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# Criminal Justice System Change Sustainability Diagnostic Tool

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The **Criminal Justice System Change – Sustainability Diagnostic Tool** is designed to assess the likelihood that large scale changes in an organization or a system will be sustained over time. The tool focuses on three key domains—process, organization, and system—each of which is critical to long-term sustainability. Within each of these domains are a number of key elements that represent strengths and weaknesses of change implementation and the likelihood of sustainability.

The process domain focuses on what the perceived and real benefits are of the strategy being implemented (e.g., what are the larger outcomes and impacts that the strategy produces), along with how easily adaptable the strategy is to continue to meet the underlying factors that generate the need for strategy implementation and the extent to which there is transparency about the intent of the strategy. The organization domain captures detail about the involvement and training of front line staff, managers, and decision makers (which can include agency heads, funders, politicians) as it relates to strategy development and implementation; supporting practices for the implementation and the strategy; and the extent to which the strategy is communicated. The last domain focuses on the system and the extent to which there is infrastructure to support the strategy and how system goals have been communicated and meet the needs of the system and local legal culture.

The tool should be administered to all key stakeholders involved in the change effort. For each element, review the bulleted questions on the left that highlight key aspects of the element, then select **one** statement that best represents the current status of the criminal justice system change. Once completed, the scores are tallied using the scoring system at the end of the tool to obtain an overall sustainability score.

# Process

Element Description	Selection (X)	Rating Statement
<p><b>Range of Benefits</b></p> <ul style="list-style-type: none"> <li>• Has the strategy increased fairness and equity (to include racial and ethnic fairness and equity)?</li> <li>• Has there been a reduction in the jail population?</li> <li>• Are there fewer system inefficiencies?</li> <li>• Are there more resources to treat/address defendant and offender behavior?</li> <li>• Has there been an increase in public safety?</li> </ul>	a	We can demonstrate that the strategy has all of the identified benefits.
	b	We can demonstrate that the strategy has 3 to 4 of the identified benefits, but not all of them.
	c	We can demonstrate that the strategy has 1 to 2 of the identified benefits.
	d	We cannot demonstrate that the strategy produced any benefits.
<p><b>Visibility &amp; Credibility of Benefits</b></p> <ul style="list-style-type: none"> <li>• Are the benefits of the strategy visible to the community and believable?</li> <li>• Are the benefits visible and credible to line staff?</li> <li>• Are the benefits visible and credible to managers?</li> <li>• Are the benefits visible and credible to decision makers?</li> <li>• Can staff, managers, and decision makers describe the full range of benefits?</li> </ul>	a	The benefits of the strategy are widely communicated, immediately obvious, supported by the evidence, believed by staff, managers, and decision makers who can describe the full range of benefits. The benefits are also visible to the community.
	b	The benefits are not widely communicated or immediately obvious even though they are supported by the evidence and believed by the line staff, managers, and decision makers.
	c	The benefits are not widely communicated or immediately obvious and not believed by the line staff, managers, and decision makers even though the benefits are supported by the evidence.
	d	The benefits are not widely communicated, not immediately obvious, not supported by evidence, and not believed by the community, line staff, managers, and decision makers.
<p><b>Adaptability</b></p> <ul style="list-style-type: none"> <li>• Can the strategy overcome internal resistance within individual agencies or the system as a whole?</li> <li>• Is there a plan to overcome internal and external resistance?</li> <li>• Can the strategy continue to meet the needs of the system effectively?</li> <li>• Does the strategy rely on specific individuals, technology, or funding to keep it going?</li> <li>• Will practices revert back to normal if individuals, technology, or funding are removed?</li> </ul>	a	The strategy can link to and support other system change efforts, is supported by competent staff and technology and can adapt to changing circumstances. The strategy would <i>not</i> be disrupted if specific individuals left. There is a plan to overcome internal and external resistance.
	b	The strategy can link to and support other system change efforts, is supported by component staff and technology, and can adapt to changing circumstances <i>but would be</i> disrupted if specific individuals left. There is a plan to overcome either external or internal resistance, but not both.
	c	It would be difficult to adapt the strategy to support other system change. The strategy is only partially supported by component staff and technology. If specific individuals left it would disrupt the strategy. There is no plan to overcome internal or external resistance.
	d	The strategy could not adapt to other change efforts and would be not be possible if specific individuals left. The strategy is not supported by component staff and technology. There is no plan to overcome resistance, and practices would revert back to the way they were prior to implementation of the strategy.

Element Description	Selection (X)	Rating Statement
<p><b>Transparency</b></p> <ul style="list-style-type: none"> <li>Does the strategy require special systems or processes to continually measure outcomes/impact?</li> <li>Are there system or process mechanisms in place to measure outcomes/impact long-term?</li> <li>Is there a feedback system/mechanism in place to share outcomes and initiate new or further action?</li> <li>Are outcomes reported to staff, managers, decision makers, and the community on a regular basis?</li> <li>Do staff, managers, decision makers, and the community trust the quality of the evidence?</li> </ul>	a	There is a system/process in place to measure outcomes and communicate the results on a regular basis and is sustainable. Staff, managers, decision makers, and the community trust the quality of the data.
	b	There is a system/process to measure outcomes and communicate the results. Most, but not all, trust the quality of the data. This is <i>not</i> set up to continue after implementation.
	c	There is a system/process to measure outcomes. This information is not communicated regularly or beyond the implementation team. The system is <i>not</i> set up to continue after implementation.
	d	The system/process to measure outcomes is limited and will end at the same time as implementation. There is no communication of the results.

# Organization

Element Description	Selection (X)	Rating Statement
<p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>• Are/were decision makers in the system involved in the design and implementation of the strategy?</li> <li>• Do they understand the strategy and promote it?</li> <li>• Are they respected by peers and can they influence others to support the strategy?</li> <li>• Do they take responsibility for helping overcome challenges and invest their time in ensuring the strategy is successful?</li> </ul>	a	All of the relevant decision makers are respected and influential and use this to help overcome challenges and promote the strategy. Decision makers were regularly involved in the change effort and understand the strategy.
	b	All of the relevant decision makers are respected and influential and use their influence to help overcome challenges and promote the strategy. Not all were involved or involved with regularity but understand the change effort and the strategy.
	c	Some decision makers use their influence to help promote the strategy and overcome challenges, but not all. Some do not understand the strategy.
	d	Decisions makers do not use their influence to promote the strategy, and they do not understand the change effort or the strategy.
<p><b>Policies and Procedures</b></p> <ul style="list-style-type: none"> <li>• Have policies and procedures been formally adopted to guide staff in their work under the strategy?</li> <li>• Is there a mechanism in place to ensure staff are following new policies and procedures?</li> <li>• Are staff encouraged and able to express their ideas about the effectiveness of the strategy?</li> <li>• Is there a process for staff to express their opinions about the impact of the strategy on their day-to-day work?</li> </ul>	a	Policies and procedures have been developed and implemented. There is a mechanism for monitoring compliance, and a process is in place for staff to regularly express their ideas about the effectiveness of the strategy and the impact on their work.
	b	Policies and procedures have been developed and implemented. There is a mechanism for monitoring compliance. Staff are encouraged to share their opinions and experiences, but staff do not do so on a regular basis.
	c	Policies and procedures have been developed but not fully implemented. There is no mechanism for monitoring compliance. Staff are not encouraged to share their experiences or opinions, but many do so.
	d	Policies and procedures have not been developed. Staff are neither encouraged to nor do they share their experiences or opinions.
<p><b>Involvement &amp; Training</b></p> <ul style="list-style-type: none"> <li>• Have staff been involved or provided input on the design and implementation of the strategy?</li> <li>• Have their ideas been used to inform the change process?</li> <li>• Is there a mechanism for providing initial and regular training as well as for identifying gaps in skills and knowledge?</li> </ul>	a	Staff from all agencies involved in the strategy have provided input on the design, implementation, and training. Staff from all agencies have received necessary training.
	b	Staff from some or agencies involved in the strategy have provided input on the design, implementation, and training, <b>but training has not been provided in all agencies or to all staff.</b>
	c	Staff in most agencies <b>did not</b> provide input on design, implementation, or training, but they have been trained on the strategy.
	d	No staff provided input, and there has been no training on the strategy.

# System

Element Description	Selection (X)	Rating Level
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Goals & Culture	Selection (X)	Rating Level
<ul style="list-style-type: none"> <li>Are the goals of the strategy clear and viewed as important by the staff, managers, and decision-makers (i.e., stakeholders)?</li> <li>Have the goals of the strategy been communicated?</li> <li>Do the goals fit into the local legal culture?</li> <li>Is there a history of sustaining other strategies in the justice system?</li> </ul>	a	The goals of the strategy have been widely communicated and are clear. Stakeholders view the goals as important and as fitting into the local legal culture. Other strategies have been sustained.
	b	The goals of the strategy have been communicated and are clear. They are viewed as important but not all agree they fit into the local legal culture. There have not been other strategies that have been sustained.
	c	The goals of the strategy have been communicated and clear, but not everyone views them as important or as fitting into the local legal culture. Other strategies have not been sustained.
	d	The goals of the strategy have not been communicated nor are they clear to stakeholders so it's not clear if the goals are important or will fit into the local legal culture. Other change efforts have not been sustained.

Infrastructure	Selection (X)	Rating Level
<ul style="list-style-type: none"> <li>Are there enough facilities, services, and equipment (including technology) to support the strategy?</li> <li>Are there financial resources in place in the long term?</li> <li>Is there an oversight body to support the strategy in the long-term?</li> </ul>	a	All necessary resources (facilities, services, equipment, financial) are in place or have been planned for to support the strategy. An oversight body exists with authority to support and monitor the strategy.
	b	All the necessary resources are in place or have been planned for but an oversight body does not exist.
	c	Some of the necessary resources are in place or have been planned, but not all. An oversight body exists with authority to support and monitor the strategy.
	d	Very few of the necessary resources are in place or have not been planned for. An oversight body does not exist.

# Scoring Matrix

Enter your answers in the tables below for each element of sustainability. Once you have a score for each element within each domain, total the score for that domain. Finally, add the total scores for each domain total to obtain the Sustainability Score.

## Diagnostic Tool Scoring

Process Elements	Scoring	Your Answer	Your Score	Maximum Possible Total Score
Range of Benefits	a = 10.4 b = 5.7 c = 4.0 d = 0.0			
Visibility & Credibility of Benefits	a = 10.7 b = 6.3 c = 3.1 d = 0.0			
Adaptability	a = 4.0 b = 3.4 c = 2.4 d = 0.0			
Transparency	a = 5.5 b = 3.3 c = 2.4 d = 0.0			
<b>Total Process Score</b>				<b>30.6</b>
Organization Elements	Scoring	Your Answer	Your Score	Maximum Possible Total Score
Leadership	a = 15.0 b = 6.4 c = 5.6 d = 0.0			
Policies & Procedures	a = 12.2 b = 7.6 c = 5.1 d = 0.0			
Involvement & Training	a = 14.7 b = 7.4 c = 4.9 d = 0.0			
<b>Total Process Score</b>				<b>41.9</b>
System Elements	Scoring	Your Answer	Your Score	Maximum Possible Total Score
Goals & Culture	a = 16.0 b = 8.8 c = 3.4 d = 0.0			
Infrastructure	a = 11.5 b = 4.5 c = 3.0 d = 0.0			
<b>Total Process Score</b>				<b>27.5</b>

Process Score + Staff Score + System Score = SUSTAINABILITY SCORE

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The range below shows how to interpret your Sustainability Score. Generally, the higher the Sustainability Score, the greater likelihood of the changes will be sustained. However, it is important to also examine the scores for each of the three domains (process, organization, and system). Your score should be compared to the overall maximum score for that domain. If the score is less than half of the maximum score, consideration should be given to additional sustainability planning around that particular domain.

### Sustainability Range

0 to 33 = Low likelihood of sustainability

34 to 66 = Moderate likelihood of sustainability

67 to 100 = High likelihood of sustainability

Finally, within each domain, any element that was scored as a “c” or “d” should be thoroughly evaluated as it represents a possible threat to sustainability that needs to be addressed in the sustainability plan.