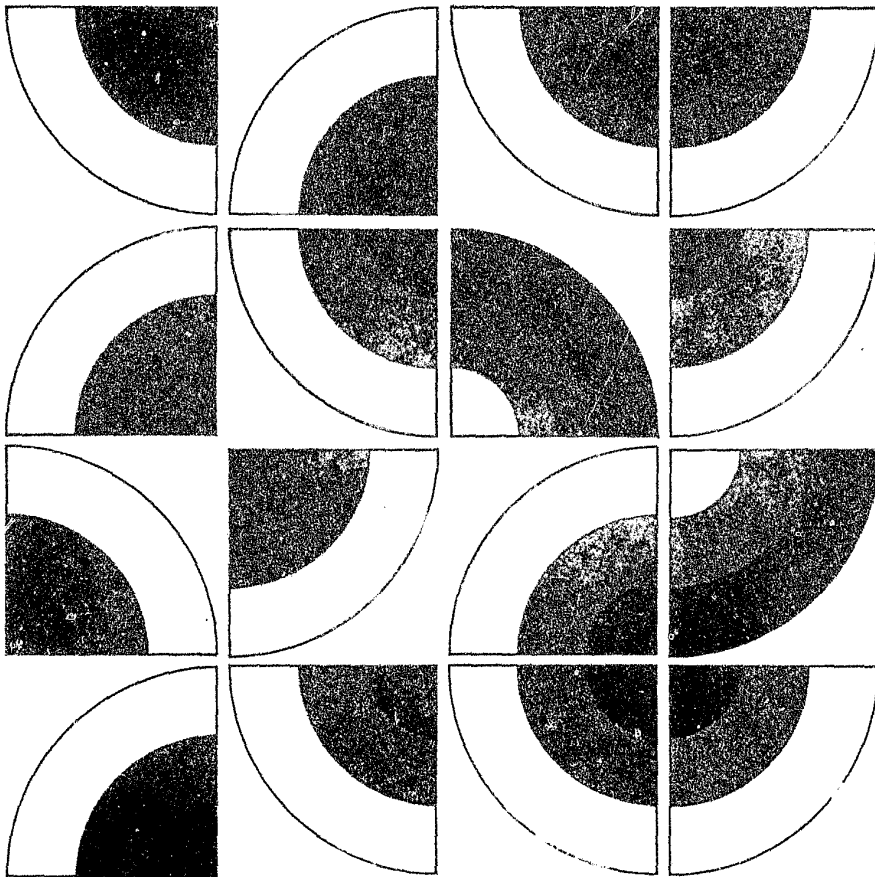


# SELECTED LITERATURE ON EVALUATION



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National Institute of Law Enforcement and Criminal Justice  
Law Enforcement Assistance Administration  
United States Department of Justice

**SELECTED LITERATURE ON EVALUATIONS**

**October 1975**

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and Criminal Justice  
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## INTRODUCTION

This list of selected literature was prepared from a scan of the documentation data base to acquaint the reader with the information on evaluation available at the National Criminal Justice Reference Service. Brief abstracts and pertinent bibliographic information are provided for each of the documents listed. The entries are arranged alphabetically by title, and an NCJRS accession number is given for reference. Law Enforcement Assistance Administration sponsored projects are designated as such. The documents are available at NCJRS on a reference basis.

Behavioral Observation Index Designed  
to Evaluate Training of Correctional Of-  
ficers in a Prison Setting (NCJ 03234)  
Witherspoon, A. D. — 1971, 133  
pages

This program sought the development of an instrument that could be used to index and analyze the behavior of officers in interaction with inmates and to evaluate officer training programs. Problems encountered and considered in relation to an observation form for evaluating the correctional officer's behavior included: defining the criterion of appropriate officer behavior, specifying the unit of behavior to observe, simplifying observer coding, determining observer and instrument error, selecting prison areas for gathering information, and determining the observer's influence on officer-inmate interaction.

Rehabilitation Research Foundation,  
P. O. Box 1107; Elmore, Alabama  
36025

Benefit-Cost Analysis of Project Cross-  
roads (NCJ 10329)  
Holahan, J. F. — 1970, 71 pages

The District of Columbia attempted to determine the cost-benefit of a manpower-trial diversion program for offenders without previous adult convictions. The analysis was made of the Crossroads Program which was designed as an alternative to the traditional judicial and correctional systems for first offenders. Through intensive counseling, job placement, remedial education, and other supportive services — over a 3-month period following arrest but prior to trial, the program attempts to reorient the individual before he is committed to crime as a way of life. If the defendant has

shown satisfactory progress at the end of the 90-day period, this court will, upon Crossroads' recommendation, dismiss the charges. The analysis of this program begins with an estimation of the economic cost of crimes and of the services of police, courts, probation, and corrections departments. These estimates are then integrated into the discussion of the benefits from the program. The benefits from the program are defined as (1) the reduced resource costs from diversion of cases from the criminal justice system, (2) the increased earnings or productivity attributable to the job development and placement program and higher employment rates over time due to lower recidivisms, and (3) reduced criminal justice system costs because of the reduction in recidivism. Comparison of these measured social benefits with the costs of the investment shows benefit-cost ratios that exceed unity at discount rates of 5 percent, 10 percent, and 15 percent. In addition to evaluating Project Crossroads, this study defines the economic criteria necessary for making judgments on the effectiveness of various programs designed to rehabilitate the criminal offender. Numerous charts and tables illustrate the detailed discussion.

National Committee for Children and  
Youth; 1145 19th Street, N. W.; Wash-  
ington, D. C. 20036

Cluster Evaluation of Five Diversion  
Projects — Progress Report, March 1,  
1974 (NCJ 15580)  
California Taxpayers Association —  
1974, 52 pages

This report covers a research design for appraisal of the impact of each diversion project on reducing the incidence of juvenile delinquency in its particular treatment

population. The evaluation design involves the measurement of selected outcome criteria for each project, augmented by analysis of the qualitative characteristics of each project. These include the availability of resources (time, money, and manpower), type and nature of the services provided, and treatment philosophy. In addition, the evaluation of each project incorporates observations and assessments by both project staff and appropriate outside agencies having direct involvement with the program. Data collection procedures, progress in identifying data sources, evaluation problems in each project, and the potential for building a model program from each cluster are discussed. Some of the preliminary observations on the quality of the evaluation components of the projects are summarized. The report includes copies of the data collection instruments for law enforcement and probation referral as well as for voluntary and non-law enforcement referrals. Also included are copies of the school questionnaire, fiscal instrument, and sample computer analysis tables.

California Taxpayers Association; Suite 900; 11th and L Building; Sacramento, California 95814

Correctional Administrators' Guide to the Evaluation of Correctional Programs (NCJ 03248)

Morris, A. — 1971, 36 pages

Accomplishments and limitations of evaluative research as applied to correctional procedures and programs are included in this guide. A range of concrete examples of the most recent evaluative research indicate what can be done, how it is done, what resources are needed for doing it, and what problems arise in getting it done. Some of the more important and reasonably validated findings and implications gained by evaluative research that have some applications or implications for those who administer correctional systems, agencies, or programs are presented. The problems at-

tendant upon getting the findings of evaluative research used as a guide to program change and development are considered. The primary source of the illustrative studies is a series of reports of research, recently completed or in process, obtained through a national survey conducted in 1971 solely for the purposes of this bulletin.

Massachusetts Correctional Association; 33 Mount Vernon Street; Boston, Massachusetts 02108

Cost-Benefit Analysis — Three Applications to Corrections... Probation, Subsidy, Diversion (NCJ 14302)

Monkman, G. S. — 1974, 36 pages

This is a reprint of three program evaluations that illustrate some of the levels of cost-benefit analysis. The first analysis is a management review of California's probation subsidy program. It takes a gross costs-savings approach to cost-benefit analysis, comparing subsidy costs with construction and operations savings. The second deals with the costs and benefits of the Dade County, Florida pre-trial intervention project. The costs of prosecution (including clerical, filing, and other costs) and incarceration or probation are compared with the cost of diverting a case into pre-trial intervention, holding recidivism constant (at least). Proper weighting is done regarding such factors as first offenders, incarceration length, and jury vs. non-jury trials; a formal cost-benefit ratio is derived. The last analysis discusses a New York City supported work program. Two cost-benefit ratios are derived through accounting for as many costs and benefits as feasible: an economic cost-benefit ratio and a taxpayer cost-benefit ratio. A short description of each correctional program precedes the analysis. A selected bibliography of other cost-benefit analyses is provided.

American Bar Association; 1705 DeSales Street, N. W.; Washington, D. C. 20036

Critical Evaluation of Research into Output Measures for Juvenile Correctional Programs (NCJ 12204)

Williams, A. T. — 1972, 49 pages

This evaluation discusses problem areas in identifying the output to be measured, securing an adequate control group, and measuring multiple output programs for juvenile correctional programs. One problem area identified is whether or not statistics collected by juvenile corrections agencies actually measure changes in subject behavior or administrative behavior. Administrative need to justify a particular program or researcher bias toward a particular theoretical orientation may influence research findings. Also discussed are problems surrounding the determination of causation, the Hawthorne effect, and the weight accorded to all data collected.

Stanford University; Stanford, California 94025

Design for an Evaluation of the Pretrial Intervention Program of the Manpower Administration, U. S. Department of Labor, VI (NCJ 03158)

ABT Associates, Inc. — 1971, 97 pages

The design for this evaluation includes methodology, effort levels, and schedule for a model to measure the effectiveness of six first offender rehabilitation projects. The programs involved are located in Baltimore, Boston, the California Bay Area, Cleveland, Minneapolis, and San Antonio. Each is designed to provide employment, education, and supportive services to first offender misdemeanants and a small number of felony offenders and ex-inmates. This plan would assess the impact of program strategies and components on participants, the criminal justice system, and the employment agencies connected with each project. The evaluation design emphasizes the need for cost-benefit analysis and periodic reports on program accomplishments. An appendix outlines the course of the recommended cost-benefit analysis technique.

ABT Associates, Inc.; 55 Wheeler Street; Cambridge, Massachusetts 02138

Evaluating Administrative Court Reforms (NCJ 12729)

Jennings, J. B. — 1973, 26 pages

This document offers a set of broad management objectives tentatively suggested for a criminal court. Some of these objectives are aimed at improving the quality of justice, some at reducing the burden imposed by administrative procedures on individuals and agencies, and some at increasing efficiency. The success of any administrative reform should be evaluated in terms of objectives such as these. While, in many instances, the evaluation must be subjective in nature, a set of objective criteria, or measures of performance, should be used wherever possible. Appendix I is a glossary of court-related terms used. Appendix II describes three formulas for estimating case flow through the courts, developed for and used by the criminal court of the City of New York.

New York City — Rand Institute; 545 Madison Avenue; New York, New York 10022

Evaluating Correctional Enterprises (NCJ 09881)

McGerigle, P. — 1971, 10 pages

The criteria for measuring the relative success of various correctional techniques, focusing on recidivism as an index of effectiveness, are presented in this publication. Clinical intuition tests and community adjustment are a few of the criteria used in correctional evaluation. However, the most frequently used measure of program effectiveness is recidivism. This paper examines numerous definitions of recidivism, looks at base expectancy categories as aids to evaluation, discusses evaluative criteria and the Joint Correctional Planning Commission (JCPC), and determines the length

of follow-up studies. The recommendations in this paper are that the JCPC should establish recidivism as the chief criterion of success or failure, with objective community adjustment criteria supplementing recidivism whenever appropriate. It is also suggested that the Department of Correction's definition of recidivism be accepted as standard for all studies. Other conclusions are that the length of the follow-up period must vary from study to study and that base expectancy tables must be developed. The final recommendation concerns the construction of a table for single unified base expectancy, utilizing 1966 information on releasees and probationers who had originally been convicted of crimes against persons and property.

Massachusetts Department of Corrections;  
100 Cambridge Street; Boston, Massachusetts 02114

Evaluating Progress in Criminal Justice —  
A Report to the Law Enforcement Assistance Administration (NCJ 08993)  
Stanley, D. T. — 1972, 60 pages

This report discusses recommended plans, guides, and methods for establishing goals, determining priorities, and measuring performance of LEAA and its grantees. All parts of the assignment are treated as complex methods of management that must be part of the program operations of all criminal justice systems. Because of the varied and highly decentralized nature of these systems, these three aspects of management must be adapted to local conditions. All three are developing and ever changing — part of a cycle of administration. Emphasis is placed on the development of sound data systems, on relieving criminal justice organizations of extraneous responsibilities, on the value of research, and upon disciplined, logical formulation of goals, priorities, and measures. Organizational relationships for achievement of these purposes are recommended.

Brookings Institute; 1775 Massachusetts Avenue, N. W.; Washington, D. C. 20036

Evaluation and Improvement of Manpower Training Programmes in Social Defense (NCJ 16674)

Burnham, R. W. — 1972, 39 pages

The application of a methodology for standardizing and quantifying beliefs about program objectives and the methods for attaining them are two important factors in this evaluation program. The purpose of this study was to discover specific areas of uncertainty, disagreement, and discontinuity in particular training programs. Two levels of police training and one prison officer training course in the United Kingdom were involved. Since programs are evaluated according to the degree to which their objectives are fulfilled, stated objectives were compared to those perceived by both the instructors and the trainees. Judgments as to what the objectives of the program should be (as opposed to what they actually were) were also measured. Emphasis is placed on the refinement of the evaluation methodology used. Study results for the three training programs are discussed individually.

United Nations Social Defense Research Institute; United Nations; New York, New York 10017

Evaluation and the Exercise of Authority (NCJ 16356)

Dornbusch, S. M. — 1975, 398 pages

Results of a 10-year research program on authority systems in formal organizations are presented in this document. The theme of this book is how the evaluation process is used to control the task performance and therefore the behavior of members of organizations. Empirical data was gathered on more than 20 different types of authority systems in different organizational settings, including an electronics assembly line, a university faculty, and a student newspaper. This data showed that authority systems critically depend on the evaluation process works and indicate how inadequacies in the process move people away from the organization's professed goals and lead to attacks on the authority system as a whole. The

author's general theory on evaluation and authority is set out in detail in the last chapter. A 15 page bibliography is provided.

Jossey-Bass, Inc.; 615 Montgomery Street; San Francisco, California 94111

Evaluation in Criminal Justice Programs —  
Guidelines and Examples (NCJ 11209)  
Kinzer, J. G. — 1973, 165 pages

This is a guide for developing and implementing plans to evaluate criminal justice projects and programs. It is important that wherever possible criminal justice project objectives be stated in quantitative terms and that an evaluation plan be developed in conjunction with project grant applications. This manual combines and revises ten documents that were prepared by the MITRE Corporation in 1972 and 1973 as an aid to the evaluation of the High Impact Anti-Crime Program. As a package, it is intended to serve as a reference and working manual for a wide variety of audiences. Included in this manual is a program manager's guide for preparation and implementation of an evaluation plan and an evaluator's guide for the preparation of evaluation components. Reproduced are four sample evaluation plans (in the form of evaluation components of hypothetical project grant applications to LEAA for High Impact funding) that illustrate the evaluation methodology in a variety of criminal justice projects, such as police command and control program and a methadone maintenance project. Four examples of integrated evaluation components are provided by a hypothetical youth services program outline and complete descriptions of three of its subordinate projects. State and local government officials will find the manager's guide helpful in understanding the work of evaluation in developing evaluation plans for their programs, whereas evaluation planners will find the evaluator's guide and the components useful in preparing realistic and valid evaluation plans for their projects and programs.

MITRE Corporation; P. O. Box 208; Bedford, Massachusetts 01731

Sponsored by: U. S. Department of Justice, Law Enforcement Assistance Administration, National Institute of Law Enforcement and Criminal Justice.

Evaluation Manual — A Guide for Police Agencies (NCJ 16378)  
St. Petersburg Police Department —  
1974, 82 pages

This manual presents discussions of how to apply appraisal procedures to police projects and the specific problems that may be encountered while conducting such research in a police setting. The position taken in this manual is that general program evaluations can be undertaken best by an in-house staff, with the occasional assistance of an outside consultant. The quality of research conducted by in-house personnel need not be inferior to that conducted by a consulting firm if proper procedures are followed. The manual provides guidance and assistance in establishing a police agency evaluation capability. Starting out with a discussion of why to evaluate, this manual details the steps necessary to establish an in-house evaluation capability. The problems and advantages of evaluating in a police environment are presented. The evaluation plan is discussed from the selection of projects to the formulation of objectives and the selection of the methodology. Reporting the evaluation findings is extremely important since the wrong format or improper dissemination may result in the report being ignored by the person who makes the planning decisions.

St. Petersburg Police Department; 1300 1st Avenue North; St. Petersburg, Florida 33705

Evaluation of Crime Control Programs (NCJ 03408)  
Maltz, M. D. — 1972, 64 pages

This document presents guidelines for program planning, selecting geographical areas for implementation, choosing measures of

effectiveness, and conducting the evaluation. The process to be followed is traced from the program's initial conceptualization to operational status. Examples are given to illustrate the procedures.

U. S. Department of Justice; Law Enforcement Assistance Administration; National Institute of Law Enforcement and Criminal Justice; Washington, D. C. 20531

Evaluation of Delinquency Prevention Programs — Ideals and Compromises (NCJ 05573)  
Hackler, J. C. — 1967, 5 pages

Five approaches to evaluating the effectiveness of delinquency prevention programs are discussed. The approaches include changes in official delinquency rates, subjective opinion, changes as predicted by a theoretical framework, theoretical ideas test, and program integrity.

Federal Probation, V 31, N 1 (March 1967), P 22-26  
Administrative Office of the United States Courts; Supreme Court Building; Washington, D. C. 20544

Evaluation of Penal Measures (NCJ 03285)  
Wilkins, L. T. — 1969, 176 pages

The problems of evaluating rehabilitative techniques are examined in this publication. The issues of treatment and punishment, classification, recidivism, prediction methods, and decision making are focused on with emphasis on their methodologic approaches and scientific value. The basic premise is that although a great deal of prescriptive data exists with regard to the effectiveness of penal measures, relatively few programs or basic theoretical assumptions have been subjected to strict empirical evaluation. This work is meant to provide students as well as administrators with basic tools by

which to question the rationality of organizational and administrative positions that are designed to serve correctional clients.

Random House; 201 East 50th Street; New York, New York 10022

Evaluation of Police Programs (NCJ 02657)  
Carter, R. M. — 1971, 4 pages

This document suggests an evaluation program model that is geared primarily toward identification and analysis of police program objectives.

Police Chief, V 38, N 11 (November 1971), P 57 and 59-60  
International Association of Chiefs of Police; 11 Firstfield Road; Gaithersburg, Maryland 20761

Examination of the Impact of Intensive Police Patrol (NCJ 11806)  
Budnick, F. S. — 1971, 202 pages

This study results in the development of a crime-estimation model for evaluating the effectiveness of crime-control programs. The crime-correlated area model is based upon the assumption that a number of crime-related influences exist that operate upon a city as a whole. Because of the operation of these influences, it is believed that the levels of crime in various areas of a city might fluctuate in a similar manner. Thus, it is argued that the levels of crime between two areas might be highly correlated with one another. If the degree of association is high enough, the belief is that the level of crime within one area might be estimated as a function of the level within another area. The study also focuses upon three months during 1970 in which intensive police patrol activities were conducted within certain sections of Washington, D. C. An analysis was made in order to determine the impact of the increase in manpower upon crime. The appendix presents an attempt to

mathematically describe the phenomenon of spatial displacement of crime. Hypothetical models are developed and serve as illustrations.

U. S. Department of Justice; Law Enforcement Assistance Administration; National Institute of Law Enforcement and Criminal Justice; Washington, D. C. 20531

Execution and Evaluation of a Delinquency Prevention Program (NCJ 10393)  
Berleman, W. C. — 1967, 11 pages

This document presents research methods utilized in the early stages of an evaluation of a Seattle settlement house experimental program to moderate youthful anti-social behavior. The program involved exposing a group of predicted high risk juvenile delinquents, a control group, and their families to intensive social services. Reported are population selection procedures and the social work services administered, including length of time the boys were exposed to the service and the forms of service given.

Social Problems, V 14, N 4 (Spring 1967), P 413-423  
U. S. Department of Health, Education, and Welfare; National Institute of Mental Health; 5600 Fisher Lane; Rockville, Maryland 20852

Federal Evaluation Policy — Analyzing the Effects of Public Programs (NCJ 15365)

Wholey, J. S., Scanlon, J. W., Duffy, H. G., Fukumoto, J. S., and Vogt, L. M. — 1973, 134 pages

This analysis is a study and recommendation for a system to gauge program performance, designating the role and responsibility at various governmental levels. Presented are the results of the Urban Institute's examination of the status of evaluation in 15

programs conducted by four Federal agencies, the Bureau of the Budget, and the General Accounting Office. The four Federal agencies were the Office of Economic Opportunity and the Departments of Housing and Urban Development, Labor, and Health, Education and Welfare. Data was collected through discussions with policy makers, program managers and evaluators, and through examination of agency research and evaluation policies, procedures, plans, and completed studies. Urban Institute recommendations for improving Federal evaluations are presented according to the government levels that would be directly responsible for their implementation. A 14 page bibliography is included.

Urban Institute; 2100 M Street, N. W.; Washington, D. C. 20037

Fundamentals of Protective Systems — Planning, Evaluation, Selection (NCJ 09963)  
Mandelbaum, A. J. — 1973, 272 pages

Basic principles and considerations in selecting, evaluating, and investing in a protective system that will fill a particular security requirement are discussed. Those responsible for choosing protection systems for residential, commercial, or governmental establishments should understand the basic functions, capabilities, and limitations of available protective devices and services. This basic handbook begins with a description of the criminal's threat, motivation, and behavior as related to protective system requirements. The theory of protective systems, the significance of perpetration and response times, and false alarm factors are then discussed. The author describes various system configurations, auxiliary systems, and sensors that are currently available, detailing the resistance to attack, the limitations, and the costs of each.

A separate chapter deals with the impact of architecture, insurance provisions, and legislation on the protection field. A cost-benefit



analysis of different systems is offered to aid the reader in the selection of the most effective and economic protective system for his needs.

Charles C. Thomas; 301 East Lawrence Avenue; Springfield, Illinois 62703

Guided Group Interaction — Theory and Method (NCJ 10242)

Larson, C. — 1972, 9 pages

The document presents an overview of the theory and method of guided group interaction and an evaluation of its application in one specific program. The theoretical basis for guided group interaction is discussed with the underlying assumptions and aims of this treatment program. The functioning of the therapy sessions is then discussed. The second half of the document contains an evaluative summary of a program for juvenile defenders, which utilized the guided group interaction technique as the core treatment method. This method was found to be no more successful than other conventional methods of dealing with institutionalized youths. Youths who have psychiatric histories or who appear depressed or overly anxious should not be exposed to guided group interaction. Youths who have delinquent records indicative of sociopathic tendencies appear to be doubtful risks. As the theory indicates, those youths with basically intact egos are the ones most likely to benefit from this method.

National Council on Crime and Delinquency; 44 East 23rd Street; New York, New York 10010

Improving Federal Program Performance — A Statement on National Policy by the Research and Policy Committee of the Committee for Economic Development (NCJ 16358)

Committee for Economic Development — 1971, 86 pages

This statement gives a choice of policy goals and program objectives, selection of programs, the execution of programs, and evaluation of performance to determine the extent to which stated objectives are being achieved. An introduction and summary of recommendations covers topics such as the role of programs, conditions affecting program performance, and attempts at reform. The role of the executive branch and the role of Congress are discussed in a section concerning the basis for program design and management. Comments under developing programs to achieve objectives concern expanding the range alternatives, better use of planned experiments, and strengthening program analysis. Other topics discussed include program budgeting, multiyear planning, performance evaluation, and staffing for evaluation.

Committee for Economic Development; 477 Madison Avenue; New York, New York 10022

Justification and Evaluation of Projects in Corrections (NCJ 12268)

Lejins, P. P. and Courtless, T. F. — 97 pages

Criteria are presented for the development of justification and evaluation models for youth service bureaus and institutional and community corrections. There is a perceived need for reliable evaluation procedures to assess the effectiveness of current and proposed criminal justice agencies and their programs. This study stresses the fact that corrections institutions are one part of the criminal justice system and that evaluations must consider the impact on other interacting components of the total system. The justification process insures that proposed programs have a theoretical framework and are supported by empirical data or that there is statistical data to justify the expenditure of funds. There are three elements that form the evaluation process. The first is the extent to which the proposed method will effectively change criminal behavior. The second is the impact of the

proposed project on the other components of the criminal justice system. The third consists of composite evaluation variables, such as the cultural setting of the project; human, financial, and material resource availability; and whether or not the project is in keeping with accepted standards of correctional practice. Correctional projects are divided into three categories; youth service bureaus, institutional corrections, and community corrections. The appendixes contain forms suggested for collecting and analyzing data required for justification and evaluation of projects in each category.

University of Maryland; College Park, Maryland 20742

Law Enforcement Assistance Administration — Program Management Guidelines (NCJ 12310)

Peak, Marwick, Mitchell, and Company — 1972, 58 pages

Guidelines designed to aid in establishing procedures and standard methodologies for the planning, implementation, and evaluation of major law enforcement programs are outlined. Topics covered include basic concepts, problem definition and analysis, program definition, program planning, program execution, and evaluation.

Peak, Marwick, Mitchell, and Company; 1025 Connecticut Avenue, N. W.; Washington, D. C. 20036

Manual of Correctional Standards — Study Guide for Application (NCJ 01121)

Sharp, E. P. — 1968, 75 pages

This is a guide for implementing the self-evaluation principles of the manual of correctional standards. A self-appraisal method is used in questionnaire form at the organizational level because the ratings are the product of those directly involved with

the process and will result in immediate program, procedural, and physical improvements. Personnel serving as evaluators receive a training experience by going through this process of comparing their experience with that of their professional colleagues as described in the standards.

American Correctional Association; 4321 Hartwick Road; College Park, Maryland 20740

Methodologies in the Evaluation of Correctional Programs (NCJ 09941)

Legins, P. P. — 1971, 4 pages

Criteria are presented in this document for measuring the effectiveness of correctional intervention. One basic criterion used in evaluating the effectiveness of corrections is the termination of criminal behavior. Follow up studies establishing the presence or absence of recidivism are the indicators in this type of evaluation. After noting the fallacies in this method, the author discusses theoretical measures that have been used for assessing the effectiveness of corrections. From the point of view of the social action of the total criminal justice system, systemic evaluation of correctional measures is proposed. This means evaluating these measures as they relate to the other methods of crime control, punitive sanctions, and protection of society. Over and above the systemic evaluation, a broader evaluation of correctional measures in terms of the cultural setting, resources and cost-benefits, as well as standards for quality performance are called for.

American Correctional Association; 4321 Hartwick Road; College Park, Maryland 20740

Methods of Evaluating Correctional Programs — A Review of the Literature (NCJ 15643)

Bell, J. A. — 1974, 9 pages

An integrated view of theoretical possibilities for suggested techniques is presented.



Literature dealing with evaluation of correctional procedures and program is reviewed. Research models that have been used or suggested for use in this area are outlined and examples of usage are given. General steps an agency should take in preparation for evaluation are explained. These include defining problems, assigning priorities, and stating goals of programs. The author suggests that problems can arise from actually applying the research models within the correctional field. These problems are discussed and possible solutions are suggested. In addition, some measurement techniques that can be used for correctional evaluation are mentioned. The author concludes with general recommendations for the operation of correctional research. A list of references is provided.

Australian and New Zealand Journal of Criminology, V 7, N 1 (March 1974), P 55-63  
Southdown Press; Box 1292K; Melbourne, Australia

Modern Techniques of Management and Evaluation of the Police from Police Culture and Society, 1974 (Techniques Modernes de Gestion et D'evaluation de la Police from Culture et Societe, 1974) (NCJ 15208)  
Szabo, D., LeBlanc, M., and Reiss, A. — 1974, 41 pages

This French Canadian document presents an outline of the basic features of the planning, programming, and budgeting system (PPBS), and of methods for measuring the effectiveness of police services. This paper was a contribution to the Fourth International Symposium on Comparative Criminology, held in Montreal, Canada in 1974. The management and evaluation concepts presented concern administrative objectives common to police agencies in every country. Evaluative methods measuring system input include judicial, administrative, psychological, and economic models. Methods measuring system output include public opinion, traffic control, patrol function, and crime control modes. References are made to police departments in Canada and

in the United States that have made use of these models. (In French)

Presses De L'Universite De Montreal;  
C. P. 6128; Montreal, Canada

National Level Evaluation — Concept and General Plan (NCJ 10460)  
MITRE Corporation — 1973, 70 pages

This plan explains the concept and general approach to the national level evaluation of the Law Enforcement Assistance Administration's (LEAA) High Impact Anti-Crime Program. This program was designed by LEAA to demonstrate in eight large cities the effectiveness of comprehensive crime-specific programs in reducing stranger-to-stranger crime and burglary. This document describes a general plan for a national level evaluation to be performed by the National Institute of Law Enforcement and Criminal Justice and the MITRE Corporation.

MITRE Corporation; Westgate Research Park; McLean, Virginia 22101  
Sponsored by: U. S. Department of Justice, Law Enforcement Assistance Administration

National Program of Research, Development, Test, and Evaluation on Law Enforcement and Criminal Justice (NCJ 00283)  
Institute of Defense Analysis — 1968, 183 pages

The program considers efforts to control crime, an innovative criminal justice system, and introduction of new disciplines and professions into the process. Background, Federal role, objectives, implementation, and functional structure of the National Criminal Justice Research, Development, Test, and Evaluation (RDT and E) program are discussed. The social costs of crime are listed and mission and program areas are delineated. Major on-going programs in crime and delinquency were surveyed

to identify existing gaps and aid in establishing priorities for the proposed program. Priorities were assigned and a first-year, \$10 million program proposed with dollars allocated by program and mission area. Appendixes present a review of current RDT and E programs and summary descriptions of the first-year projects. The Delphi Method of working with experts in decision making is also presented.

Institute of Defense Analysis; 400 Army-Navy Drive; Arlington, Virginia 22202

Output Measures for the Criminal Justice System — Final Report, Draft (NCJ 09594)  
Stanford University — 400 pages

This is the final quarter report on Phase I Evaluative Research into effective measures of criminal justice system output. Appendixes contain the following information: chapter descriptions of a book in progress which analyzes criminal justice system resource allocation, a choice-theoretic analysis of criminal deterrents, a paper on issues and approaches to measuring police output, two working papers and an annotated bibliography concerning pretrial delays in the criminal courts, a benefit-cost study of programs for rehabilitation of heroin addicts, a flow chart analysis of juvenile justice administration in California, and two working papers evaluating research into output measures for juvenile correctional programs.

Stanford University; Stanford, California 94305  
Sponsored by: U. S. Department of Justice, Law Enforcement Assistance Administration, National Institute of Law Enforcement and Criminal Justice

Pilot Cities Project Research Plan — A Preliminary Design (NCJ 03252)  
Koehne, F. W. — 1971, 25 pages

This was a project to develop, test, and refine the criteria and methodology by which the overall criminal justice system and its component parts may be evaluated. The fundamental approach involves establishing a set of weighted relationships between criteria for excellence, basic system objective, and agency activities.

University of New Mexico; Institute for Social Research and Development; Albuquerque, New Mexico 87131  
Sponsored by: U. S. Department of Justice, Law Enforcement Assistance Administration, National Institute of Law Enforcement and Criminal Justice

Plan for Measuring the Performance of Social Programs, the Application of Operations Research Methodology (NCJ 05282)  
Alberts, D. S. — 1970, 160 pages

A methodology to measure the performance or effectiveness of a social action is developed by applying the techniques of operational research. The text is illustrated by schematics and mathematical formulations. Statistical data, explanations of the measures utilized, and a questionnaire are contained in the appendixes. References are included.

Praeger Publishers; 111 Fourth Avenue; New York, New York 10003

Pretrial Intervention Strategies — An Evaluation of Policy-Related Research and Policymaker Perceptions (NCJ 16303)  
Rovner-Pieczenik, R. — 1974, 269 pages

An examination of 15 demonstration programs is made showing their successes and the adequacy of their evaluation components. Pretrial intervention programs (PTI) represent one type of diversion strategy.

PTI diverts the accused offender, at the time of arraignment, into a short-term community-based program with supervision and supportive services. Upon successful completion of the program, the participant receives a dismissal of criminal charges. This evaluation report on pretrial intervention research examines studies of 15 demonstration programs offering prosecution alternatives to selected criminal defendants. The report documents the technical adequacy of pretrial intervention program evaluations and their conclusions. Further, policy-maker perceptions and concerns are surveyed to determine evaluation research issues and priorities. Assessment of claims made in program reports are discussed and analyzed in detail with findings summarized in six major conclusions. A concluding section of the study is devoted to research and policy implications in program development. Included in the research evaluation report is a primer on assessment methods and techniques, a checklist for assessing policy-related research on pretrial intervention programs, evaluation design flow charts, criteria for validation controls, and a comparative analysis of program employment, recidivism, and eligibility criteria.

American Bar Association; 1155 East 60th Street; Chicago, Illinois 60637

Problem of Measuring the Impacts of Social-Action Programs (NCJ 16357)  
Morehouse, T. A. — 1972, 26 pages

This document presents the emergence of program evaluation, the limits of evaluation, types of programs and the evaluation methods most suited to each, and alternative approaches to evaluation. The author identifies two ways in which evaluation can fail. It can, for methodological reasons, fail to identify and measure relevant effects of programs, and it can fail to produce acceptable findings consistent with the policy makers commitments to program success. Although evaluation in general is seen as the measurement of program achievements in relation to program objectives, the author states that many programs, especially the

socially oriented programs, have broad aims and elusive effects and are thus not subject to usual evaluation means. The author identifies four types of programs, ranging from those with specific goals and achievements to those with general aims and effects that are difficult to measure, and gives suggestions for evaluation of these programs. Alternative approaches to evaluation are presented. These include the development of information about changing extent and incidence of a problem, side-effects of the program, and program efficiency. In complex programs with unspecifiable impacts, it is suggested that program purposes or impacts rather than the entire range of program impacts be evaluated. Also, a freer type of evaluation, which measures the form the program actually took along with the details of its interaction with its surroundings and gives an inductive assessment of its consequences, is also suggested for this type of program.

University of Alaska; Fairbanks, Alaska 99701

Program Evaluation — Review of Major Issues and Literature (NCJ 04419)  
Knezo, G. J. — 1972, 247 pages

This is an annotated bibliography on major issues in program evaluation, with special emphasis on program evaluation activities of the Law Enforcement Assistance Administration.

Sponsored by: U. S. Department of Justice, Law Enforcement Assistance Administration.

Quasi-Experimental Approaches — Testing Theory and Evaluating Policy (NCJ 16359)  
Caporaso, J. A. — 1973, 387 pages

The assumptions, logic, and methodology are explored in nine interrelated essays, and approaches to research design and data

analysis are given. The quasi-experimental approach is a hybrid of experimental and naturalistic techniques and is characterized by an effort to use the logic of experimentation in situations that are not truly experimental. An exploration of the use of quasi-experiments with short- and long-time-series data is provided. General essay and specific case studies are used to compare quasi-experimental and more traditional approaches. The examples are drawn from a number of fields, including comparative politics, international relations, organizational behavior, and environmental studies. Among the specific topics covered are quasi-experimental approaches to social science and research designs for various projects using quasi-experimental approaches. A glossary of terms used is included.

Northwestern University Press; 1735 Benson Avenue; Evanston, Illinois 60201

Readings in Evaluation Research (NCJ 10168)  
Caro, F. G. — 1971, 431 pages

This document contains the nature and role of evaluation research, its organizational context, and methodological strategies. Theoretical issues of evaluation research are exemplified by the inclusion of actual case materials from programs for directed social change. The wide range of material included in this collection can be applied to the fields of health, justice, education, employment, and welfare.

Russell Sage Foundation; 230 Park Avenue; New York, New York 10017

Research Techniques for the Evaluation of Programmes for the Prevention of Juvenile Delinquency (NCJ 06414)  
Ceccaldi, P. — 1963, 6 pages

This article presents methodological problems connected with the evaluation of delinquency prevention programs. Since prevention programs tend to be single or multi-

factor, separate approaches for each are considered. Ambiguity in the definition of such terms as prevention and youth, the choice and use of measures, and the locality of study are all discussed. It is argued implicitly that the researcher should participate in a program's design in order to ensure conditions that will permit evaluation.

International Review of Criminal Policy, N 21 (1963), P 3-8  
United Nations; Sales Section; New York, New York 10017

Routinizing Evaluation — Getting Feedback on Effectiveness of Crime and Delinquency Programs (NCJ 13189)  
Glaser, D. — 1973, 207 pages

This is a manual of evaluation techniques, including statistical and cost-benefit analysis with a discussion of how to encourage routine application of evaluative findings. Scientific methods can be used to demonstrate that certain treatments are more effective than others in changing deviant behavior. This manual provides methods for evaluating the policies, procedures, and organization of prisons, probation offices, treatment centers, clinics, training schools and other agencies that attempt to alter their clients' deviant behavior. It provides analyses of the evaluation process of defining and measuring success, choosing among alternative measures, assessing efficiency in monetary terms, resisting spurious evaluations, determining what subjects to compare when measuring success, and processing data on subjects and programs. The sections on processing data include methods of consolidating statistics and extensive descriptions and illustrations of procedures for replacing narrative reports with precoded forms. The author draws on his experience as a researcher and administrator to illustrate the application of these methods in a variety of agency settings. Throughout the book he addresses the crucial problem of how to make evaluative research actually guide policy and practice on a routine basis. Frequently, such research is

suppressed by administrators who feel threatened by its conclusions. This manual recommends that, since effectiveness is often determined primarily by the type of client an organization receives, it would be more useful and fair to evaluate alternative treatments for a given type of client rather than the overall effectiveness of an entire organization. Four patterns are described for allocating responsibility for evaluative research, each with special implications for fostering its application on a routine basis.

U. S. Department of Health, Education, and Welfare; 5600 Fishers Lane; Rockville, Maryland 20852

Sample Impact Project Evaluation Components — National Impact Program Evaluation (NCJ 14037)  
Kupersmith, G. — 1974, 273 pages

This document presents project details of evaluation strategies developed to assess the effectiveness of criminal justice programs designed to deter crime in eight High Impact cities. The High Impact Anti-Crime Program was designed by the Law Enforcement Assistance Administration to demonstrate, in eight large cities, the effectiveness of comprehensive, crime-specific programs in reducing stranger-to-stranger crime and burglary. This volume, Sample Impact Project Evaluation Components, contains a group of evaluation components selected by the National Institute of Law Enforcement and Criminal Justice and MITRE Corporation. The crime-specific programs and projects developed in the eight impact cities — Atlanta, Baltimore, Cleveland, Dallas, Denver, Newark, Portland (Oregon), and St. Louis — represents a new approach to crime reduction that emphasizes the allocation of resources to develop, implement, and evaluate projects aimed at reducing specific types of crime. The projects involve investigation and experimentation in areas such as field services for probation/parolees, differentiated supervision of probationers/parolees, high risk juvenile parole,

special case processing for impact offenders, and the impact of street lighting on crime. In varying stages of development, these components represent actual evaluation strategies being used to assess the effectiveness of anti-crime activities in the following criminal justice program areas: adult corrections, juvenile corrections, adjudication, police deployment, and target hardening. Along with this functional area designation, each evaluation component describes the objectives of the project, as well as the data, measures, and methods that will be used to complete the evaluation effort.

MITRE Corporation; P. O. Box 208; Bedford, Massachusetts 01730  
Sponsored by: U. S. Department of Justice, Law Enforcement Assistance Administration, National Institute of Law Enforcement and Criminal Justice

Snapshot Spin Around — A Technique to Measure Capacity and Overload in Prosecutor's Office (NCJ 11552)  
National Center for Prosecution Management — 1972, 21 pages

This is a report of a project to pinpoint specific areas of delay within the criminal justice system. The snapshot spinaround, or isolation of a specific element in the criminal justice process to detect delays, is a simple but viable mode of system analysis. Any excess of in-flow over disposition during a unit of time in a defined functional area such as arraignment, grand jury, or actual trial is compared to total cases referred during the period to determine the spin-around percentage which is a measure of delay. The study indicates that the technique merely identifies problem areas and is not intended to provide answers as to why such a delay may be occurring.

National Center for Prosecution Management; 1900 L Street N. W.; Washington, D. C. 20036  
Sponsored by: U. S. Department of Justice, Law Enforcement Assistance Administration

Social Experimentation — A Method for Planning and Evaluating Social Intervention (NCJ 16430)  
Riecken, H. W. — 1974, 357 pages

This use of randomized, controlled experiments to plan, develop, and appraise innovative programs is highlighted. The position taken is that systematic experimental trials of proposed social programs have certain important advantages over other ways of learning what programs (or programs elements) are effective, under what circumstances, and at what cost. The importance of random assignment of study subjects to experimental or control groups to prevent the introduction of possible bias is emphasized. The use of a quasi-experimental design is suggested when either randomization cannot be achieved or when setting up a control group is not feasible. In this way, the experimenter can approximate experimental procedures for collecting data even though he lacks full control over the delivery of the treatment. The advantages and disadvantages of social experimentation are also considered. The appendix lists references to and abstracts of illustrative, randomized experiments for appraising the effects of social programs.

Academic Press; 111 Fifth Avenue; New York, New York 10003

Social Policy Research and Analysis — The Experience in the Federal Social Agencies (NCJ 16261)  
Williams, W. — 1971, 219 pages

This is a study of the manner in which social science research techniques may be utilized by policy makers in Federal social agencies to improve anti-poverty and equal opportunity programs. Investigation of how the major social agencies have developed and used policy analysis and research provides the factual background for this examination, which treats, from the viewpoint of an agency analytical staff, its interaction with social scientists engaged in policy-relevant studies and with the agency bureaucracy in

efforts to incorporate analysis in the policy process. All difficulties encountered in the practical implementation of policy-relevant research are considered — conceptual, methodological, administrative, and institutional. The author offers detailed suggestions for needed changes in the agencies and the social sciences aimed at significantly increasing the development and use of policy-relevant research. Particularly stressed are (1) the types of research that will be of greatest assistance to policy planners, including studies likely to expand the frontiers of social science knowledge, and (2) the changes required within the government and science to stimulate the necessary research and utilize most effectively the research results. One of the chapters analyzes the Planning, Programming and Budgeting System (PPBS) in terms of its application to social agency analysis.

American Elsevier Publishing Company; 52 Vanderbilt Avenue; New York, New York 10017

Some Guidelines for Evaluative Research Assessing Psycho-Social Change in Individuals (NCJ 07154)  
Herzog, E. — 1959, 117 pages

Psychotherapy was chosen as the special area of investigation in this outline of working principles to be used in conducting evaluative research. This report stresses that a most difficult type of evaluative research deals with determining the effectiveness of efforts to bring about social or emotional change in individuals. The author attempts to show how to deal with problems common to all evaluative research and with those special problems encountered in evaluating efforts to induce change in the behavior of individuals. The text stresses the importance of initially defining the purpose of a study and of establishing a firm baseline from which change can be measured. The research must then consider the means by which change is to be brought about, the categories and measures employed, and the points at which change can be measured.

Other questions the researcher must cover are how fairly do the individuals studied represent the group discussed, are the changes observed caused by the means employed, what is the meaning of the changes found, and were there any unexpected consequences?

U. S. Department of Health, Education and Welfare; 330 Independence Avenue S. W.; Washington, D. C. 20201

Survey of Criminal Justice Evaluative Literature (NCJ 10605)  
Indiana University, Institute for Research in Public Safety — 1973, 62 pages

This is a selected bibliography on evaluation theory and its specific application to the criminal justice system with introductory notes on the nature of the literature. The materials are presented under seven topic headings — general evaluation works, general criminal justice system administration, police activities, courts, corrections, juvenile delinquency, and drug abuse. The Indiana University library, the National Criminal Justice Reference Service, and the Criminal Justice Reference and Information Center of the University of Wisconsin were the sources used in conducting the search.

Indiana University; Institute for Research in Public Safety; 400 East 7th Street; Bloomington, Indiana 47401

Systematic Evaluation of Criminal Justice Projects — A State of the Art in the United States (NCJ 11506)  
Kimberling, W. C., and Fryback, J. T. — 1973, 16 pages

This document presents the results of a survey of the development of systems for the evaluation of criminal justice programs funded through the Law Enforcement Assistance Administration (LEAA) grants. LEAA established a requirement for program

evaluation in early 1972. State Planning Agencies (SPA's) organized pursuant to the provisions of the Safe Streets Act were surveyed from May through October of 1972 in order to identify the nature and extent of project and program evaluation activity underway or planned. The survey emphasized the identification and description of evaluation system development. This report presents a tabular summary of evaluation activity in each of the 54 jurisdictions having a SPA. Four innovative systems in Delaware, Massachusetts, Indiana, and Ohio are described in greater detail.

Journal of Criminal Justice, V 1, N 2 (Summer 1973), P 145-160  
Pergamon Press, Inc.; Maxwell House; Fairview Park; Elmsford, New York 10523

Use of an Environmental Impact Model in the Assessment of the Organization Effectiveness of a Law Enforcement Agency (NCJ 15636)  
Holland, W. E., and Blakeney, R. N. — 1974, 17 pages

A theoretical framework for using environmental impact for evaluation is developed, and applied to four systems in the Bay County, Texas Organized Crime Control Unit (OCCU), a county-wide law enforcement coordination agency. Basic systems concepts, such as output, environment, and impact are first explained. Organizational effectiveness is then defined as the degree of influence or the amount of impact that an organization has on its own immediate environment. The evaluation process is shown to be built on a sound view of the organization, its outputs and environmental impacts, a knowledge of the organization's standards of desirability, and a comparison of desired impacts with actual impacts. Four methods of impact measurement are explained. A project history of the OCCU is given, and a systems model of the project organization is presented. Sample assessments of this project, such as impact of OCCU on human resources in law enforcement agencies or OCCU

impact on coordination/intelligence information are detailed, using the four methods of impact measurement. Reservations on the use of the impact model of organizational effectiveness, such as amount of resources needed to perform such evaluations

or participant resistance to this approach, are discussed.

Organizational Technology, Inc.;  
6115 Gulf Freeway; Houston, Texas  
77023

**END**