender makes a difference.
Environment	Create an environment based on safety, respect, and dignity.
Relationships	Develop policies, practices and programs that are relational and promote healthy connections to children, family, significant others, and the community.
Services and Supervision	Address substance abuse, trauma, and mental health issues through comprehensive, integrated, culturally relevant services and appropriate supervision.
Socioeconomic Status	Provide women with opportunities to improve their

socioeconomic conditions.

Community Establish a system of community supervision and re-entry with comprehensive, collaborative services.

Drawn from research and existing gender-responsive assessment instruments, the Gender-Responsive Policy & Practice Assessment (GRPPA) provides a framework for justice programs serving women to collect and review information to determine gender responsiveness. This instrument incorporates multiple approaches to assess facilities and programs across five domains.

GRPPA Domains:

I. Environment

This section examines the conditions that contribute to a gender responsive program culture (environment). It includes physical and emotional safety, cleanliness, and discipline procedures that are aligned with trauma-informed and gender responsive principles.

II. Staffing

This section requires facilities and programs to examine current hiring, training, and management practices within a gender responsive, trauma informed framework.

III. Assessment, Classification, and Case Management

This section requires a review of the practices, processes, and instruments used for assessment, classification and case management of women.

IV. Services and Programs

This section reviews the type and variety of services and programs offered to women clients¹, the appropriateness of the interventions, and whether or not women are provided with information (i.e., client handbook) about the service options available.

V. Quality Assurance and Evaluation

This section examines the data collection system (including what data points are recorded and analyzed), the quality assurance and auditing practices, and helps determine whether or not evaluation data is used to guide improvements toward gender responsive, trauma informed practices for women.

These domains integrate research-based, gender-responsive principles throughout a range of operational needs within correctional facilities and community programs. In each domain, basic “Statements” are listed that will be scored by determining: (a) is the item present and (b) what is the quality of the item. “Additional Considerations” are questions related to the statement, offered to help shape discussion among Planning Group members. “As Evidenced By” is the space provided for team members to note the source of their ideas and opinions about that statement. This includes observations, data review, and documents that help determine the presence and quality of the item.

¹ “Client” is used throughout the document to refer to criminal justice involved woman.

Phase 1: The Pre-assessment Preparation. This section describes the necessary activities that agency leadership shall complete before assessment begins. The goal of this section is to identify reasons the agency/leadership chose to assess for gender responsivity (motivation) and determine information available about the female clients (site readiness).

Phase 2: Preparing for GRPPA Facilitation. This section provides information that can help prepare the GRPPA project team for GRPPA Facilitation by reviewing the GRPPA instructions, instrument and background materials, to ensure that team members are fully prepared to undertake the assessment.

Phase 3: GRPPA Facilitation. This section offers the facilitation process and identifies options for information collection during the assessment as well as consensus scoring.

Phase 4: Post-assessment Activities. This section outlines all of the post-assessment activities including selecting priority areas and developing an action plan, and developing and presenting findings and action strategies to agency leadership.

Each section ends with a work plan that summarizes activities and estimates the time it will take for each activity in that phase. It is recommended that the complete, four-phase work plan is printed out to review project activities and time estimates for each activity.

1. GRPPA Description and Instructions

- Pre-assessment Preparation
 - Determine Motivation & Site Readiness
 - Select a Project Coordinator
 - Identify a Project Team
 - Work Plan
- Preparing for GRPPA Facilitation
 - Background Materials
 - Refer to listed research and fact sheets on women offenders
 - Information Collection Procedures
 - Review of Scoring Process
 - GRPPA Facilitation Plan
 - Work Plan
- GRPPA Instrument Facilitation
 - GRPPA Facilitation Activities and Team Meeting
 - Work Plan
 - Consensus Scoring Meetings
- Post-assessment Activities
 - Selecting Priority Areas and Developing an Action Plan
 - Develop the Presentation
 - Present Findings and Action Plan
 - Work Plan

2. GRPPA Instrument

3. GRPPA Scoring Process

4. Fact Sheets

5. Work Plans
6. Site Motivation Tool
7. Sample Presentations
8. Link to NIC Web-based Training
9. Sample Action Strategies
10. Suggested Resources – websites, etc...
11. Templates

The GRPPA Description and Instructions

In order to effectively administer the GRPPA, increase site capacity to plan and implement needed changes, and execute all activities, the GRPPA process describes the recommended activities in four phases: (1) Pre-assessment Preparation, (2) Preparing for GRPPA Facilitation, (3) GRPPA Instrument Facilitation, and (4) Post-assessment Activities. The series of activities recommended before, during and after the GRPPA ensure a comprehensive internal evaluation process that can guide future decision making about women's programming and services. Many of the changes implemented may be effective for men as well. Below is an outline of the specific activities that are detailed in the GRPPA Manual:

1. Pre-assessment Preparation

In this first phase, agency leadership will:

- Determine Motivation & Site Readiness
- Select a Project Coordinator
- Identify a Project Team

2. Preparing for GRPPA Facilitation

In phase two, the GRPPA team will:

- Meet to Review the Project Activities
 - Review recommended background materials
 - Review the GRPPA Instrument
 - Review information collection procedures
 - Review the scoring process

3. GRPPA Instrument Facilitation

In Phase 3, the team will:

- Use the GRPPA Instrument to Guide Information Collection as Necessary
- Consensus Scoring

4. Post- assessment Activities

In phase four, GRPPA team members will have a series of meetings to facilitate:

- Selecting Priority Areas and Developing an Action Plan
- Developing the Presentation
- Determine Priority Areas and Next Steps
- Presentation of Findings and Action Plan to Agency Leadership

1. Pre-Assessment Preparation

Motivation and Readiness

The facility or program management staff, or those who made the decision to implement the GRPPA, are strongly encouraged to present a clear message to the project team related to motivation. Understanding why your agency, program or correctional facility is pursuing implementation of the GRPPA is a critical first step to long-term project success. Identifying the precise reasons will help foster a cohesive project team that is focused on short- and long-term desired outcomes, with each team member clear about the purpose of their work and their role in meeting objectives.

How?

Ask/answer these questions:

1. What are the driving factors behind your decision to implement the GRPPA?
2. What changes or outcomes do you desire as a result of this project?

{Once the team is selected and assembled, the leadership should provide an overview that includes a mission statement and desired short- and long-term outcomes.}

Determining site readiness will help the team understand the sources of information that may be available and uncover barriers to successful implementation. How do you know your site is ready? Three critical pieces are needed to be able to adequately administer the GRPPA:

- Willing participants to be members of the Project Team,
- Reliable data and information (e.g., number of women served, demographic information, policies and procedures, staff training records), and
- Ability to overcome organizational barriers that can make facilitation of the GRPPA difficult (i.e., if specific clearances are needed for team members to access data, this will need to be addressed prior to facilitation). If information is not easily accessible because other agencies or programs are involved, then connections with those agencies should be made before proceeding to address project needs.

How?

Begin by answering the following questions:

1. What types of information will you need?
2. Do you have data regarding the population of women you serve?
3. Do you have data regarding the appropriateness and/or effectiveness of the services you offer to women?
4. Where is the data/information stored? How accessible is it?
5. Who will be willing to participate in this project?
6. Will most of the staff be supportive?
7. What internal policies or practices will limit the team's ability to facilitate the GRPPA?

Selecting a Project Coordinator

The project coordinator should be someone with demonstrated knowledge and commitment to promoting gender-responsive practices AND effective project management skills. It is important to consider how much time your site will dedicate to this project so that the Project Coordinator and Project Team can be prepared. The completion time for activities will vary from site to site. Time estimates for each activity are provided as a guideline, but only the Project Team will be able to fully determine how long each component will take.

The project coordinator will be responsible for the following activities:

1. Familiarization with web-based protocol
2. Organize all team meetings and agendas
3. Obtain and facilitate pre-assessment team activities, specifically:
 - a. Preparation and distribution of recommended materials
 - b. Coordination of NIC E-learning web-based training for project team (if so desired)
 - c. Facilitate a review of the GRPPA
4. Review all processes with team members
5. Draft and distribute site plan for GRPPA facilitation
6. Record all consensus scores and selected priority areas
7. Lead the development of action plans and presentations
8. Schedule and lead presentation of findings and recommendations
9. Finalize action plans for agency leadership

Identify the project team

Depending on the size of the program, agency or correctional facility, the number of project team members should range from 3 to 5 individuals, appointed by the Executive Director, or his/her designee.

The team shall include at least one staff from the following areas:

- Directors, Deputy Directors and/or lead managers from the site, who have decision making authority
- Staff responsible for programming, training, and/or quality assurance
- Staff who have daily client contact (including custody staff or supervising staff representative).
- Additional team members may be included on an ad hoc basis for a specific domain if needed.

Activity	Pre-Assessment Activities Work Plan	Estimated Time
Determine Motivation & Site Readiness	<p>Agency leadership uncovers the reasons for engaging in the GRPPA project.</p> <p>Explore these questions:</p> <ul style="list-style-type: none"> • What are the driving factors behind your decision to implement the GRPPA process? • What changes or outcomes do you desire as a result of this project? <p>Once the selection of the project team and the project coordinator is completed, provide the answers to these questions to support the team’s understanding of the purpose and intended outcome of this project.</p> <p>Agency leadership begins determining site readiness by thinking about the availability of data, willingness of staff, and consideration of operational barriers to a successful project roll-out.</p> <p>Begin by answering the following questions:</p> <ul style="list-style-type: none"> • What types of information will be needed? • Do you have data regarding the population of women you serve? • Do you have data regarding the appropriateness and/or effectiveness of the services you offer to women? • Where is the data/information stored? How accessible is it? • Who will be willing to participate in this project? • Will most of the staff be supportive? • What internal policies or practices will limit the team’s ability to facilitate the GRPPA? <p>Address any barriers that are discovered and can be immediately addressed. Advise the team about information that cannot be accessed.</p>	2-3 hours

Select a Project Coordinator	Agency leadership identifies a person within the site who has demonstrable project management skills and knowledge of gender-responsive principles. Be sure that this person has the time to dedicate to this project, based on a review of the time estimates provided. Ideally, this person would be asked to serve in this role, willingly agrees, and is then appointed.	1 hour
Identify the project team	<p>Agency leadership appoints 3 – 5 people to participate in on the Project Team.</p> <p>At least one person from the following areas should be selected:</p> <ul style="list-style-type: none"> i. Directors, Deputy Directors and/or lead managers from the site, who have decision making authority ii. Staff responsible for programming, training, and/or quality assurance iii. Staff who have daily client contact. iv. Specific Domain Leaders may be assigned domains to lead at the meetings. v. Ad hoc members may be necessary for a specific domain related task or discussion and could include members of the supervised population. <p>Be sure that those selected have an opportunity to review time estimates for each project component. Ideally, they would be asked to serve in this role, willingly agree, and then appointed.</p>	1 hour

2. Preparing for GRPPA Instrument Facilitation

The preparation for GRPPA Instrument facilitation is the most time intensive activity of the project because it provides the foundation for successful facilitation of the GRPPA Instrument. The GRPPA activities menu will provide an introduction to:

- *Gender-responsive principles through printable fact sheets and an optional power-point presentation.*
- *A comprehensive review of the GRPPA Instrument, information collection processes, the scoring process, and development of the facilitation plan (guidelines and templates are easily accessible and can be printed).*

Team Meetings

The Project Coordinator will plan, coordinate and facilitate all team meetings. A detailed description of each meeting's activities is provided in the Work Plan.

The first meeting will include:

- A presentation of the project goals and objectives, project activities, and assignments
- Handing out the recommended background materials (see below)
- An opportunity for team members to provide input to the process
- Each team member shall leave this first meeting with an understanding of their specific role in next steps.

Recommended Background Materials ²

Upon determination of the project team, members will be provided informational fact sheets.

The Project Coordinator should download and distribute the fact sheets and concepts regarding gender-responsive principles and practices. A power-point presentation is also available.

² **Web-based training:** NIC has developed a 5-part web-based training program to help develop staff skills and understanding of gender-responsive principles. The training program can be done individually or as a group activity and is highly recommended.

Review of the GRPPA

Team members should review each item of the GRPPA and discuss the methods by which they will determine how adherent the site is within each area.

Information collection procedure

- - *Materials Review:* Team members will collect and review their own agency policies and program information that directly informs them about adherence to gender-responsive principles. This should include, but is not limited to,
 - current agency strategic plans, policies, philosophy and mission statements,
 - risk assessment instruments, classification systems and/or behavior management system,
 - practice guidelines, client and staff schedules, services and programming offered, program environment,
 - role of external providers,
 - the case management process, the intake process,
 - staff and client handbooks.
 - *Staff Input:* Allow opportunity for staff to provide input (held privately at the site, without clients present). Participation is voluntary and confidentiality should be assured. 6 – 10 participants is ideal (this meeting can take place more than once to accommodate all staff who wish to volunteer). Two meeting facilitators are recommended; one who asks the questions [*template probes for staff feedback is provided*] and the other person will record the responses. Staff feedback forms may also be provided to staff at the end of the meeting (utilizing the template provided). Feedback forms can help the Project Team understand individual staff experiences with the program according to gender-responsive principles and create a baseline for program development.
 - *Observations:* This activity involves on-site review of site culture and programming. (If the site undergoing internal evaluation is a prison, it is recommended that at least one observation is completed during each shift. If the site is a probation department, observations should be completed at the probation office as well as during off-site interactions with clients in the community). Comprehensive notes are taken by the observer as to all that is seen and heard during each observation. Each observation can last between 30 minutes to 2 hours.
 - It is possible that the specific team members may have the information needed to proceed to the scoring instrument and consensus discussion.

Brief Review of Scoring

There are three steps to the GRPPA scoring process.

1. First, Project Team members determine if the item is **applicable** to the agency, program or correctional facility. If it is not applicable, *NA* will be recorded. If applicable, the team will consider #2 below.
2. If the item is applicable, next determine if the item is **present**. If it is not present, this results in a score of "0". If present, the team will consider (b) below.
3. Since the item is applicable and present, a determination of the **quality** of the item will be made. This will result in a score of 1, 2 or 3. Half points (.5) may also be applicable. (3 will be highest quality)

The consensus scoring process will be reviewed with the team as described in Phase 3 Requirements in section 3, below.

Plan for the GRPPA Instrument Facilitation

The GRPPA facilitation plan will document the methods (above) by which each item will be evaluated and the member(s) of the team responsible for completing each related activity. Corresponding dates, times, and location for the activity are also included in the GRPPA facilitation plan. The last item on the plan is the date for the post-assessment meeting.

Activity	Preparing for GRPPA Instrument Facilitation Work Plan	Estimated Time
Project Team Meeting 1	<p>At the first meeting, the Project Coordinator will facilitate the following activities:</p> <ul style="list-style-type: none"> • Provide a general overview of the project, including the purpose of the project, site motivation, and site readiness • Hand out fact sheets to educate the group about gender-responsive principles and practices; request that this is reviewed before the next meeting • Schedule web-based training session, or individual sessions, before the next meeting • Set the next meeting 	1-2 hours
Project Team Meeting 2	<p>The Project Coordinator will facilitate the following activities:</p> <ul style="list-style-type: none"> • Discussion of reading materials • Discussion of web training • Provide copies of the GRPPA to participants • Review the GRPPA, item by item • Review information collection options • Begin discussing which information types will be used for which items • Set date for Meeting 3 	1-2 hours
Project Team Meeting 3	<p>The Project Coordinator will facilitate a planning session to prepare for facilitation of the GRPPA. This meeting will include:</p> <ul style="list-style-type: none"> • Review of the consensus scoring process • Second review of the information collection options • Development of the GRPPA facilitation plan <p>Following the meeting, the Project Coordinator will send a copy of the plan to each team member.</p>	2-3 hours

3. GRPPA Instrument Facilitation

During this phase of the project, Team members will use the GRPPA Instrument to guide their work. Each team member will have pre-assigned areas of focus, will facilitate the activities in relation to that area, and will bring all related materials back to the team. A discussion of findings will start the process of scoring the GRPPA.

1. After the initial meeting and pre-assessment activities, the project team will be assigned various tasks and spend time observing, gathering, and/or reviewing documents.
2. Team members will record all findings related to each item, making notes and copies of relevant information.
3. Team members will record where the information came from (observation, staff input, materials, etc.)
4. Team members will note an estimated score for their assigned items, but will not finalize scores until the team convenes to review all information. The group meeting will provide an opportunity for each team member to present their findings and impressions, which will create a larger context that will inform the final, consensus scores. The suggested format and content of each meeting related to facilitation activities is described in the Work Plan.

Activity	GRPPA Instrument Facilitation Work Plan	Estimated Time
GRPPA Activities Day 1	<p>The Project Coordinator will make and distribute copies of the following items and provide to each member of the project team on the first day of information collection:</p> <ul style="list-style-type: none"> • The GRPPA Instrument • The GRPPA Facilitation Plan • A description of the information collection types and expectations of collection methods • Blank paper for notes 	1-2 hours
GRPPA Activities Days 2 - 4	<p>All Project Team members will complete activities according to the plan. Any changes in the plan must be reviewed and authorized by the Project Coordinator.</p>	4 – 8 hours per person
Project Team Meeting 4	<p>At the end of the last day, the Team will meet to discuss activities that were planned but that may not have been completed. The Project Coordinator will review the plan with the team and make decisions about how to proceed to obtain remaining information.</p>	1- 2 hours
Consensus Scoring: Project Team Meeting 5	<p>This meeting will include a team discussion of each item within a domain. The Project Coordinator will facilitate the meeting and focus on completing a review of at least 2 domains.</p> <p>The following format is recommended:</p> <ul style="list-style-type: none"> • Introduce the domain name • Item by item, team members report their findings and estimate score. • At the conclusion of the discussion of all findings related to items in that domain, a group discussion about related findings (those not found by direct review) and team member’s impressions and thoughts will follow. • Starting at the top of the list of items, the group will discuss and then determine the score for each item. • A next meeting date will be scheduled as soon as possible to review remaining domains. 	2-3 hours

<p>Consensus Scoring: Project Team Meeting 6</p>	<p>Following the same format as Meeting 5, the remaining 3 domains are reviewed.</p> <ul style="list-style-type: none"> • Introduce the domain name • Item by item, team members report their findings and estimate score. • At the conclusion of the discussion of all findings related to items in that domain, a group discussion about related findings (those not found by direct review) and team member’s impressions and thoughts will follow. • Starting at the top of the list of items, the group will discuss and then determine the score for each item. • Using scoring instructions, determine the score for every domain. • A next meeting date will be scheduled to review the rank order of domains, begin prioritizing, and drafting an Action Plan. 	<p>3 hours</p>
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Consensus scoring

Once all GRPPA Instrument Facilitation activities are completed, team members will convene to discuss findings from project activities using the GRPPA to record answers and begin developing a consensus score. Depending on the size of the site under review, the team may need up to 3 meetings to discuss findings, cull out themes and work toward consensus on scoring for each Domain in the assessment instrument. Consensus scoring can be labor intensive but is required to ensure that a one-time finding is not labeled a consistent theme if in fact it is only an outlier.

Consensus scoring involves the collection of information regarding each gender-responsive “Item” and a review of items listed in the “As Evidenced By” column. Each person who is part of the assessment team will do some independent review of the item and *note an estimated score for each item* prior to team meetings. During each meeting, team members will discuss each “Item” by presenting independent and collective findings and impressions (examples of items are also provided). A discussion is critical to the scoring process because “Items” are often interconnected and reviewers will learn information through their independent reviews that may impact the score of several items within a Domain. After all items in a Domain are thoroughly discussed, the project coordinator will lead the team to establish a final score for each “Item”.

For each Item, please use the following scoring instructions:

- Determine if the item is applicable. If it is not applicable, write NA in the column. If it is applicable:
 - Determine if the item was present or not. If it was not present, the item scores “0”. If it is present:
 - Determine the quality of the item. This will result in a score of 1, 2, or 3. Half points (.5) may also be applicable.

The numerical score assigned will be determined after a presentation of findings relative to that item, and a comprehensive discussion with the Project Team. Below are the definitions associated with each numerical score:

1. **Below Average.** The item is present, but does not demonstrate quality, or is applied in an inappropriate or harmful manner.
2. **Average.** The item is present and there are indicators of some skills and knowledge required for this item. The application of this item in practice does not fulfill all of the requirements outlined for the item.
3. **Exemplary.** The item is present and its quality demonstrates agency or staff mastery of skills and knowledge required for this item, fulfilling all the requirements of the item.

The score for each item should then be added to create a total average score for each Domain.

1. Add the scores for *only items* that are applicable.
For example: any item that has a score ranging from 0 – 3 should be included in the total score.
2. Divide the resulting score by the number of applicable items that were included in the total to determine an average score for each domain.
For example: If only 4 items within the first domain are applicable, the total score of those 4 items is then divided by 4.
3. Add in the amount earned in the Policy question.
4. Total the Domain score

It is critical for team members to understand that one group consensus score will be recorded for each “Item”. Working together to discuss all the elements of an item and determine a score that is comfortable with all team members is the essence of this process. Consensus scoring will ensure that no one finding or one person’s opinion dictates a score, and sets the stage for future work when findings translate into program improvement plans.

4. Post-assessment Activities

Selecting Priority Areas and Developing an Action Plan

Priority Areas

- After the consensus scoring process is complete, (each item has a score and domains have been scored) each domain of the GRPPA shall be put in rank order from the lowest scoring to the highest scoring.
- Team members will review this rank order and determine priority areas for change or enhancement.
- During this discussion, it is important to return to the original reasons or motivation that your agency, program or correctional facility stated before the project began. Priority areas should be determined collectively, considering the rank order, motivation, and desired project outcomes.
- The domains will then be prioritized into a final list, which will guide the development of a site action plan.

Develop the Action Plan

- The team will use the three highest priority areas to develop the initial action plan. A sample plan is included in appendix F.
- Action steps can include a variety of activities, including training, policy revision, policy creation, practice changes, technical assistance, implementation of quality assurance practices, changes to data collection activities or analysis, or even a commitment to further exploration of programming options.
- Specific action steps will be included for each of the three highest priority areas and will include timeframes and staff involved.
- If large-scale activities are recommended, a project coordinator should be identified (this may or may not be the person identified to be the project coordinator for the GRPPA project).

Specific recommendations for common Action Plan activities:

- **Training activities** should include an active participant learning process that includes constructive dialogue, innovative activities and experiential role-plays.
- **Technical assistance activities** should reinforce skill development learned in training settings, provide staff guidance and coaching regarding implementation of gender-specific practices, and include an open dialogue of strengths and challenges of implementation
- **Quality assurance (QA) activities** are essential to ensure implementation of any new skills, programs and practices. A well-developed QA process and plan ensures the use of data to identify areas of improvement that support change in program and organizational quality of service delivery, performance, client satisfaction, and client outcomes. Identification of internal “staff coaches” who can lead individual quality assurance activities are very effective in helping to establish and maintain change. Staff coaches can support fidelity, flag training needs, and maintain a standard of operational performance. QA also helps establish a formal feedback loop where information can flow freely and directly between program administration and staff. Including a review of client outcome data is also a meaningful strategy in a comprehensive QA process.

Yearly, the action plan should be reviewed and activities updated. Additional priority areas can be added as appropriate, particularly if successful activities have resulted in better outcomes in previously identified areas. If used regularly, action plans can continuously guide system and site improvements until all priority areas are addressed and become part of standard practice in your agency, program, or correctional facility.

Develop the Presentation

A sample presentation is provided, which can be used as a template for presentation of findings. The process of developing the presentation should include all project team members and include a copy of the consensus scores and action plan.

Present Findings and Action Steps

Following the completion of project activities, consensus scoring of the GRPPA and development of Action Plans, findings shall be presented to the Executive Director/ agency leadership. The action plan will be presented at this time to ensure agency buy-in and establish processes for completing activities outlined in the Action Plans. This will include training, technical assistance, quality assurance as well as specific recommendations for policy revisions, development of new policies and/or changes to assessment tools and programming. The goal of this presentation meeting is to gain support of the site stakeholders and authorization to implement Action Plans.

Activity	Post- Assessment Activities Work Plan	Estimated Time
Selecting Priority Areas and Developing an Action Plan: Project Team Meeting 7	<p>At Meeting 7, the Project Coordinator will facilitate the following activities:</p> <ul style="list-style-type: none"> • After the consensus scoring process is complete, (each item has a score and domains have been scored), each domain of the GRPPA shall be put in rank order from the lowest scoring to the highest scoring. • Team members will review the rank order and determine priority areas for change or enhancement. • The domains will then be prioritized into a final list which will guide the development of a site action plan. • The team will use the three highest priority areas to develop the initial action plan which will include recommended action strategies, timelines, and staff involved. • The last Project Team meeting will be scheduled to discuss the presentation of findings and the action plan to agency leadership. 	2-3 hours
Develop the Presentation	The Project Coordinator will develop a presentation for the agency leadership based on the findings and action plan developed by the team. This draft will be presented at Meeting 8 for review and edit.	2-3 hours
Project Team Meeting 8	<p>The Project Coordinator will facilitate the following activities:</p> <ul style="list-style-type: none"> • Collect copies of all findings from each team member • Provide a draft of the presentation on findings and recommended action strategies (the action plan) to team members • Get feedback on the presentation to leadership • Determine the role of team members in the presentation. • Set date for presentation. 	1-2 hours

<p>Present Findings and Action Plan</p>	<p>A summary of findings will be presented to leadership, followed by a description of action strategies described in the Action Plan. The goal of this presentation meeting is to gain support of the site stakeholders and agency commitment to implement the Action Plan.</p> <p>Note: Yearly, the action plan should be reviewed and activities updated. Additional priority areas can be added as appropriate. If used regularly, action plans can continuously guide system and site improvements until all priority areas are addressed and become part of standard practice in your agency, program, or correctional facility.</p>	<p>1- 2 hours</p>
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