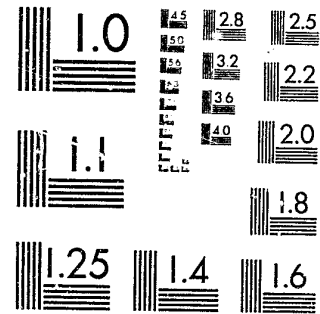


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THE OSPREY COMPANY 

1110 Capital Club Building 16 W Martin St Raleigh NC 27601 919 821 5778

THE RATING OF CORRECTIONS PERFORMANCE MEASURES

by


Ann G. Jones

March 1980

Working Paper 80-5

Prepared under grant 78-NI-AX-0130 from the National Institute of Law Enforcement and Criminal Justice, Law Enforcement Assistance Administration, U.S. Department of Justice. Views and opinions are those of the author and do not necessarily reflect the official position or policies of the U.S. Department of Justice.

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The following working paper analyzes the process of rating measures according to their validity, reliability, accuracy, comparability, sensitivity, and clarity.<sup>1</sup> The analysis is based on the author's actual experience and results when rating potential performance measures for prisons, probation/parole, jails and halfway houses. These potential measures were derived primarily from the literature on corrections and related fields (social services, manpower development and training, physical and mental health.)

Attached to this paper are the rated measures for each correctional area,<sup>2</sup> grouped by concept (activity or impact) to be measured and by type of measure.<sup>3</sup> Preceding the measures for each area is a set of causal diagrams<sup>4</sup> outlining the activities and impacts which are to be measured. The activities and impacts on the diagrams are numbered, and the measures are keyed to these numbers. The reader may find the rated measures for a specific activity or impact by looking up the activity or impact number in the package of measures that follows the diagram.

<sup>1</sup> These criteria are defined by Gloria A. Grizzle in Working Paper 79-2: Criteria for Rating Corrections Performance Measures, Raleigh, N.C.: The Osprey Company, April 1979, pp. 4-7. Criteria proposed in that paper that are not used here are the "practicality" criteria, cost and ease of data collection, and the "user dependent" criteria, relevant to decision, timely, and controllable. The "practicality" criteria will be used in a later paper on strategy and process. The "user dependent" criteria are to be used only by those raters who are aware of exactly how and in what circumstances the measures will be used.

<sup>2</sup> The purpose of the appended ratings is not to recommend those measures that get the highest scores. The ratings are included only as a demonstration of the application of the ratings process to a large set of measures.

<sup>3</sup> The types of measures used in this paper are defined by Gloria A. Grizzle, in Working Paper 79-1: A Typology of Performance Measures for Correctional Programs, Raleigh, N.C.: The Osprey Company, March 1979.

<sup>4</sup> The diagrams are explained in detail in the intraproject memorandum by Ann G. Jones, Causal Diagramming: Why and How, Raleigh, N.C.: The Osprey Company, October 1979.

The purpose of rating measures using the given set of criteria is to sort out "good" measures from "poor" ones. With this in mind, the following problems with the actual ratings are apparent:

1. Overall Rating Scores Are Not Good Indicators of "Good" or "Poor" Measures.

It is difficult to narrow down the number of measures in a set, when they all have approximately equal rated values. (See the numbers in the column on the far right, on each rating sheet.) The maximum rated value--with all criteria rated "H" (worth 2 points)--is 14. In most measure-groups the rated values are between 10 and 12. With only a point difference between most measures, it is almost impossible to justify dropping a measure, based on its total numerical score.

In order to refine the groups of measures and select only the most appropriate measures in each group, additional importance may be attached to one or more criteria. The criterion, "validity," which includes "complete" and "unique," was given the greatest emphasis in the attached ratings. It was decided that any measure that was rated "L" for "completeness" or "uniqueness" could be eliminated from the group of measures for a particular activity or impact. "L" for "completeness" indicates that the measure is not really applicable to the activity or impact in question. An "L" for "uniqueness" means that the measure is the same as another measure in the group, not only in general meaning, but also in the unit of measurement proposed. For example, if one measures staff time spent on counseling activities in two ways--number of staff hours spent

counseling, and % of staff allocated to counseling activity--the two measures would be rated "M" for "uniqueness" because they measure a similar concept, but using different units (number of staff-hours and % of man-years.) One of them would be rated "L" only if the units of measurement were also the same. By emphasizing the validity criteria, one is able to weed out those measures with the least applicability to the concept being evaluated and to eliminate repetitive measures.

In the final analysis, the overall numerical rating is not the ultimate arbiter of the measures to be included in a refined set. Instead, the ratings of individually selected criteria, compared vertically within each group of measures, usually are more useful indicators of the appropriateness of each measure. In this way, a proposed measure may be selected as a "good" measure because of its uniqueness and reliability, even though it may lack completeness and sensitivity.<sup>5</sup>

## 2. The Ratings Are Subjective.

The rating of a particular measure according to the criteria is

<sup>5</sup> Dr. John Hall of The Urban Institute argues that, because there is no consensus on the relative weight to give to the individual criteria, there is a danger in allowing the rater to determine which criteria are most important. As a result, "any measure someone really likes can be defended on the strength of 'validity' and 'clarity,' no matter how badly it does on the more measurable quantities of 'reliability' and 'sensitivity.'" Ratings can then be manipulated to justify adopting measures favored by one group or another, thereby discrediting the rating system as a scientific approach for selecting "good" measures. (Letter from John R. Hall, Jr., in response to Working Paper 79-2, July 30, 1979.)

basically a subjective process. For example, when determining the level of sensitivity (L, M, or H) of a particular measure, the rater uses his own personal assessment of the "discriminating power of the measurement procedure."<sup>6</sup> The ratings process thus provides a structured way for a single rater to select "good" measures, based on his own subjective ratings. Because of the individual judgment inherent in each rating, however, there is a problem with interrater reliability.

Because the ratings are subjective, an explanation of individual assumptions and understandings would clarify the rating results. To explain many of the appended ratings, the following notes on each criterion are outlined below:

### Criterion

Complete

### Assumption

A measure is rated H for completeness only if all aspects of the activity or impact are covered by the measure. Only in a very few cases, in the following package of measures, are there any measures which are considered highly complete. Completeness is not a strong criterion particularly when rating process measures. By definition, process measures assess the individual tasks which transform input (e.g., money and labor) into output (e.g., hours of counseling, supervision etc.). The highest rating for most process measures would be "M", because the process measures generally relate to the individual tasks, not the complete activity. To measure the whole activity, a set of process measures is required. At this point, the proposed sets of process measures are not comprehensive. Following a process and task analysis in Phase II of the project, more inclusive sets of process measures will be available.

<sup>6</sup> Grizzle, Working Paper 79-2, op. cit., p. 6.

## Unique

Most measures are rated "M" because, even when the wording on the unit of measurement may be unique, the general meaning of the measures for each activity or impact, overlap. Only those measures which take a unique approach to the measure (or those that are the single measure for the activity or impact) are rated "H." As a result, often those that are rated "H" for uniqueness are highly unusual, and they are the least appropriate in terms of completeness, and face validity in general.

## Reliable

Reliability is one of the most subjective criteria because, at this point, many of the proposed measures have not been tested and re-tested. Therefore, it is up to the individual rater to guess as to whether repeated measurements will yield High (substantially identical), Medium (minimal variations), or Low (no confidence due to fluctuations) reliability.

## Accuracy

Accuracy is another subjective criterion. However, many measures receive Low ratings for accuracy because of the special correctional environment which would influence measurement results. This aspect of "accuracy," the inherent bias of correctional clients, is well documented in the literature. For example, J. Rounds writes extensively on the problems of accuracy involved in measuring self-esteem of prisoners.<sup>7</sup>

## Comparable

Most measures are rated H for comparability. Those that are rated "M" or "L" are less comparable for a variety of reasons. For example, "number of jobs developed and promoted" is a probation activity measure which may be affected by seasonality and economic factors. Therefore its measurement should be "specific to a certain time period"<sup>8</sup> and a unique economic environment. Similarly,

<sup>7</sup> Rounds, J. "Social Desirability and Machiavellianism Artifact in the California Self-Esteem Measure," Journal of Research in Crime and Delinquency, vol. 14, no. 1, January 1977, 84-87.

<sup>8</sup> Grizzle, Working Paper 79-2, op.cit., p. 6.

"% of program participants who receive welfare and unemployment compensation" is comparable only among programs which have the same standards for welfare and unemployment eligibility. Many of the ratings for comparability are footnoted to explain the rating values.

## Sensitive

Sensitivity, like reliability, is a highly quantifiable criterion. At this time, sensitivity has not been tested for most of the proposed measures; therefore, the choice of ratings is highly subjective. To standardize the ratings for sensitivity, the following guidelines were applied:

- . A measure is not considered highly sensitive if the proposed measurements are like yes/no or black/white responses. For example, any measure which begins "% of probationers (prisoners or other correctional clients)..." is not highly sensitive, because a specific number of individuals, having certain characteristics, is being counted. This type of measure, it is concluded, does not make fine distinctions.
- . A measure is highly sensitive if the measurement is part of a continuum--like a crime seriousness index, or a community adjustment index, or a period of time before recidivism.

Footnotes to the appended ratings often are included to explain the sensitivity-values chosen.

## Clear

Clarity is, in this case, actually defined as "understandability." Those measures which are considered "M" or "L," are those which require explanation, to a greater or lesser degree.

### 3. The Rating Process Can Be Time-Consuming.

As a result of rating all the measures proposed for all five correctional areas, the amount of time consumed for the ratings would appear to be a

considerable problem. With 1125 measures to rate, the amount of time to do the initial ratings is compounded by the time it takes to re-check ratings for consistency. For example, one measure may be rated "M" for sensitivity in one set of measures, but a similar measure may be rated "H" in another. Unless the reasons for this discrepancy are noted by the rater, the discrepancy may undermine the credibility of the ratings in general. Therefore, doing the initial ratings, then re-checking them to make sure all criteria have been uniformly interpreted and applied, can be an extremely time-consuming process.

In dealing with smaller sets of measures, the time required is less burdensome. Six people each rated a small set of measures. For these six sets, which contained 50 to 80 measures each, the rating time per measure averaged 3 minutes. This amount of time does not seem unreasonable if the rating procedure yields valid differentiation among measures.

The experience of rating measures points out the fact there are many problems and difficulties inherent in the process. Variations in the process may increase the usefulness and the productivity of the end results. For example, one way to make the ratings more useful as the identifiers of "good" measures is explained in Section 1 of this paper. The rater selects a criterion (or criteria) from the total list of criteria that must be rated higher than "L," in order for the measure to be considered for further ratings. This speeds up the process of rating, as well as provides the basis for immediately dropping measures that are not sufficient, according to the chosen criteria.

Another related variation on the rating process is to assign variable weights to the separate criteria used. This does not make rating measures any faster, since all measures would be rated according to all criteria, but it does increase the probability that certain measures will be rated much higher than others. This helps to distinguish "good" and "poor" measures on the basis of their overall numerical scores.

Finally, should the ratings process, even with variations and improvement, still prove problematic, then it may be necessary to shift to a more open-ended approach. The list of criteria, in this case, would be rejected in favor of a single criterion: "important." The measures would basically be selected as "good" or "poor" measures on the basis of their face validity. Essential to this method, however, would be a written justification for each measure which is categorized as "important." Perhaps this open-ended approach to measure selection would generate more useful information and a better set of "good" measures than the use of a given set of criteria would.

The ratings process needs additional testing and refinement. It will be particularly interesting to test the process using practitioners and others with first-hand experience in the field as the raters. The objective of further experimentation with ratings will be to develop methods that are most suitable for specific performance measurement problems.

## REFERENCES

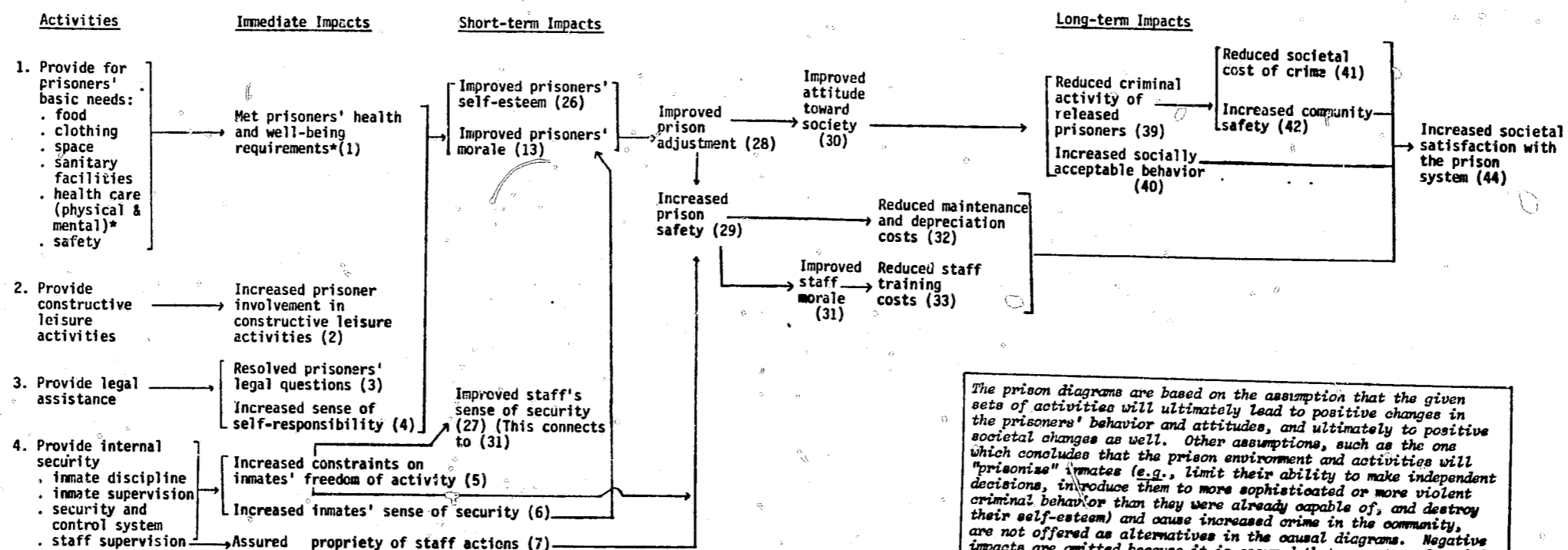
- Grizzle, Gloria A. Working Paper 79-1: A Typology of Performance Measures for Correctional Programs, Raleigh, N.C.: The Osprey Company, March 1979.
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## APPENDIX

- I. Prisons
  - Causal Diagrams 1-4
  - Ratings for measures identified for each activity and impact
- II. Probation and Parole
  - Causal Diagrams 5-8
  - Ratings for measures identified for each activity and impact
- III. Jails
  - Causal Diagram 9
  - Ratings for measures identified for each activity and impact
- IV. Halfway Houses
  - Causal Diagrams 10-12
  - Ratings for measures identified for each activity and impact

PRISONS

Causal Diagram 1: Custodial Services



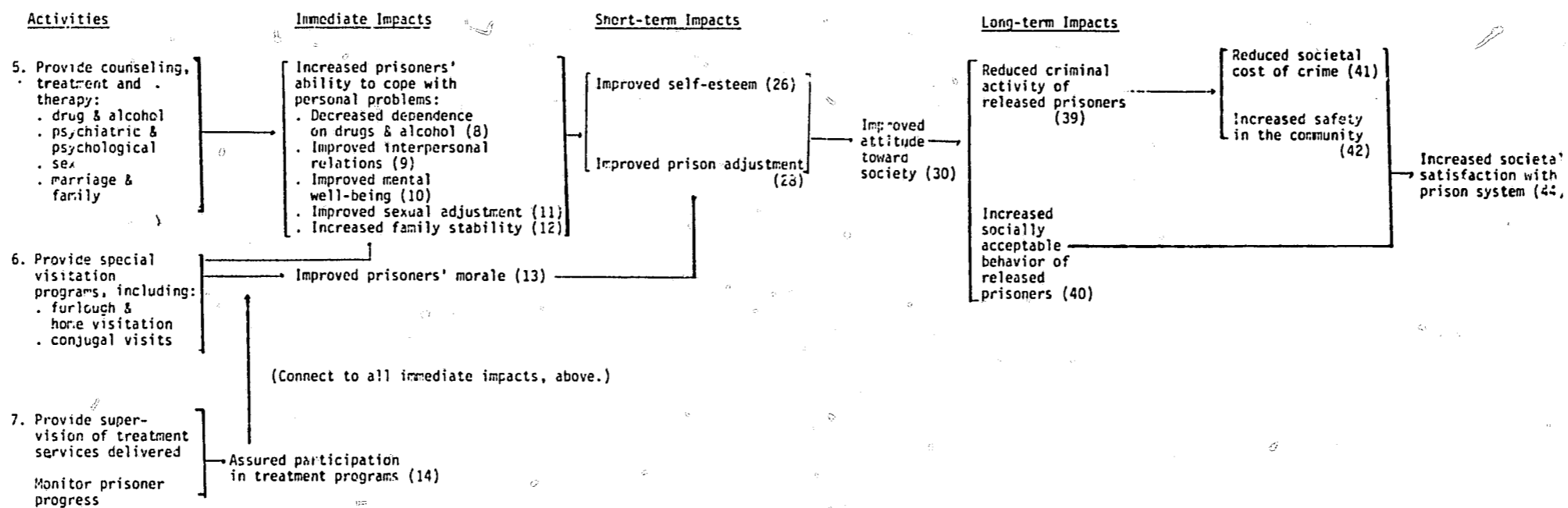
The prison diagrams are based on the assumption that the given sets of activities will ultimately lead to positive changes in the prisoners' behavior and attitudes, and ultimately to positive societal changes as well. Other assumptions, such as the one which concludes that the prison environment and activities will "prisonize" inmates (e.g., limit their ability to make independent decisions, introduce them to more sophisticated or more violent criminal behavior than they were already capable of, and destroy their self-esteem) and cause increased crime in the community, are not offered as alternatives in the causal diagrams. Negative impacts are omitted because it is assumed that a system of positive performance measurement will be more useful overall, than a negative system would be.

\*In cases in which inmates have psychological, psychiatric, drug and/or alcohol addiction, or other special health needs, treatment services, rather than basic custodial services, are required to meet those needs. (See: Prison Treatment Services: Causal Diagram 2.)



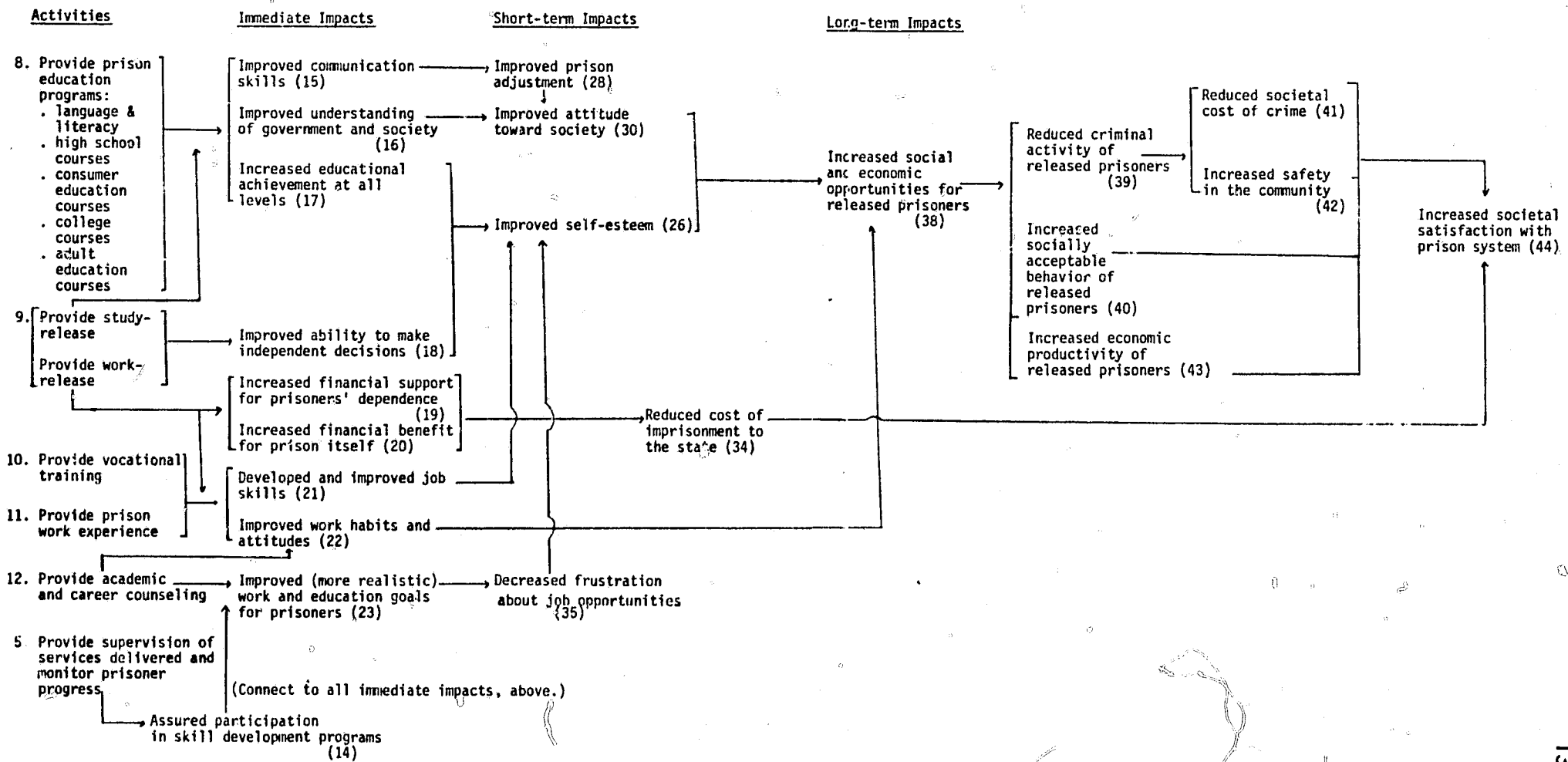
PRISONS

Causal Diagram 2: Treatment Services



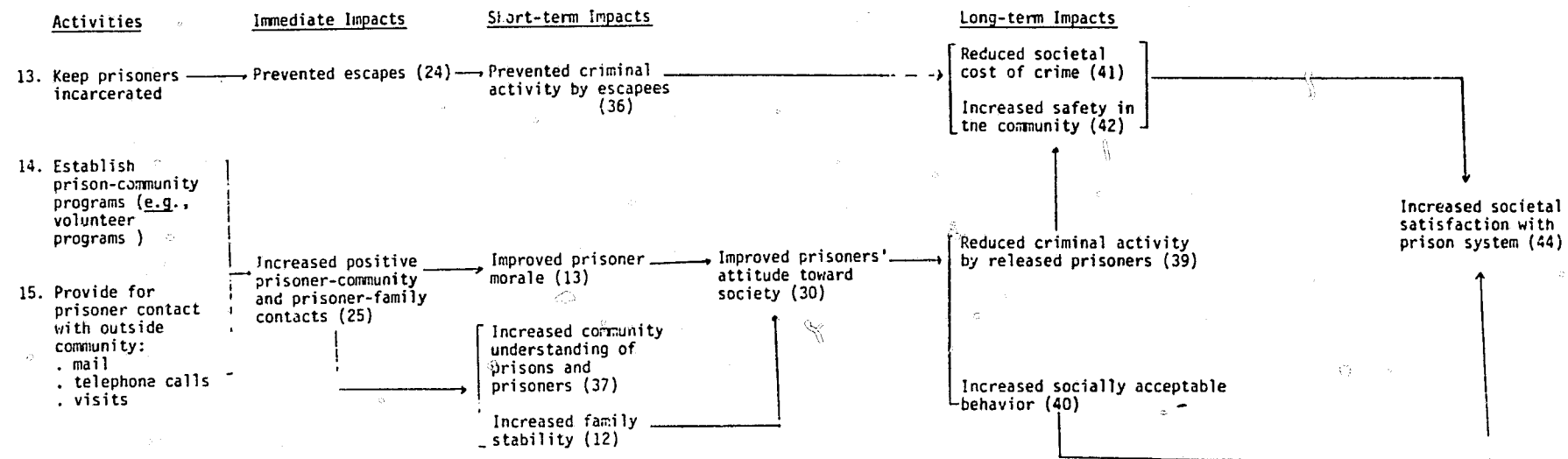
PRISONS

Causal Diagram 3: Skill Development Services



PRISONS

Causal Diagram 4: Community Security and Community Involvement



PRISONS - PROGRAM MEASURES

Product, Cost, and Cost/Product Measures for Prisons:

Product:

Number of units of service rendered, broken down by type of service and by client difficulty (where appropriate)

- . Custodial services (This category of service is not broken down by client difficulty since basic services should be uniformly available for all prisoners.)
- . Treatment services (Broken down by severity of prisoner's disorder: mild, moderate, severe.)
- . Skill development services (Broken down by prisoner's educability and employability: poor, marginal, good.)
- . Community security and community involvement (Broken down by prisoner's level of risk to community: low, medium, high.)

1 unit of service = 1 prisoner man - year.

Cost:

Total cost of providing services, by type (treatment, skill development, or custodial services)

Cost/Product:

Cost of services provided per prisoner man-year

Product measures focus on what the program's direct output is and how much output there is. Cost is a measure of the resources consumed by a program as measured in dollars. Cost would include both direct costs (costs that can be easily identified with specific programs) and indirect costs (overhead). Cost/product measures simply divide the total cost to produce a product by the number of units produced.

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
H	H	H	H	H	M	H	13
H	H	H	H	M	H	H	15
H	H	H	H	H	H	H	14

PRISON ACTIVITIES -- Process, Service Characteristic, and Distribution Measures

1. Provide for prisoner's basic needs.

Process:

a. Food

No. of meals served per prisoner man-year

Amount of staff time allocated to planning, supervising, and evaluating food services (in man-years)

% of the following procedures that are implemented:

- \_\_\_ A staff-member is assigned to supervise food service operations on a full-time basis (ACA std. 4223)
- \_\_\_ Institution documents that food service meets or exceeds the dietary allowances as stated in Recommended Dietary Allowances, NAS (4224)
- \_\_\_ Food products grown within the system are inspected by the Government (4225)
- \_\_\_ A menu is prepared, one week in advance (4226)
- \_\_\_ Therapeutic diets are available for prisoners with special needs (4227)
- \_\_\_ Records are kept of all meals served (4228)
- \_\_\_ Food service operations follow written budgeting, purchasing, and accounting procedures (4229)
- \_\_\_ Three meals are provided at regular times during each 24-hour period (4230)
- \_\_\_ Policy precludes the use of food as a reward or disciplinary measure (4231)
- \_\_\_ Policy specifies that meal preparation considers food flavor, texture, temperature, appearance and palatability (4232)
- \_\_\_ There should be open dining room hours (eliminating traditional waiting lines and forced seating by housing unit) (4233)
- \_\_\_ Full cutlery services, based on control system, should be provided (4233)
- \_\_\_ Policy requires weekly inspections by administrative, medical or dietetic personnel (4234)
- \_\_\_ Food service equipment meet established safety and protection standards and requirements (4235)
- \_\_\_ Policy specifies that all food service personnel comply with applicable federal, state, and local health laws and regulations (4236)

b. Clothing

No. and % of inmates provided with suitable clothing (A standard wardrobe should be provided at the time of admission and should include, as appropriate, shirts, blouses, dresses, trousers, skirts, belts, undergarments, slippers, socks, shoes, coats, jackets and headwear.) (ACA std. 4245)

Process measures focus upon program content, upon the way a program transforms resources into products. Service characteristic measures focus upon dimensions of program operations that can be translated in normative measures of a program's quality. Distribution measures describe the target group upon whom laws or regulations are enforced or to whom services are delivered.

Valid Complete Unique		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	M	H	H	H	M	H	11
M	M	H	H	H	H	H	12
H	M	H	H	H	M	H	12
H	M	H	H	H	M	H	12

3.

No. and % of work-releasees and other prisoners temporarily released for whom civilian attire is provided (ACA std. 4245)

No. and % of inmates with special work assignments who receive appropriate clothing (uniforms, aprons, overalls, or coveralls, etc.) (ACA std. 4246)

c. Space

No. of square feet of cell space provided per prisoner

% of prisoners assigned to single cells

No. of cubic feet of fresh or purified air recirculated per minute for each prisoner

No. of feet of clear floor-to-ceiling height in each cell

% of total space devoted to eating and sleeping per inmate

d. Sanitary Facilities

No. of sanitary facilities (by type) provided per prisoner

No. of inmates per shower unit

No. of showers permitted per week, per inmate

No. of inspections per year by federal, state, and/or local sanitation officials (ACA std. 4238)

No. of tests per year to make sure the water supply meets all applicable laws and regulations of the governing jurisdiction (ACA std. 4239)

No. of times per year the institution is treated for the control of vermin and pests (ACA std. 4243)

Amount of staff and inmate time spent on housekeeping chores (ACA std. 4242)

No. of times per week liquid and solid wastes are collected, stored, and disposed of (ACA std. 4244)

% of inmates who have access to hot and cold water in their cells

% of inmates who have toilet facilities in their cells

e. Health Care

No. of health-related services provided per prisoner man-year (by type of service)

% of inmates for whom an adequately equipped medical facility is available (either inside or outside the prison) (ACA std. 4256)

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	M	H	H	H	H	H	12
M	H	H	H	H	M	H	12
M	H	H	H	H	H	H	13
M	M	H	H	H	H	H	12
M	M	H	H	H	H	H	12
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
L							
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	H	H	H	H	M	H	12
L							
M	H	H	H	H	M	H	12
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	H	H	H	H	M	H	12

4.

- % of prisoners whose medical needs are assessed at intake (ACA std. 4261)
- % of prisoners for whom complete medical and dental records are maintained (ACA std. 4264)
- % of prisoners needing medication who receive it (ACA std. 4268)
- % of seriously ill prisoners whose next of kin is notified (ACA std. 4269)
- No. and % of inmates that appear at daily sick call
- No. of institutional inspections in a given time period by a health officer-- to make sure health codes are met
- No. of hazardous health problems reported by inmates
- Degree to which comprehensive health records are maintained and available for proper use and transfer
- Degree to which inmate's health status is communicated to him
- % of prisoners voluntarily making use of health facilities
- % of time that primary health services are available
- % of requests for health services which require referral to outside health care provider
- Ratio of emergency room contacts to total medical contacts

**f. Safety**

- No. of emergency situations planned for, by type of emergency
- No. of inspections in a given time period by a qualified fire and safety officer to insure that the institution meets safety and fire prevention standards
- No. of fire drills conducted per year

**Service Characteristic:**

**a. Food**

- % of food service personnel who consistently meet federal, state, and local health requirements (ACA std. 4236)
- % of food service equipment that meets established safety and protection standards (ACA std. 4235)
- % of prisoners satisfied with the following food service characteristics:  
 \_\_\_\_\_ variety of foods served

	Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	H	H	H	H	H	M	H	12
M	M	H	H	H	H	M	H	11
M	H	H	H	H	H	M	H	12
M	H	H	H	H	H	M	H	12
M	M	H	H	H	H	M	H	11
M	H	H	H	H	H	M	H	12
M	M	H	M	H	H	M	H	10
M	M	H	H	H	H	H	H	12
M	H	H	M	H	H	H	H	12
M	M	H	H	H	H	M	H	11
M	H	H	H	H	H	H	H	13
M	H	H	H	H	H	M	H	12
M	H	H	H	H	H	M	H	12
H	M	H	H	H	H	M	H	12
M	M	H	H	H	H	M	H	11
M	M	H	H	H	H	M	H	11
M	H	H	H	H	H	M	H	12
M	H	H	H	H	H	M	H	12
M	M	H	L	H	H	M	H	9

5.

\_\_\_ flavor, texture, temperature, appearance, and palatability  
 \_\_\_ meal schedule (dining room hours)  
 (ACA std. 4230 indicates that there should be no more than 14 hours  
 between the evening meal and breakfast.)

% of meals that meet minimum dietetic standards for food value and balance  
 (Blair, 57)

Ratings for variety, taste, and attractiveness of foods (by a panel of experts)  
 (Blair, 57)

% of inmates with special dietary needs whose needs are met

% of inmates experiencing recurring episodes of illness because of the food

b. Clothing

% of prisoners satisfied with key aspects of the clothing provided (Key aspects  
 include: clothing that is properly fitted, climatically suitable, durable, economical,  
 easily laundered and repaired, and presentable.) (ACA std. 4245)

No. of prisoner complaints concerning clothing adequacy, per prisoner man-year  
 (Blair, 2)

c. Space

% of prisoners satisfied with the size of cell provided

No. of inmate days of overcrowding (Blair, 2)

Ratio to measure overcrowding: Average daily population/ institution's rated  
 capacity (If the ratio equals more than 1, then the prison is overcrowded.)

% of single cells which have a floor area of at least 60 square feet, provided  
 inmates spend no more than 10 hours per day locked in, exclusive of counts.  
 (When confinement exceeds 10 hours a day, there should be 80 square feet per  
 single cell.) (ACA std. 4142)

% of cells which meet the following standards:

- \_\_\_ toilet facilities
- \_\_\_ lighting of at least 20 footcandles, which is both occupant  
 and centrally controlled
- \_\_\_ circulation of at least 10 cubic feet of fresh or purified  
 air per minute
- \_\_\_ hot and cold running water, unless there is ready access to them
- \_\_\_ acoustics that ensure noise levels that do not interfere with  
 normal human activities
- \_\_\_ bunk, desk, shelf, books, or closet space, chair or stool
- \_\_\_ natural light (ACA std. 4143)

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	H	H	H	H	M	H	12
M	M	H	H	H	H	H	12
L	(This is an extreme measure.)						
M	H	H	M	H	M	H	11
H	M	H	M	H	M	H	11
M	M	H	L	H	M	H	9
M	M	H	H	H	H	H	12
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11



6.

**d. Sanitary Facilities**

% of sanitary facilities rated "satisfactory" by outside inspectors (availability of toilet facilities, showers, hot and cold water)

% of housekeeping tasks accomplished satisfactorily--as assessed by prison staff (Rated aspects of housecleaning include: thoroughness of clean-up, efficient use of cleaning equipment and supplies, flexibility and adaptability of the cleaning schedule, and timeliness of cleaning tasks.)

No. of justified complaints per prisoner man-year, concerning sanitary conditions of the prison, by type of complaint (water quality, cleanliness of facility, availability and accessibility of facilities)

% of water quality inspections which indicate that the water supply does not meet the standards of the governing jurisdiction

**e. Health Care**

Inmate rating of medical care (Blair, 61)

Amount of time spent waiting for medical treatment (Blair, 61)

% of institutional dental and medical services which compare favorably to those available to the general public (as assessed by inspectors)(ACA std. 4253)

% of prison medical staff that do not meet state licensure and certification requirements (ACA std. 4254-55)

% of medical services provided in the prison infirmary which do not meet the standards for a licensed general hospital (ACA std. 4256)

% of inmates who rate key aspects of medical services "satisfactory" (Key aspects include: quality of care, promptness of service, courtesy and dignity with which they are treated.)

% of prisoners who failed to receive first aid at onset of health or accident problem

% of urgent health needs that can receive immediate attention

% of requests for health services that are met immediately, in one hour, one day or one week

**f. Safety**

% of institutional safety procedures that meet the Life Safety Code

% of safety procedures rated "satisfactory" by outside inspectors

No. of justified grievances, by inmates, which relate to inadequate safety standards

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	M	H	L	H	M	H	9
M	M	H	H	H	M	H	11
M	M	H	L	H	H	H	11
M	M	H	H	H	H	H	12
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	M	H	L	H	M	H	9
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	H	H	H	H	M	H	12
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11

7.

Distribution:

% of prisoners receiving needed basic services by race, sex, age, seriousness of offense, length of sentence, and security risk classification

2. Provide constructive leisure activities.

Process:

No. of leisure activities provided, by type

No. and % of inmates participating in planned activities, by type of activity

Amount of staff time allocated to planning, supervising and evaluating leisure activities for inmates

No. of hours of recreation scheduled daily, by type of recreation

% of inmates who are provided with daily physical exercise

% of inmates whose recreational preferences have been assessed (ACA std. 4419)

No. of inspections of recreational equipment and facilities, in a set time period

% of the following recreational procedures implemented:

- The assessment of each inmates recreational interests (ACA 4419)
- The inclusion of both athletic and cultural activities (4420)
- The employment of a full-time, qualified recreation director, who supervises all recreation programs (4421)
- The use of inmates as program assistants (4422)
- The inclusion of volunteers from the community to provide recreational instruction (4423)
- The allocation of sufficient personnel to ensure inmates a wide variety of activities (4425)
- The provision of facilities and equipment for planned recreational activities (4424)

% of the following facilities that are provided: (ACA 4424)

- an outdoor recreation area
- a gymnasium with seats for spectators
- an auditorium with stage equipment
- game rooms and games such as table tennis, shuffleboard, chess, checkers and cards
- weightlifting apparatus and space for their use
- music room
- space for arts, crafts and hobbies
- locker rooms, showers and dressing rooms

Valid Complete Unique		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
H	H	H	H	H	M	H	13
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	H	H	H	H	M	H	12
M	M	H	H	H	H	H	12
M	M	H	H	H	M	H	11
M	L						
M	M	H	H	H	M	H	11
M	H	H	H	H	M	H	12
M	H	H	H	H	M	H	12

8.

Service Characteristic:

Inmates' ratings of recreational activities (based on availability, variety, and entertainment value of the activity)

No. of justified complaints reported by inmates concerning the scheduling and implementation of recreational activities

% of recreational activities which are considered active, therapeutic, and educational (as assessed by outside inspectors)

Distribution:

% of prisoners offered recreational activities, broken down by race, sex, age, seriousness of offense, length of term, and risk classification

3. Provide legal assistance.

Process:

No. of hours of legal counseling provided per prisoner man-year

No. of contacts with legal advisors per prisoner man-year

No. of legal resources made available, by type, per prisoner man-year (e.g., library materials, typewriter, paper)

% of the following procedures which are implemented:

- The provision of written policy and procedure ensuring the inmates' access to courts
- The provision of access to attorneys or counsel substitutes
- The provision of assistance to inmates in making confidential contact with attorneys
- The provision of access to law library facilities
- The provision of access to paper, typewriter or typing service, and other services related to legal matters (ACA stds. 4280-4284)

No. and % of inmates with court petitions

No. and % of inmates with pending court adjudication

No. and % of inmates participating in the solution to their legal problems

Ratio of legal professionals to population totals

% of inmates whose legal needs have been assessed

No. of hours spent per legal problem, by type of problem

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	M	H	L	H	H	H	10
M	M	H	H	4	M	H	11
M	M	H	H	H	M	H	11
H	H	H	H	H	M	H	13
M	M	H	H	H	H	H	12
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
H	M	H	H	H	M	H	12
L	This measures need for legal assistance, not the process of providing assistance.						
L	"	"	"	"	"	"	"
M	H	H	H	H	M	H	12
M	H	H	H	H	M	H	12
M	H	H	M	H	M	H	11
M	M	H	H	H	H	H	12

9.

Service Characteristic:

Prisoners' ratings of legal service and materials

Outside assessment of legal services provided to prisoners

No. of justified complaints concerning legal counseling and/or legal resources provided per prisoner man-year

% of requests for legal assistance which remain unmet, by type of legal problem

Average length of time between request and provision of service, by type of legal service requested

Distribution:

% of prisoners receiving legal assistance, by age, race, sex, seriousness of offense, length of term, and by risk classification

4. Provide internal security: discipline, inmate supervision, security and control systems, and staff supervision

Process:

a. Discipline

No. of disciplinary reports filed, per prisoner man-year

% of reports substantiated, per prisoner man-year

No. of disciplinary actions taken, per prisoner man-year

% of staff time spent on disciplinary procedures

% of the following procedures, relating to rules and discipline, that are implemented:

The provision of written rules of inmate conduct specifying acts prohibited within the institution and penalties that may be imposed for various degrees of violation. (Standard 4310, ACA, 60)

The provision of a written set of disciplinary procedures governing major and minor inmate rule violations. (Standard 4314, ACA, 61)

The provision of written guidelines for informally resolving minor inmate misbehavior. (Standard 4315, ACA, 61)

The preparation of a disciplinary report, where there is a reasonable belief that an inmate has committed a violation of institution rules. (Standard 4316, ACA, 61)

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	M	H	L	H	H	H	10
M	M	H	M	H	H	H	11
M	M	H	H	H	M	H	11
M	M	H	M	H	M	H	10
M	M	H	M	H	H	H	11
H	H	H	H	H	M	H	13
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	M	H	H	H	H	H	12
M	M	H	H	H	M	H	11

10.

% of alleged major rule violations for which the following recommended disciplinary procedures are implemented:

- \_\_\_ Written rules specify offenses
- \_\_\_ Rules provide sanctions
- \_\_\_ Inmate receives copy of rules
- \_\_\_ Inmate receives written notice of charges prior to hearing
- \_\_\_ Inmate receives prior notice of time of hearing
- \_\_\_ Continuance is allowed to prepare defense
- \_\_\_ Impartial tribunal conducts hearing
- \_\_\_ Inmate personally appears at hearing
- \_\_\_ Inmate hears evidence, except confidential information
- \_\_\_ Inmate makes own statement
- \_\_\_ Inmate calls relevant witnesses
- \_\_\_ Inmate may be represented by a staff member
- \_\_\_ Decision is based solely on evidence
- \_\_\_ Decision is rendered in writing
- \_\_\_ Records are made of hearing
- \_\_\_ An appeals process is available
- \_\_\_ Inmate may appeal decision
- \_\_\_ Inmate is notified of rights of appeal
- \_\_\_ Inmate is notified of appeal outcome
- \_\_\_ Record is expunged if guilt is not established (Standard 4325, ACA, 63)

% of alleged minor rule violations for which the following recommended procedures are implemented:

- \_\_\_ Written rules specify offenses and sanctions (Std. 4334, ACA, 65)
- \_\_\_ Inmate is given a written copy of allegations (Std. 4336, ACA, 65)
- \_\_\_ An impartial board conducts hearings (Std. 4335, ACA, 65)
- \_\_\_ Inmate attends hearing (Std. 4338, ACA, 66)
- \_\_\_ Record is expunged if guilt is not established (Std. 4339, ACA, 66)

Valid Complete Unique		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	M	H	H	H	M	H	II
M	M	H	H	H	M	H	II

11.

**b. Inmate Supervision**

No. of staff-inmate contacts per prisoner man-year

% of staff time allocated to direct prisoner supervision

% of time staff is accessible to inmate

Ratio of guards to population (by security level of institution)

% of inmates under constant/intermediate/minimum supervision

% of staff who share common characteristics with inmates (e.g., similar language, education, economic, and ethnic background)

Degree to which staff serve as inmates' ombudsman

% of the following recommended supervisory procedures that are implemented:

Provision of a system for classifying inmates which specifies the level of custodial control required and which requires a regular review of each classification (Std.4193, ACA, 37)

Provision of written procedures for how staff and inmates proceed from one area of the institution, in daylight and darkness (Std.4194, ACA, 37)

The assignment of a staff member to each inmate for the purpose of ensuring supervision and personal contact (Std.4195, ACA, 37)

The inspection of every area of the institution daily, including holidays and weekends, and the submission of a written report, when indicated to an administration official for review. (Std.4197, ACA, 38)

The regular visitation of the institution's living and activity areas at least weekly by the chief executive officer, his or her assistant, the chief custodial officer, the chief medical officer, and other department heads. (Std.4198, ACA, 38)

The maintenance of a permanent log and shift reports that record routine and emergency situations. (Std.4199, ACA, 38)

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	M	H	H	H	M	H	11
M	M	H	H	H	H	H	12
M	M	H	H	H	H	H	12
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	H	H	M	H	M	H	11
M	H	H	M	H	H	H	12
M	M	H	H	H	M	H	11

c. Security and Control Systems

No. of security and control systems provided, by type and by security level of the institution

% of recommended security and control procedures that are followed:

A manual containing all of the procedures for institution security and control is provided for all staff involved with security and control. (Std. 4150, ACA, 29)

The institution maintains a control center to ensure order and internal and perimeter security. (Std. 4158, ACA, 31)

The institution has a system to physically count inmates. (Std. 4159, ACA, 31)

The regulation of movement of inmates from one location to another is specified. (Std. 4161, ACA, 31)

At least a weekly inspection and maintenance of all security devices is scheduled. (Std. 4162, ACA, 31)

Searches of facilities and inmates to control contraband are undertaken. (Std. 4163, ACA, 32)

The use of firearms, ammunition, chemical agents, and other related security equipment is strictly regulated. (Std. 4165-4173, ACA, 32-33)

d. Staff Supervision

No. of hours of staff supervision provided, by type of supervision

No. of staff-staff supervisory contacts, by type of contact (observation, conference, or other type of contact)

Ratio of supervisors to custodial staff (guards)

Valid		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
Complete	Unique						
H	M	H	H	H	M	H	10
H	M	H	H	H	M	H	12
M	M	H	H	H	H	H	12
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11

Service Characteristic:

a. Discipline

% of disciplinary procedures that meet the following criteria for timeliness:

When an alleged rule violation is reported, an investigation is begun within 24 hours of the time the violation is reported. (Std. 4318, ACA, 61)

An inmate is given written notice of an alleged major violation no less than 24 hours prior to appearing before the disciplinary committee. (Std. 4327, ACA, 63)

An inmate charged with a minor rule violation is given a written copy of the alleged violation within 24 hours of the infraction. (Std. 4336, ACA, 65)

Inmates charged with violations are entitled to a hearing within seven days of the incident, excluding weekends and holidays. (Stds. 4329 and 4337, ACA, 64-65)

% of prisoners and staff who receive a rulebook; % of those receiving the rulebook who can understand the rules (Is it written in their native language? Is it read to them if they are illiterate?) (Std. 4311, ACA, 66)

% of the rules in the rulebook that are worded positively (Std. 4312, ACA, 60)

% of staff who receive sufficient training so that they are thoroughly familiar with the rules of inmate conduct, the sanctions available, and the rationale for the rules. (Std. 4313, ACA, 60)

Consistency of disciplinary response to similar rule violations

Prisoner assessment of fairness and promptness and consistency of discipline policy

Rating of negative effects of discipline measures on treatment and skill development outcomes (Ratings made on a 10-point scale by outside observers)\*

\* This measure applies to all internal security activities (inmate supervision, security and control system, and staff supervision, as well as discipline).

	Valid		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	Complete	Unique						
	M	H	H	H	H	M	H	12
	M	H	H	H	H	M	H	12
	M	H	H	H	H	M	H	12
	M	H	H	H	H	M	H	12
	M	H	H	H	H	M	H	12
	M	H	H	M	H	H	H	12
	M	H	H	H	H	H	H	13



14.

**b. Inmate Supervision**

% of staff with special training to deal with restraining and protecting inmates

Degree to which inmate handling is responsive to inmates' neurotic and/or anti-social behavior

No. and % of inmate requests for counseling or emergency help responded to immediately by staff (ACA Std. 4196)

No. of staff members available to counsel inmates on an emergency basis (ACA recommends that at least one staff member should be available daily.) (Ibid.)

No. and % of inmates who are individually assigned to a staff member or a unit management team (to ensure supervision and personal contact). (ACA Std. 4195)

Rating of competency, consistency, and fairness of supervisory activity--by inmates, by staff, and by outside inspectors

% of supervisory contacts considered by the inmates (and by staff) to be "helping" contacts, as opposed to contacts to control or restrict the inmate

**c. Security and Control**

Assessment of procedures, such as inmate counts, according to following criteria:

- a. no. of conflicts with other scheduled activities
- b. accountability for all inmates, including those on furlough, work release, etc. (ACA Std. 4159)

No. and % of staff trained in effective search techniques (ACA Std. 4163)

No. and % of inmate counts (and other security procedures) in which human error on part of staff is a factor (ACA Std. 4159)

No. of inmate complaints of unnecessary force, embarrassment or indignity to the inmate, and other negative experiences during a cell search. (ACA Std. 4163)

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	H	H	H	H	M	H	12
M	H	M	M	H	H	H	11
M	H	H	M	H	M	H	12
M	M	H	H	M	M	H	11
M	M	H	H	H	M	H	11
M	H	H	M	H	H	H	12
M	H	H	L	H	M	H	10
M	H	H	H	H	H	H	13
M	H	H	H	H	M	H	12
M	H	H	H	H	M	H	12
M	H	H	M	M	M	H	10

15.

**d. Staff Supervision**

% of custodial infractions (committed by staff) which receive attention promptly

Degree of staff satisfaction with internal procedures for supervision of staff

Staff ratings of staff supervisors, based on the following criteria: fairness, competence, consistency and supportiveness

% of staff who cite incidents of supervisory failure as reasons for resignation or request for job transfer

**Distribution:**

Per capita units of security measures taken, by type of prisoner (sex, age, race, seriousness of offense, and security risk classification)

Valid		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
Complete	Unique						
M	H	H	H	H	M	H	12
M	M	H	M	H	H	H	11
M	M	H	M	H	H	H	11
M	M	H	M	H	M	H	10
H	H	H	H	H	M	H	13

5. Provide counseling, treatment and therapy: drug and alcohol, psychiatric and psychological, sex, and marriage and family.

Process:

Average no. of hours of counseling, treatment and therapy provided per prisoner man-year, by type of counseling

Average no. of hours per participant

% of prisoners participating in counseling, treatment and therapy services, by type of service

No. and % of staff hours spent supervising, administering and evaluating counseling, treatment and therapy programs, by type of program

% of program's staff in various professional categories

No. and % of staff hours spent providing for treatment services, by type of service

% of prisoners whose special treatment needs have been assessed

Ratio of counselors and/or therapists to participants

% of participants' time spent in counseling/therapy

% of prisoners requesting treatment services; % of requested services that can be scheduled; % of prisoners who keep appointments for service

Degree to which prisoners participate in establishing counseling objectives

% of prisoners who have been screened for problems requiring treatment; % of screened prisoners found to have problems who have been referred to treatment

% of staff time expended on identifying a different role for prisoners

% of prisoners uniformly channeled through a set of treatment stages

Rate of usage of other services for treatment: No. of treatment services provided by outside agencies/Total no. of treatment services provided

% of prisoners for whom treatment goals have been ranked in order of priority of problems

Average no. of prisoners requiring referral to outside treatment agency

Degree to which referrals are reviewed for effectiveness periodically

% of program for which varying terms and methods of treatment have been tested

	Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	M	M	H	H	H	H	H	12
	M	M	H	H	H	H	H	12
	M	M	H	H	H	M	H	11
	M	M	H	M	H	H	H	11
	L							
	M	M	H	M	H	H	H	11
	M	M	H	M	H	M	H	10
	M	M	H	H	H	M	H	11
	M	M	H	H	H	H	H	12
1) M	H		H	H	H	M	H	12
2) M	H		H	H	H	M	H	12
3) L								
	M	M	H	M	H	H	H	11
	M	L						
	M	M	H	H	H	M	H	11
	L							
	M	M	H	H	H	M	H	11
	M	M	H	H	H	M	H	11
	M	M	H	H	H	M	H	11
	M	M	H	H	H	M	H	11
	M	M	H	H	H	H	H	12

% of the following criteria for counseling that are met:

- Counseling is provided by qualified, trained counselors (ACA std. 4440)
- All institution personnel are familiar with the counseling program (4441)
- Written policy and procedure govern the determination of caseload for counselors (4442)
- Written policy and procedure require regularly scheduled case conferences between each counselor and social worker and the social services program supervisor (4443)

For drug and alcohol abuse programs: what % of the following criteria are met?:

- Staff trained in drug and alcohol treatment to design and supervise the program
- Selection and training of former addicts and recovered alcoholics to serve as employees or volunteers
- Coordination of institution and community substance abuse programs
- Efforts to motivate addicts to seek help
- Realistic goals for the rehabilitation of inmates with drug or alcohol abuse problems
- A variety of approaches to provide flexibility to meet the varying needs of different addicts (ACA std. 4444)

Valid Complete Unique		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	M	H	H	H	M	H	II
M	M	H	H	H	M	H	II

- % of treatment programs which contain milestones when treatment can be changed or dropped
- % of total time that treatment services are available
- % of services in each category of treatment needs
- Degree to which ethnic and racial variations have been identified with specific treatment needs
- % of counseling conducted individually/ en masse

Service Characteristic:

- Client ratings of services, based on counselor-competence, timeliness of service delivery, understanding and supportiveness of counselors, and comprehensiveness of service
- No. and % of prisoners who rate key aspects of services "fair" or "poor" (Winnie, Hatry, and Wright, 79)
- % of counseling rated effective by staff and by participants
- Average amount of time spent waiting for counseling assignment (by prisoner)
- Average length of time between request for counseling and provision of service
- No. and % of prisoners in need of counseling who are not enrolled within "x" weeks (Winnie, Hatry, and Wright, 79)
- % of urgent treatment needs which can be met immediately
- Degree to which staff is interested in and appreciative of probationer's life style
- % of participants who are counseled by one counselor, providing continuity of attention
- Degree to which counselor varies his method of response to relate to prisoner characteristics
- % of time counselor is rated effective/competent/helpful by prisoners
- Degree of ease prisoner feels with counselor

	Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	M	M	H	H	H	M	H	11
	M	M	H	H	H	H	H	12
	M	M	H	H	H	M	H	11
	M	M	H	H	H	H	H	12
	M	M	H	H	H	M	H	11
	M	M	H	M	H	H	H	11
	M	M	H	M	H	M	H	10
	M	M	H	M	H	M	H	10
	M	M	H	H	H	H	H	12
	M	M	H	H	H	M	H	11
	M	M	H	H	H	M	H	11
	M	H	H	H	H	M	H	12
	M	H	M	M	H	H	H	11
	M	M	H	M	H	H	H	11
	M	M	H	M	H	H	H	11

% of prisoners having negative responses to counseling  
 % of time consultation is rated desirable by prisoner  
 % of prisoners whose treatment needs cannot be met because of lack of staff, inappropriate scheduling, and/or inaccessible facility  
 % of program which permits innovation and change  
 % of prisoners for whom treatment needs cannot be met  
 Degree to which counseling is effectively linked to other necessary services  
 Degree of compatibility between optimum length of treatment and inmate average term of confinement

Distribution:

No. and % of prisoners receiving treatment services (by type of service)--by age, race, sex, seriousness of offense, length of term, and security risk classification

No. and % of prisoners whose treatment needs are not being met, by age, race, sex, seriousness of offense, length of term, and security risk classification

6. Provide special visitation programs: furlough and home visitation, and conjugal visits

Process:

No. and % of prisoners involved in special visitation programs on a regular basis, by type of program

No. and % of prisoners who have participated in special visitation programs during a set period of time

No. and % of staff hours spent supervising, administering, and evaluating special visitation programs, by type of program

For furlough and home visitation:

% of prisoners who participate in a program of release preparation prior to temporary release from the institution (ACA std. 4445)

% of the following standards for temporary release that are met:  
 \_\_\_ written policy governs all temporary releases of inmates into the community (ACA std. 4449)  
 \_\_\_ written policy provides for unescorted leaves into the community (4451)

	Valid		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	Complete	Unique						
	M	M	H	M	H	M	H	10
	M	M	H	M	H	H	H	11
	M	M	H	H	H	M	H	11
	M	H	M	M	H	M	H	10
	M	M	H	M	H	M	H	10
	M	H	M	M	H	H	H	11
	M	H	M	M	H	H	H	11
	H	H	H	H	H	M	H	13
	M	M	H	H	H	M	H	11
	M	M	H	H	H	M	H	11
	M	M	H	M	H	H	H	11
	L							
	M	M	H	H	H	M	H	11

% of the following temporary release procedures provided for:  
 \_\_\_\_\_ written operational procedures  
 \_\_\_\_\_ screening and selection procedure  
 \_\_\_\_\_ written rules of conduct  
 \_\_\_\_\_ a system of supervision to minimize inmate abuse of program privileges  
 \_\_\_\_\_ a complete recordkeeping system  
 \_\_\_\_\_ a system for evaluating program effectiveness  
 \_\_\_\_\_ efforts to obtain community cooperation and support  
 (ACA std. 4453)

% of participants' time spent in special programs (average amount of time per participant)

Service Characteristic:

Prisoner ratings of special visitation programs according to the following criteria: program accessibility (fairness of the participant selection process), consistency of administration's policy in allowing participation in special programs, timeliness of service (average time-lapse between program eligibility and actual participation), and whether the programs meet client expectations

Degree of participants' satisfaction with special programs

% of participants voluntarily dropping out of the special programs

% of inmates which cannot be accommodated within the special programs due to institution deficiency (e.g., any shortfall in the system--lack of facilities, personnel, training, etc.)

Distribution:

% of special program participants by age, race, sex, seriousness of offense, length of term, and security risk classification

7. Supervise the delivery of services and monitor prisoners' performance.

Process:

No. of supervisory contacts between prison staff and service providers (other staff or outside contractor) for the purpose of monitoring 1) service delivery and 2) prisoner progress

No. of staff-prisoner contacts to monitor program performance--per prisoner man-year

	Valid		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	Complete	Unique						
	M	M	H	H	H	M	H	11
	M	M	H	H	H	H	H	12
	H	M	H	L	M	H	H	10
	M	M	H	M	M	H	H	10
	L							
	M	H	H	M	M	M	H	10
	H	H	H	H	H	M	H	15
	M	M	H	H	M	M	H	10
	M	M	H	H	H	M	H	11

No. and % of staff-hours spent supervising service delivery, by type of service

No. and % of staff-hours spent monitoring prisoner performance in available programs, by type of program

No. of service providers supervised, per staff member

Degree of supervisory intervention in service provider's activities

Degree of routine interaction between service providers (staff or outside contractors) and supervisory personnel

% of supervisors who are rated on effectiveness periodically

% of prisoners whose service need classification is reviewed on a regular basis (once every 3 months for younger offenders and those serving relatively short sentences; once every 12 months for others (ACA std. 4376))

No. of service delivery agencies supervised, by type

No. of prisoners whose progress is monitored, per supervisor

Degree of monitoring intervention, in prisoners' activities

Service Characteristic:

% of staff whose competence, reliability and consistency in monitoring prisoner performance is rated "fair" or "poor" by prison administration, by prisoners, and by the service providers (other staff or outside service contractors)

% of prisoners whose participation is monitored at least "x" times per week

% of prisoners who should be monitored but are not

% of prisoners, staff, and/or outside service contractors rating service delivery supervision "fair" or "poor" according to the following criteria: fairness of supervisory staff, consistency of supervisory behavior, appropriateness of supervisory measures, and level of service quality demanded by supervisory staff

No. of justified grievances by prisoners and/or staff concerning the supervision of service delivery (No. of grievances/prisoner man-year)

Rating of supervision by service providers (staff, medical staff, other specialized staff-members, or outside service contractors)

Degree to which supervisors are directly available to prisoners

	Valid		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	Complete	Unique						
	M	M	H	H	M	M	H	10
	M	M	H	M	H	H	H	11
	M	M	H	H	H	M	H	11
	M	M	H	M	H	H	H	11
	M	M	H	H	H	H	H	12
	L							
	M	M	H	H	H	M	H	11
	M	M	H	H	H	M	H	11
	M	M	H	M	H	H	H	11
	M	M	M	M	H	M	H	9
	M	M	H	H	H	M	H	11
	M	M	H	M	H	H	H	10
	M	M	M	M	H	M	H	9
	M	M	H	11	H	M	H	11
	M	M	M	M	H	H	H	10
	M	M	M	M	H	H	H	10



% of prisoners satisfied with availability of supervisory staff

% of supervisory contacts considered by the prisoner to be "helping" contacts, as opposed to contacts to control or restrict

Distribution:

No. and % of prisoners whose participation in treatment and/or skill development services is monitored at least "x" times per week, by age, race, sex, client difficulty (security risk classification), length of term

No. and % of service providers (other staff or outside contractors) whose services are monitored at least "x" times per week, by type of provider

B. Provide prison education programs: language and literacy, high school courses, consumer education courses, college courses, adult education courses.

Process:

No. of prisoner education programs provided, by type of program

No. and % of prisoners participating in prison education programs, by type of program

% of inmates' time spent in structured educational pursuits

No. and % of staff hours spent providing prison education programs

% of the following recommended procedures that are being implemented:

- \_\_\_ There is a certified, comprehensive and continuous education program or inmates that extends through the high school level.
- \_\_\_ There is a system for ensuring that the education program continues to meet the needs of the inmate population.
- \_\_\_ Education and vocational training opportunities are available to all inmates except where there is substantial evidence to justify otherwise.
- \_\_\_ Educational and vocational counseling are provided so that inmates are placed in that phase of an educational or vocational program most suited to their needs and abilities.
- \_\_\_ There is a systematic approach to determine the personnel requirements for the educational and vocational programs to ensure all inmates access to staff and services.

Valid Complete Unique		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	M	H	M	H	M	H	10
M	M	M	M	H	M	H	9
H	H	H	H	H	M	H	15
H	H	H	H	H	M	H	13
M	M	H	H	M	M	H	10
M	M	H	H	H	M	H	11
M	M	H	H	H	H	H	12
M	M	H	H	H	H	H	12

- \_\_\_ There is an annual evaluation to measure the effectiveness of the educational and vocational training programs against stated performance objectives.
- \_\_\_ There is a system whereby the educational and vocational training programs are assessed against stated objectives by qualified individuals, professional groups and trade associations; this assessment is done at least every three years.
- \_\_\_ Educational supervisors and instructors are licensed or accredited by the state or jurisdiction in which the institution is located.
- \_\_\_ Inmates working as teachers or in other certified professions receive training and supervision.
- \_\_\_ The educational program is supported by specialized equipment, including, at a minimum, classrooms, teaching carrels, audio-visual materials and facilities, chalk-boards, and administrative space.
- \_\_\_ The educational program allows for flexible scheduling that permits inmates to enter at any time and to proceed at their own learning pace.
- \_\_\_ The institution uses community educational programs for selected inmates.
- \_\_\_ The educational program includes instruction in functional social skills. (ACA stds. 4394-4405)

% of programs which maintain communication channels with appropriate professional groups and similar programs outside prisons

Service Characteristic:

% of prisoners satisfied with prison education programs (based on prisoner questionnaire)

% of program participants who rate key aspects of the program either "fair" or "poor" (Key aspects might include: appropriateness of curriculum to participants' educational needs, availability of program opportunities, adequate no. of teaching staff (staff/inmate ratio), competence of teaching staff, and adequacy of educational facilities.)

Average length of time between prisoner-request for educational placement and actual placement

% of educational programs recognized and accepted by professional educators, licensing boards and/or trade associations (ACA std. 4399)

% of educational supervisors and instructors who are licensed or accredited by the state or jurisdiction in which the institution is located (ACA std. 4400)

% of educational program performance objectives which are met (based on an annual in-house review (ACA std. 4398)

% of prisoners whose educational needs are not being met because of the inflexibility of prison program scheduling (ACA std. 4403)

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	M	H	H	H	M	H	11
L							
M	M	H	L	H	M	H	9
M	M	H	M	H	M	H	10
M	M	H	H	H	H	H	12
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11

% of inmates whose education plan is not compatible with their length of term  
 % of prisoners whose chosen educational pursuits cannot be accommodated

Distribution:

No. and % of prisoners in educational programs (by type), broken down by age, race, sex, seriousness of offense, length of term, and security risk classification

9. Provide study-release; provide work-release.

Process:

No. and % of prisoners involved in work or study release, in a set period of time

% of those prisoners eligible for release in a year or less who are participants in either work- or study-release

% of staff time spent administering and/or supervising work- and study-release

% of the following recommended procedures for temporary release which are implemented:

- \_\_\_ written operational procedures
- \_\_\_ careful screening and selection procedures
- \_\_\_ written rules of conduct
- \_\_\_ a system of supervision to minimize inmate abuse of program privileges
- \_\_\_ a complete recordkeeping system
- \_\_\_ a system for evaluating program effectiveness
- \_\_\_ efforts to obtain community cooperation and support (ACA std. 4453)

% of those prisoners who are enrolled in educational programs who participate in study release

% of prisoners eligible for temporary release programs; % of participants' terms spent on work/study release

Service Characteristic:

% of prisoners satisfied with work and study release opportunities (accessibility of the program)

Average length of time between prisoner's request for work- or study-release and his acceptance or denial into the program

% of work or study releasees who rate key aspects of the program "fair" or "poor" (appropriateness of work or study assignment to prisoner's needs; fairness of supervision; consistency of rules and their application; supportiveness of work or study release staff.)

Valid Complete Unique		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
H	H	H	H	H	M	H	13
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	M	H	M	H	H	H	11
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	H	H	M	H	M	H	11
M	H	H	H	H	H	H	13
M	H	H	M	H	M	H	11

25.

% of work or study releases who are found to abuse their temporary release privileges

**Distribution:**

No. and % of participants in work and study release programs, by age, race, sex, seriousness of offense, length of time incarcerated, and security risk classification.

10. Provide vocational training; and, 11. Provide prison work experience.

**Process:**

No. and % of prisoners involved in vocational training, industrial training, or other work-related programs (by type of program)

No. and % of prisoners assigned a work responsibility (by type of work)

No. of vocational training, industrial training and work-programs provided, by type of program

No. and % of staff hours spent providing, supervising and evaluating vocational training, industrial training and work-related programs

% of the following recommended procedures that are being implemented:  
 \_\_\_\_\_ Vocational training opportunities are available to all inmates except where there is substantial evidence to justify otherwise. (ACA std. 4395)

\_\_\_\_\_ Vocational training programs are integrated with academic programs and are relevant to the vocational needs of inmates and to employment opportunities in the community. (4406)

\_\_\_\_\_ The institution uses community resources in the vocational training programs. (4408)

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
L							
H	H	H	H	H	M	H	13
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	M	H	H	M	M	H	10
M	M	H	M	H	H	H	11
M	M	H	H	H	M	H	11

% of staff time spent administering and/or supervising vocational training and prison work programs

% of participants pursuing the skill training of their choice

% of prisoner's time spent in training program

Ratio of training specialists to total population

% of programs requiring safety for which specific safety procedures have been established and enforced

Service Characteristic:

Degree of compatibility between training time duration and inmate's average term of confinement

Degree to which would-be participants cannot be accommodated in training of their choice

% of training officers who are rated "effective" by program participants, on a regular basis

% of training instructors who are satisfied with the appropriateness and effectiveness of their training courses

No. and % of prisoners satisfied with vocational training, industrial training, and work-related programs

% of program participants rating key aspects of the programs either "fair" or "poor" (Key aspects might include: accessibility of programs to all prisoners, timeliness of program availability; appropriateness of training to individual needs; appropriateness of training for future employability; competence of staff; and supportiveness of staff.)

Average length of time between prisoners' request for vocational training and/or work assignment and actual program placement

% of vocational instructors who are licensed or certified by the state or jurisdiction in which the institution is located (ACA std. 4407)

% of vocational training programs which are recognized and accepted by professional educators, licensing boards and trade associations (ACA std. 4399)

% of vocational training annual performance objectives which are not met (based on an annual in-house evaluation) (ACA std. 4398)

% of prisoners whose training needs are being met

% of participants who are trained for low unemployment occupations

	Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	M	M	H	M	H	H	H	11
	L	(This is more a service characteristic measure)						
	M	M	H	H	H	H	H	12
	M	M	H	H	H	M	H	11
	L	(This measure should be placed in the "service characteristic" section under activity 2, "Provide for prisoners' basic needs: Safety.")						
	M	H	H	H	H	H	H	13
	M	H	H	M	H	H	H	12
	M	M	H	M	H	M	H	10
	M	M	H	M	H	M	H	10
	M	M	H	M	H	M	H	10
	M	M	H	H	H	H	H	12
	M	M	H	H	H	M	H	11
	M	M	H	H	H	M	H	11
	M	M	H	H	H	M	H	11
	M	M	H	M	H	M	H	10
	M	H	H	H	H	M	H	12

**Distribution:**

No. and % of prisoners participating in vocational training, industrial training, and prison work programs (by type of program)--by age, race, sex, seriousness of offense, length of term, and security risk classification.

12. Provide academic and career counseling.

**Process:**

No. and % of prisoners counseled

No. and % of prisoners whose educational and vocational training needs have been identified

% of prisoners whose academic and employment potential has been assessed

No. and % of prisoners tested for degree of employability potential--use of Denver Inventory (Millar, et al., 8)

Other tests of employability include:  
 Purdue Pegboard Test and O'Connor Tweezer Dexterity Test--to test the kind of dexterity industries prefer  
 Wide Range Arithmetic Test--to measure math skills  
 Minnesota Paper Form Board Test--to measure spatial visualization (to select apprentices in skilled trades)  
 Bonnet Mechanical Comprehension Test--to find evidence of aptitude for skilled trades  
 Army General Classification Test--to provide evidence of trainability for skilled and semiskilled trades and for various programs of formal education.  
 Kuder Preference Record or the Picture Interest Inventory--to determine vocational interests, since there is evidence that both tenure and job satisfaction are related to patterns of vocational interest (Cronin, 82-3)

No. of persons counseled and tested with GATB and other instruments as a proportion of participants (Borus and Tash, 46)

% of prisoners who seek counseling

% of prisoners' time spent in counseling

Time spent counseling--as a % of total work time--for each counselor

No. and % of staff hours spent on all aspects of the counseling program (coordinating, supervising, counseling, evaluating)

% of time counseling services are available

	Valid		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	Complete	Unique						
	H	H	H	H	H	M	H	13
	M	M	H	H	H	M	H	11
	M	M	H	H	H	M	H	11
	M	M	H	H	H	M	H	11
	M	L	H	H	H	M	H	11
	M	M	H	H	H	M	H	11
	M	M	H	H	H	M	H	12
	M	L	H	H	H	M	H	11
	M	M	H	H	H	M	H	11
	M	M	H	H	H	M	H	12

Service Characteristic:

No. and % of program participants who rate key aspects of services "fair" or "poor" (Winnie, Hatry, and Wright, 79)

Prisoners' ratings of counseling services in terms of counselor-competence, timeliness of services, understanding and supportiveness of counselors.

Amount of time spent waiting for counseling assignment

Average length of time between request for career counseling and provision of service

No. of prisoners in need of career counseling who are not enrolled within "x" weeks (Winnie, Hatry, and Wright, 79)

% of prison staff who are trained as counselors

No. and % of prisoners who are in need of career counseling but are not being provided with services (Winnie, Hatry, and Wright, 79)

% of prisoners receiving continuity of attention through contact with one counselor

% of consultations rated effective by prisoners, by staff

Degree to which prisoner is comfortable with counselor

% of prisoners with negative response to counseling

Degree to which the counseling leads to improved prisoner performance in other programs, such as education and/or job training

Distribution:

% of prisoners receiving academic/career counseling by age, race, sex, seriousness of offense, length of term, and security risk classification.

	Valid		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	Complete	Unique						
	M	M	H	M	H	M	H	10
	M	M	H	M	H	M	H	10
	M	M	H	H	H	H	H	12
	M	L						
	M	M	H	H	H	M	H	11
	M	M	H	M	H	M	H	10
	M	M	H	H	H	M	H	11
	M	M	M	M	H	M	H	1
	M	M	M	M	H	H	H	10
	M	M	M	M	H	M	H	9
	M	H	M	M	H	H	H	11
	L	(This is an outcome measure.)						
	H	H	H	H	H	M	H	13

13. Keep prisoners incarcerated.

Process

% of the following procedures for ensuring the security of prisoners which are implemented:

- \_\_\_ The institution's perimeter is secured so that inmates remain within the perimeter and that intruders remain outside the perimeter. (ACA std. 4151)
- \_\_\_ There is a plan for surveillance of all areas adjacent to the perimeter of the institution. (4152)
- \_\_\_ The institution's watch towers are placed so that they permit an unobstructed view of the grounds and perimeter and are equipped with the weaponry, lighting, sighting, and communications devices necessary for effective execution of their function. (4153)
- \_\_\_ The institution has a control center to ensure order and security. (4158)
- \_\_\_ The institution has a system to physically count inmates. (4159)
- \_\_\_ Written policy and procedure govern the control and use of keys. (4174)
- \_\_\_ There are written procedures for dealing with escapes. (4179)

Ratio of guards to population

% of inmates under constant supervision

% of staff time spent guarding prisoners (to prevent escape)

Service Characteristic:

Level of community satisfaction with security measures provided by the prison (as determined by citizen survey)

% of prison staff who rate the prison's security procedures "effective"

Distribution:

No. and % of prisoners held in custody, by age, race, sex, seriousness of offense, length of term, and security risk classification

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	H	H	H	H	M	H	12
M	H	H	H	H	M	H	12
M	H	H	M	H	M	H	11
M	H	H	M	H	H	H	12
M	H	H	M	H	H	H	12
M	H	H	M	H	M	H	11
H	H	H	H	H	M	H	13



14. Establish prison-community programs.

Process:

No. of prison-community programs established, by type (service-oriented, skills oriented, religious, other)

% of prisoners participating in prison-community programs

No. of volunteers involved, per prisoner man-year

% of staff time devoted to coordinating volunteer involvement in prison

% of the following procedures implemented:

- \_\_\_ There is a staff member who is responsible for operating a citizen involvement and volunteer service for inmates. (ACA std. 4456)
- \_\_\_ Written procedure specifies the lines of authority, responsibility and accountability for the institution's citizen involvement and volunteer services program. (4457)
- \_\_\_ Written policy and procedure provide that volunteers are recruited from all cultural and socioeconomic segments of the community. (4458)
- \_\_\_ Written procedure provides that, prior to assignment, each volunteer completes an orientation and training program appropriate to the nature of the assignment. (4459)
- \_\_\_ Written procedure provides that inmates receive orientation to volunteer services. (4460)
- \_\_\_ There is a system for identifying volunteers. (4461)
- \_\_\_ Volunteers agree in writing to abide by all institution policies. (4462)
- \_\_\_ Written policy and procedure require that volunteers providing professional services are qualified to provide these services. (4463)
- \_\_\_ Written policy and procedure provide that the chief executive officer limits, postpones, or discontinues the services of a volunteer or volunteer organization where there are substantial reasons for doing so. (4465)

% of institution time relieved by community programs

% of offenders judged appropriate for community programs; of that no., the % who can be involved in community programs

Service Characteristic:

% of staff, volunteers, participants, and other prisoners who are satisfied with the prison-community programs (Criteria for judgment include: variety of program opportunities, accessibility of involvement to offenders, availability of volunteers, quality of the programs themselves.)

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	M	H	H	M	M	H	10
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	M	H	M	H	H	H	11
M	M	H	H	H	M	H	11
M	M	H	H	H	H	H	12
M	M	M	M	H	M	H	9
H	H	H	M	H	M	H	12

Distribution:

No. and % of prisoners involved in community programs, by age, race, sex, seriousness of offense, length of term, and security risk classification

15. Provide for regular prisoner contact with outside community: visitation, mail, and telephone calls.

Process:

% of prisoners receiving visitors/mail/telephone calls on a regular basis

No. of visits, calls, and letters per prisoner man-year

% of the following procedures implemented:

- Regulations pertaining to inmate correspondence are specified in writing.(ACA std. 4340)
- No limit is placed on the amount of mail an inmate may send or receive.(4341)
- Incoming and outgoing mail are not held for more than 24 hours, excluding holidays and weekends.(4342)
- Inmate mail is not read or censored, except in justifiable cases.(4343)
- Indigent inmates receive a postage allowance sufficient to maintain ties to community.(4347)
- Inmates are provided access to telephone facilities.(4349)
- Policies governing visiting are reviewed and updated annually.(4350)
- The no. of visitors an inmate may receive and length of visits may be limited only by the institution's schedule and space and personal constraints.(4351)
- Inmate visiting facilities permit informal communication, including opportunity for physical contact.(4352)
- Where statute permits, extended visits between inmates and their families should be permitted. (4353)

Service Characteristic:

% of prisoners satisfied with visitation opportunities and facilities

Rating of prisoners' access to outside community (through visits, calls, and mail) by an outside evaluator

No. of justified complaints per prisoner man-year, in relation to visiting, calling or mail policies

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
H	H	H	H	H	M	H	13
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	H	H	M	H	M	H	11
M	M	H	L	H	M	H	9
M	M	H	H	H	H	H	12
M	M	H	H	H	M	H	11

32.

Distribution:

Breakdown of those prisoners who receive regular calls, visits and/or letters--  
by age, race, sex, seriousness of offense, length of term, and security risk  
classification

Valid Complete Unique		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
H	H	H	H	H	M	H	13

PRISON IMPACTS -- Outcome Measures

Met prisoners' health and well-being requirements (1)

Change in prisoners' physical well-being, as assessed by medical staff and other prison staff

% of prisoners whose physical and/or mental health needs are met (Blair, 2)

No. of work-days per prisoner man-year

No. of work absences attributable to illness per prisoner man-year

No. of inmate deaths, by cause (total and total/ADP) (Blair, 26)

Degree to which prisoners' needs are met, using Goal Attainment Scaling and Service Impact Analysis

Incidence rate of reported illnesses endemic to an institutional environment, by facility (Blair, 26)

% of inmates whose dental health needs are met (Blair, 27)

Annual no. of lost-time, job-related injuries per 1,000,000 man-hours assigned; annual no. of man-hours lost to injury per 1,000,000 hours assigned (Blair, 27)

% of prisoners for whom adequate food, clothing, space, sanitary facilities, health care, safety, and recreation have been provided

% change in daily (weekly) encounters with physical/mental health professionals (including services requested by prisoners and required by professionals)

% decrease in recurring physical complaints

Increased prisoner involvement in constructive leisure activities (2)

Increase in no. and % of prisoners who are regular participants in leisure activities sponsored by the prison

Change in % of inmates who participate actively in group activities

Degree to which prisoner structures and utilizes free time constructively

Outcome measures describe the effect or impact of the program upon clients who were directly served or other groups who were indirectly affected as a result of the program's products. A program may trigger a chain of events that occur over a period of many years.

	Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	M	M	M	M	H	H	H	10
	H	M	M	M	H	M	H	10
	M	M	M	H	H	H	H	11
	M	M	H	M	H	M	H	10
	M	H	H	H	H	L	H	11
	H	M	M	H	H	H	M	11
	M	H	M	H	H	H	H	12
	M	H	M	H	H	M	H	11
	M	H	H	H	H	M	H	12
	H	M	M	H	H	M	H	11
	M	M	H	H	M	M	H	10
	M	H	M	M	H	M	H	10
	H	M	H	H	H	M	H	12
	M	M	H	H	H	M	H	11
	M	M	H	H	H	H	H	12
	<p><i>Rated M, because work absences are often attributed to illness, whether or not that is really the case.</i></p>							

Resolved prisoners' legal questions (3)

- % of inmates whose legal questions have been resolved
- Degree to which inmate attains specific goals associated with legal problems
- No. of legal problems resolved per prisoner man-year

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
H	H	H	H	H	M	H	13
H	H	H	H	H	H	H	14
H	H	H	H	H	M	H	13
<u>Increased sense of self-responsibility (4)</u>							
Regular assessment of personality profile--tracking improvement in noted problem areas (Banks,29)							
<ul style="list-style-type: none"> <li>. Use of MMPI;</li> <li>. Use of CPI; and,</li> <li>. Use of Jesness</li> </ul>							
M	H	H	M	H	H	H	12
M	H	H	M	H	H	H	12
L							
M	M	H	M	H	M	H	11
M	M	H	M	H	M	H	10
<i>Rated L, because the degree of self-reliance encouraged is actually a process which leads to the sense of self-responsibility--not a measure of self responsibility in itself.</i>							

Increased constraints on inmates' freedom of activity (5)

% of prisoners' time spent in extreme deprivation of personal freedom (e.g., segregation or solitary confinement)

No. and % of hours spent "locked in"

% of time spent in supervised, compulsory activities

% of scheduled, routine activities which are voluntary

Increased inmates' sense of security (6)

No. and % of prisoners requesting protective custody because of fears for personal safety

Assessment of "inmate fears" by staff and according to inmate questionnaires (perceptions of security)

Degree of improvement in spontaneous communications between inmates and staff

Degree of freedom expressed by inmates in bringing problems to staff attention

% of inmates who demonstrate withdrawal symptoms

% of inmates who are satisfied with staff actions

	Valid		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	Complete	Unique						
	M	H	H	M	H	H	H	12
	M	H	H	H	H	H	H	13
	M	M	H	H	H	H	H	12
	M	M	H	H	H	M	H	11
	M	M	H	H	H	M	H	11
	H	M	H	H	H	H	H	12
	L <sup>1</sup>							
	L <sup>1</sup>							
	L <sup>2</sup>							
	L <sup>1</sup>							
<p><sup>1</sup> Rated L<sub>1</sub>, because the measures indicate processes by which a sense of security is generated, but they do not indicate changes in security level.</p> <p><sup>2</sup> Rated L<sub>2</sub>, because withdrawal symptoms may be a sign of other things besides a lack of security.</p>								

Assured propriety of staff actions (7)

- No. of disciplinary reports charging staff misconduct
- % of staff misconduct reports substantiated
- No. of disciplinary actions taken against a staff member, by type of action taken
- Rating of staff actions, by prisoners, by supervisory personnel, and others
- Degree of custodians' ability to recognize and correct actions of impropriety
- Degree to which staff member agrees with and accepts his specific limits of responsibility and authority
- % of custodial infractions which receive attention promptly (at all)
- % of staff members who are screened for suitability of assignment

Decreased dependence on drugs and alcohol (8)

- % of prisoners with 2 or more positive urines in a given month
- Change in prisoner dependence on drugs and alcohol, as reported by counselors, other prison staff, and peers
- Change in level of drug and alcohol use, according to results of chemical analyses, self-reports, and staff evaluations (M,L,W, 13)
- % of prisoners depending on drugs for normal functioning
- Degree of decrease in reliance on external stimulation and sedation
- % of decrease in no. of prisoners requiring drugs or other stimulants
- % of alcohol or detoxification clients who completed the detox program
- % change in drug dependency

	Valid		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	Complete	Unique						
	M	M	H	H &	M	M	H	11
	M	M	H	H	H	M	H	11
	M	M	H	H	M	M	H	10
	M	M	H	M	H	H	H	11
	M	M	H	M	H	H	H	11
	M	M	H	M	H	H	H	11
	L <sup>1</sup>							
	L <sup>1</sup>							
	M	M	H	H	H	M	H	11
	H	M	M	M	H	H	H	11
	H	M	M	M	H	H	H	13 11 12
	H	M	M	H	H	M	H	11
	H	L						
	H	L						
	L <sup>2</sup>							
	H	L						

<sup>1</sup> Rated L, because these measures actually take into account processes which lead to "propriety of staff actions" but they do not in fact measure the extent of that propriety.

<sup>2</sup> Rated L, because program completion measures are process-related. Successful program completion supposedly leads to decreased drug dependence -- but it does not tell you the actual impact (how much, if any).

Improved interpersonal relations (9)

Change in % of prisoners capable of interpersonal relations

Change in % of prisoners whose interpersonal relations have improved-- as determined by counselors, other prison staff, peers and prisoner self-reports; and, as determined by standard psychological tests

Change in no. and % of prisoners reporting increased nos. of friendships and other supportive relationships, as a result of individual and group counseling

Degree of freedom expressed by prisoners in bringing problems to staff attention

% of prisoners with strong ties to peer group

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating	
H	M	according to standard tests: H M	to standard M H	H	M	H	11 11	
H	M	same as above - according to peers: M H	M H	H	M	H	10 10	
M	M	H	L	H	M	H	9	
M	M	H	L	H	H	H	10	
M	M	staff assessment: M	H	H	M	H	10	
M	L	(This measure is probably included in most standard psychological tests.) (See next measure, below.)						
H	M	standard psych test: H M					11 11	
H	M	staff assessment: H L		H	M	H	10	
M	L	(This measure is probably included in most standard psychological tests.)						
L	L	(This measure focuses on process -- not insight.)						
M	L	(This measure is probably included in standard psych tests.)						
M	L	"	"	"	"	"	"	
M	H	H	H	H	L	H	11	
* Rated H, assuming staff has no bias that would show up regularly in assessing prisoners' interpersonal relations.								



**CONTINUED**

**1 OF 3**

Improved sexual adjustment (11)

Change in % of prisoners with improved sexual adjustment, based on standard psychological test scores, self-assessment, counselor ratings, and peer opinion

Change in no. of reported prisoner incidents or complaints which are the result of deviant sexual behavior

Improved family stability (12)

% of prisoners who show improved family stability (before and after counseling or other treatment services):

- Use of tests to measure adjustment and attitude changes: 1) St. Paul Scale of Family Functions (Geismar); and, 2) other scales to measure attitudes toward family (Weeks)
- Assessment of family interactions by prison staff, based on interviews and observations.

% of prisoners who perceive a positive change in their family relationships

Degree of improvement in individual adjustment to one's marriage  
 • Use of the Family Concept Q-Sort before and after service, to measure improvement

% of prisoners who experience family difficulties

% of prisoners with high degree of support from family and friends

% of prisoners maintaining family role during incarceration

% of prisoners with close family involvement

% of prisoners with positive family relations

% of prisoners with home environments conducive to their return and rehabilitation

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
		standard psych. tests: H M					12
		self-assessment: H L					11
		counselor ratings: H M					12
H	H	peer opinion: H M		H	M	H	12
M	H	H	H	H	M	H	12
		family adjustment scale: H M					11
H	M	staff assessments: M H		H	M	H	11
H	M	self-reports: H M		H	M	H	11
M	M	family concept Q-sort: H M		H	H	H	11
M	M	self-report: H M		H	M	H	11
		staff assessment: M H					11
							11
							11
L'							
This measure explains the process of reaching an impact - but it does not measure the impact itself.							

Improved prisoners' morale (13)

% of prisoners whose morale has improved since intake (Use of questionnaire to determine morale level; use of standard personality tests, attitude inventories and staff judgments to determine changes in morale.)

Degree of decrease in prisoners' reliance on external stimulation

Degree to which prisoner structures and utilizes free time

Degree to which prisoner participates in group activities

Degree to which prisoner experiences a high degree of self-actualization

Degree of prisoners' depression

% of prisoners developing new interests

% of prisoners with high/low expectations of community/family support

% of prisoners who believe they have something to contribute to society

Assured participation in treatment/skill development services (14)

No. and % of service-participants who successfully complete counseling, training, treatment, therapy, and so on--by type of program

Drop-out rate, by type of service

Absentee rate, by type of service

% of prisoners projected for treatment services (or skill development services) who were actually served

No. and % of prisoners with skill development/treatment needs who are participating in treatment/skill development programs, by type of program

% of alcohol or detoxification clients who completed detoxification program

Average length of time prisoners participate in skill development/treatment programs, by type of program (as a % of their sentence)

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
		questionnaire: H M					11
		standard personality test: H M					11
H	M	staff judgments: M		H	M	H	11
L'							
L'							
L'							
M	M	staff assessment: M H		H	H	H	11
L'							
L							
M	M	self-assessment: H L		H	M	H	9
H	M	H	H	H	M	H	12
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
H	M	H	H	H	M	H	12
H	L						
M	L						
H	H	H	H	M	H	H	13
<p><i>This measure explains the process of reaching an impact - but it does not measure the impact itself.</i></p>							

Improved communication skills (15)

Change in % of prisoners who are able to read and write  
 . Use of Metropolitan Reading Achievement Test  
 . Gates Reading Test  
 . California Achievement Tests  
 . California Reading Test

Change in no. and % of prisoners who receive a high school diploma or its equivalent during program enrollment (Perry, Anderson, Rowan, and Northrup, 92)

Monthly gains per man-month of training (Levitan and Johnston, 85)

Change in individual prisoner's ability to communicate through speech and writing-- as assessed by program staff, other prison staff, peers, and the prisoner himself

% of subjects with increased clarity of communication (as assessed by staff)

Improved understanding of government and society (16)

% of prisoners participating in educational programs who show improved understanding of government and society, as assessed by program staff and other prison staff and as measured by specific test questions

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
H	M	H	H	H	M	H	12
L							
M	M	According to tests: H H		H	H	H	12
M	M	according to program staff: H H		H	H	H	12 10 11
M	M	peer: H H		H	M	H	10
M	M	subject: H H		H	M	H	10
		Staff assessment: H H					
		Staff assessment: M H					
H	H	standard test questions: H M		H	M	H	12 12

Increased educational achievement at all levels (17)

% of prisoners showing improvement on the Metropolitan, Stanford, or Wide Range achievement tests (Borus and Tash, 46)

No. and % of prisoners without a high-school diploma who received one or its equivalent during prison (Perry, Anderson, Rowan, and Northrup, 92)

% of prisoners showing improvement in basic education skills, generally measured by increases in reading ability and mathematical skills (Ibid.)

Monthly gains per man-month of education--reading comprehension and arithmetic computation (Levitan and Johnston, 85)

Advancement in level of education (Peterson, 90)

Academic credits earned (Ibid.)

Gain in reading score as measured by the California Reading Test (Ibid.)

Gain in math score (Wide Range Math Test) (Ibid., 99)

% of prisoners whose assessed academic needs are met

Change in clients' school performance: *e.g.* increased grade improvement (Robin, iii)

Quality of academic accomplishment achieved by prisoner

% of prisoners attaining higher levels of skill and education during imprisonment

% of prisoners acquiring increased levels of academic skills as a result of the educational program

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
H	M	H	M	H	M	H	11
M	M	H	H	H	M	H	11
H	L						
H	M	H	H	H	H	H	13
M	M	H	H	H	H	H	12
M	M	H	H	H	H	H	12
M	M	H	H	H	H	H	12
M	M	M	H	H	M	H	10
M	M	H	H	H	H	H	12
L							
M	L						
M	L						

Improved ability to make independent decisions (18)

Change in prisoners' ability to function independently--as assessed by prison staff (e.g., counselors, guards, and others who are in regular contact with prisoners)--as a result of participation in a temporary release program

% of prisoners exhibiting a high degree of independence

Degree of self-actualization exhibited by subject (before and after program)

Increased financial support for prisoners' dependents (19)

Change in the amount of money contributed to family support by prisoners (before and after involvement in the work-release program)

Decrease in amount of money received from the government by the dependents of prisoners (before and after prisoners' involvement in work-release program)

Increased financial benefit for prison itself (20)

Change in custodial costs (before and after implementation of work release) since work-releesees pay for room and board

Amount of money contributed to prison per work-releesee, for room and board

Change in the cost per prisoner as a result of the work-releesees' contribution toward room and board

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
H	M	M	H	H	H	H	12
M	M	<i>staff assessment:</i>		H	M	H	11
M	M	<i>staff assessment:</i>		H	H	H	11
H	M	<i>self-reports:</i>		H	H	H	12
H	M	H	H	H	H	H	13
M	M	H	H	M	H	H	11
H	M	H	H	H	H	H	13
M	M	H	H	H	H	H	12

Developed and improved job skills (21)

% of prisoners showing skill improvement, as measured by performance tests or standardized licensing examinations (M,W,L, 13)

Change in no. and % of prisoners with certified job skills, as a result of skill development services

Degree of individual skill enhancement as a result of exposure to skill development services

Degree of incompetence remaining after exposure to program

Degree of skill acquired in a specific training program

Improved work habits and attitudes (22)

Decreased absenteeism and tardiness reported by prison staff in charge of work and training programs

Decrease in the number of bad reports from prison staff concerning prisoner attitudes toward work and prisoner work habits

% of prisoners with positive attitudes toward work (Use California Psychological Inventory or Strong Vocational Interest Blank) (Peterson, 41)

% of prisoners who demonstrate attitudinal improvement, compared to attitude at program entry (Winnie, Hatry, and Wright, 79)

% of prisoners who believe that job success depends upon performance rather than chance or contacts (Robin, iii)

% of prisoners rated in "top third" in the area of motivation and morale, by staff members with whom they have had "quite a bit of contact" (Gurin, 59)

% of prisoners showing strong orientation toward work, using the following scales proposed by Gurin (106-108): Work Investment and Desire for Positive Job Payoffs

% of prisoners with positive attitudes toward training and counseling

Degree of self-reliance allowed during confinement

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
H	M	H	H	H	M	H	12
M	M	H	H	H	M	H	11
H	M	H	H	H	H	H	13
M	M	M	H	H	H	H	11
M	L						
M	H	H	H	H	M	H	12
M	M	H	H	H	M	H	11
H	M	H	M	H	M	H	11
H	M	M	H	H	M	H	11
L							
M	M	M	H	H	M	H	10
M	M	M	H	H	M	H	10
M	L						
L							

44.

Improved (more realistic) work and education goals for prisoners (22)

% of prisoners whose awareness and planning skills are rated "fair" or "poor" according to their knowledge of the importance of various job characteristics, knowledge of relevant ways to seek a first job, and the quality of their short-term and long-term job plans (Freeberg, 538)

% of prisoners whose work and education goals match their counselors' expectations

% of inmates who are more realistic about their work and educational potential post counseling

Prevented escapes (24)

Escape rate (no. of escapees/total population)

No. of escapes, by security level (Brancato and Panton)

Increased positive prisoner-community and prisoner-family contacts (25)

No. and % of prisoners participating in community-oriented programs, such as the Jaycees or other service organizations

No. of volunteers participating in prison programs (no. of volunteers/total no. of prisoners)

Average no. of contacts with "outsiders" per prisoner man-year (this includes family visits, representative of community such as chaplain, and volunteer contacts)

Average no. of family contacts per prisoner man-year

Visitation rate:  $\frac{\text{Average no. of family visits per prisoner man-year}}{\text{Maximum no. of family visits possible per prisoner man-year}}$

% of community participation in institution policies

	Valid		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	Complete	Unique						
	H	H	M	H	H	M	H	12
	M	H	H	H	H	M	H	12
	H	H	H	M	H	M	H	12
	H	M	H	H	H	M	H	12
	H	M	H	H	L	M	H	10
	M	H	H	H	H	M	H	12
	M	H	H	H	H	M	H	12
	M	L						
	M	M	H	H	H	M	H	11
	L							



Improved self-esteem (26)

% of prisoners whose self-esteem is judged to have improved since intake  
 . Use of MMPI  
 . Use of Jesness and CPI  
 . Use of Army psycho-neurotic screening adjunct

% of prisoners who accept the possibility of eliminating their crime problem

% of prisoners with negative attitude toward self

% of inmates who anticipate returning to gainful activity after release

% of inmates who participate actively in group activities

% of inmates who believe they have something to contribute to society

Improved staff's sense of security (27)

No. and % of staff requesting prison reassignment because of fears for personal safety

Staff's rating of own "sense of security"

No. and % of staff carrying weapons for protection

Degree to which custodial reinforcement is immediately available

	Valid		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	Complete	Unique						
	H	H	H	M	H	M	H	12
	M	M	H	L (self-report)	H	M	H	9
	H	M	H	M (standard test)	H	M	H	11
	M	L'						
	L							
	M	L'						
	M	H	H	M	H	M	H	11
	H	H	H	M	H	H	H	13
	M	H	H	L	H	M	H	10
	L							
<p>' Rated L, assuming this information would be generated by use of a standard self-esteem questionnaire.</p>								

Improved prison adjustment (28)

No. and % of prisoners whose behavior shows improvement since intake (based on ratings by counselors, work supervisors, guards, and other relevant personnel)

No. of prison rule infractions (major/minor) per prisoner man-year

Level of prison adjustment, based on:

- MPI prison adjustment scale
- Wolfgang's prison adjustment index (in Johnston, Savitz, and Wolfgang, 171) Wolfgang's index includes: no. of jobs and the length of time a job was held by each inmate; no. of times an inmate was discharged from his job because of misconduct; no. of "bad" statements recorded by guards; extent of contact with family (no. of visits, no. of letters sent and received)

Use of Moos' Correctional Institution Environmental Scale to relate prison adjustment to prison conditions

% of eligible inmates with promotions for good conduct; % of inmates in a demorable status demoted for poor conduct (Blair, 30)

Annual no. of disciplinary actions divided by ADP (Blair, 30)

No. of institutional achievements by inmates (per prisoner man-year) such as assignment to honor dorms, merit awards, etc. (Jacobson, 1965, Study 2, as cited in Lipton, Martinson, and Wilks, 305)

No. of escapes per prisoner man-year

No. of escape attempts per prisoner man-year

% of inmates participating in group activities (Studt, 1967, as cited by Lipton, Martinson, and Wilks, 329)

Proportion of inmates who perceive of staff as performing a "helping" function rather than a "control" function (Ibid.)

Other indicators of prison adjustment:

- Extent of participation in inmate system
- Types of friendship patterns among inmates
- Evidence of inmate willingness to aid staff in maintaining order
- Qualitative evidence of increased cooperation with staff and refusal to engage in institution-wide racial disorders (Ibid.)

% of prisoners who voluntarily participate in group activities

% of prisoners who previously desired isolation, now expressing an interest in group activity

Degree to which prisoner structures and utilizes free time constructively

	Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	H	M	M	H	H	M	H	11
	M	M	H	H	H	M	H	11
	H	M	H	M	H	H	H	12
	L							
	M	M	H	H	H	M	H	11
	M	M	H	H	H	M	H	11
	M	M	H	H	H	M	H	11
	M	M	H	H	H	L	H	10
	M	M	H	M	H	M	H	10
	M	L						
	L							
	M	M	M	M	H	H	H	10
	M	M	H	H	H	M	H	11
	M	L						
	M	M	H	M	H	H	H	11

(28) continued

No. of days spent in isolation by prisoners, for behavioral reasons

No. of acts of violence committed by prisoners

No. of acts of rebellion against authority

Increased prison safety (29)

No. of failures of internal security, by type of incident (total and total divided by average daily population)  
 a. incidents involving contraband  
 b. incidents of unrest by groups of inmates  
 c. physical assaults on prison officials  
 d. physical assaults on inmates requiring medical treatment  
 (Blair, 2)

No. of self-inflicted injuries and suicides (Blair, 60)

No. of riots and other incidents of unrest to protest prison conditions and/or inhumane treatment

No. and % of prison days per year, during which there are no reported incidents of unrest or violence

Amount of contraband detected (maintain or decrease) (Effectiveness measure used by Colorado Department of Corrections to assess "security" program)

Amount of contraband stopped; no. of contraband incidents; % of inmates with drugs in urine (Blair, 60)

No. of acts of vandalism and destructiveness

% of prisoner complaints resolved without resort to violence

	Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	M	M	H	H	L	M	H	9
	M	M	H	H	L	M	H	9
	M	M	H	H	L	M	M	8
	H	M	H	M	H	M	H	11
	M	M	H	H	L	M	H	9
	M	M	H	H	L	M	H	9
	H	M	H	H	H	H	H	13
	M	M	H	H	L	M	H	9
	M	M	H	H	1. L 2. L 3. H	M	H	9 9 11
	M	M	H	H	L	M	H	9
	M	M	H	H	H	M	H	11

Improved attitude toward society (30)

% of prisoners whose attitudes become more socially acceptable

- . Comparison for similarity of client choices reflecting commonly accepted attitudes, goals and values in American culture (Banks, 29)
- . Use of Jesness and California Psychological Inventory and MMPI
- . Use of assessments of overall attitudes of prisoners by prison staff, job supervisors, teachers, parents, and peers

% of prisoners who accept responsibility for their role in society and do not feel society "owes them"

% of prisoners who feel societal relationships are important

Degree to which prisoner agrees with societal values and judgment

% of prisoners who previously desired isolation, now expressing an interest in group activity

Degree of positive change in prisoners' attitudes toward sociability

% of prisoners who believe keeping a job is important

% of prisoners whose perception of their crime agrees with society's perception

% of prisoners who volunteer for social benefit programs

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating	
H	H	personal assessment: M H standard test: H M		H	M	H	12 12	
M	L	(This aspect of the prisoners' attitude is probably measured in the standard psychological tests.)						
M	L	"	"	"	"	"	"	
H	L	"	"	"	"	"	"	
L	L	This is a measure of "prison adjustment," not "attitude toward society."						
M	M	H	M	H	H	H	11	
M	L	(This aspect of the prisoners' attitude is probably measured in the standard psychological tests.)						
M	L	"	"	"	"	"	"	
M	H	H	M	H	M	H	11	

Improved staff morale (31)

- % of staff resigning because of stress
- % of staff volunteering for extra duty
- % of staff seeking outside additional training in their fields of activity
- No. of positive reports of job satisfaction on the part of staff, per 100 employees (use of questionnaires and staff interviews to determine level of morale)
- No. of requests for job change and no. of resignations per year, per 100 employees, because of job dissatisfaction
- Degree of continuity of custodial staff employment (turnover rate)
- % of staff experiencing a high degree of self-actualization
- Degree to which staff's personal objectives are realized
- % of eligible staff who receive promotions or other merit awards
- Degree of opportunity for upward mobility in custodial careers
- % of increase in custodial salaries annually

Reduced maintenance and depreciation costs (32)

- Annual maintenance and depreciation costs which are incurred as a result of violent incidents, malicious vandalism and other types of unrest
- Annual cost of facility and equipment replacement due to acts of violence.

Valid Complete Unique		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	M	H	M	H	M	H	10
M	M	H	M	H	M	H	10
M	M	H	H	H	M	H	11
M	H	H	H	H	M	H	12
M	M	H	M	H	M	H	10
M	M	H	H	H	M	H	11
M	M	H	M	H	M	H	10
M	M	H	M	H	M	H	10
L							
L							
L							
H	H	H	H	M	H	H	13
M	H	H	H	M	H	H	12

Reduced staff training costs (33)

- Costs related to staff training
- Custodial staff turn-over rate
- % of staff resigning because of stress
- Degree to which staff attracts highly prepared and motivated staff initially
- Degree of shift from personal to mechanical monitoring
- Degree of volunteer participation in inmate handling

Reduced cost of imprisonment to state (34)

- Overall cost of the state prison system (including costs incurred as a result of imprisonment, such as AFDC costs relating to prisoners' families)
- Total amount of reduction in government payments to prisoners' families + total amount contributed by prisoners for room and board

Decreased frustration about job opportunities (35)

- % of skill development program participants who feel that the programs match their abilities and needs
- % of participants who feel that the programs reflect employment needs of the community at large

Prevented criminal activity by escapees (36)

- No. of reported crimes committed by escapees

Increased community understanding of prisons and prisoners (37)

- % of citizens who have accurate perceptions about the nature of prisons and prisoners, as determined by citizen survey
- Degree of community familiarity with prisoner characteristics

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
H	H	H	H	M	H	H	13
L							
L							
L							
L							
L							
M	M	H	H	M	H	H	11
H	M	H	H	M	H	H	12
L							
H	H	H	M	H	M	H	12
H	H	H	H	M	M	H	12
H	M	H	M	H	M	H	11
H	M	H	M	H	H	H	12

Increased social and economic opportunities for released prisoners (38)

No. of job offers per releasee (before and after prison training)

No. of training and/or educational opportunities available per releasee, as a result of educational and training credentials earned during imprisonment

No. of personal connections per releasee (close friends, family ties, and supportive acquaintances)

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	H	H	H	M	M	H	11
M	H	H	H	H	M	H	12
M	H	H	H	H	M	H	12

Reduced criminal activity of released prisoners (39)

% of offenders arrested for a criminal offense within 12 months from release;  
% of offenders convicted within 12 months; and % of offenders reincarcerated  
within 12 months (Blair, 2)

No. of months of confinement in a given no. of years after release (Glaser(1964))

Glaser (1964) continuous measure of recidivism--from "no further criminal  
associations" to "clear failure as indicated by return to prison for the  
commission of a felony" (as cited in Waldo and Griswold)

Comparison of severity of new offense to prior crime(s):

- . Use of McEachern and Taylor (1967) Seriousness Index, which calculates the probability for any one type of offense that its detection would result in a "petition". Comparison of cumulated seriousness of offenses before and after leads to a measure of improvement or deterioration. (Simon)
- . Use of Wolfgang-Sellin Delinquency Index, (1964), which is primarily an index of juvenile delinquency in the community, rather than criteria of individual behavior (Ibid.)

Of those prisoners reconvicted, measure the length of time to reconviction

Degree of behavioral change during follow-up period

% reduction in readmissions to correctional institutions

% of released prisoners pursuing a non-criminal life

% reduction in no. of crimes committed by released prisoners, by type of crime

% of released prisoners who reappeared in court during the follow-up period

% of released prisoners reconvicted during a three-year follow-up period  
(National Advisory Committee on Corrections)

	Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	M	M	H	H	H	M	H	11
	M	M	H	H	H	H	H	12
	M	M	H	H	H	H	H	12
	M	H	H	H	H	H	M	12
	M	H	H	H	H	H	H	13
	M	M	M	H	H	H	H	11
	M	L						
	M	H	M	M	H	M	H	10
	M	H	H	M	H	M	H	11
	M	H	H	H	H	M	H	12
	M	L						



**Increased socially acceptable behavior (40)**

% of released prisoners showing increased socially acceptable behavior (compared to pre-prison behavior)

- Use of the Acceptable Behavior Scale (Seiter, 17) which includes measures of: work or educational stability, self-improvement qualities, financial responsibility, parole or probation progress, and the absence of critical incidents or illegal activities
- Use of dimensions of community adjustment (F.J. Carney, 48) as criteria for socially acceptable behavior: employment patterns, family relationships, residential stability, participation in self-improvement programs, involvement in specialized programs, such as drug or alcohol programs, constructive leisure time activities
- Use of scales based on the following items of information (Seashore, 75): % of time employed or in school, ability to perform on the job or in school, self-sufficiency and acceptance of responsibility in maintaining a stable residence, keeping up with financial obligations, driving only with a valid driver's license and paying all traffic and parking fines, extent of involvement with drugs or excessive alcohol, admitted involvement in illegal activities
- Use of ratings by parole officers--subjective estimates of client performance in 5 areas of adjustment: occupation, family life, use of leisure time, social relationships, and social responsibility (Adams-1961, 215) Ratings recorded at 6-month intervals, on a 5-point scale ranging from "very good" to "very poor" adjustment

% of released prisoners participating in political activities, attending religious services, or joining social clubs

% of released prisoners participating in community programs (to measure successful participation, clients' attendance, achievement, and opinion of programs should be noted) (Banks, 26)

Degree of change in physical and social behavior during follow-up period

% of released prisoners maintaining social competence during follow-up period

% of released inmates maintaining family role in year following release

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
H	M						II
				H	M	H	II
M	L'						
M	L'						
M	M	H	M	H	H	H	
M	L'						
M	L'						

*behavioral scales:  
H M  
parole officer ratings:  
M H*

*These measures are rated L' because the measurements should be part of the behavioral scale measurements cited in the 1st measure, above.*

(40) continued

- % of released inmates with positive change in life style post release *(compared to pre-prison life style)*
- % of released prisoners making use of community facilities
- % of released prisoners who had been employed immediately prior to confinement and returned to work upon discharge
- % change in released inmates' earning power 1 year after release, from the average 12 months earnings prior to confinement
- % of time released offender was employed, during follow-up period
- Income levels of released prisoners at selected time periods
- % of released prisoners exhibiting emotional stability and social adjustment
- % of released prisoners' families receiving public assistance

Reduced societal cost of crime (41)

- No. of injuries and deaths as a result of criminal activity
- \$-value of property stolen and/or vandalized
- \$-value of personal injuries incurred as a result of criminal activity
- Total cost to:
  - investigate reported crimes
  - apprehend alleged offenders
  - detain them in jails
  - try them in the courts
  - implement correctional programs for sentenced offenders
    - jails
    - prisons
    - probation
    - parole
    - community-based

	Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	M	M	M	H	H	M	H	10
	L							
	L							
	L							
	M	M	H	H	H	H	H	12
	L							
	M	M	M	H	H	M	H	10
	L							
	M	M	M	M	M	M	H	8
	M	H	M	M	M	H	H	10
	M	M	M	M	M	H	H	9
	M	H	L	L	M	H	H	8

Increased safety in the community (42)

Reported crime rate

Victimization rate

Crime seriousness (Use of Wolfgang-Sellin Crime Severity Index)

% of citizens who feel secure in their own homes (as determined by citizen survey)

% of citizens who feel safe in the community

% decrease in personal and property crimes

% of former prisoner population to total population related to increase/decrease in reported crime

% by which police costs in communities containing ex-offenders exceeds those with no or few released offenders

Increased economic productivity of released prisoners (43)

Level of GNP, which should approximate the sum of the changes in earnings of all persons affected by the program, including persons who are not program participants (Borus and Tash, 10)

Increase in income of released prisoners (compared to pre-prison period)

\*Assumptions: 1. that wages are equal to marginal productivity of the worker; 2. that wages represent total compensation; 3. that enhanced employment and income has not been at the expense of someone else. (Glennan, 180)

Increase in ex-prisoners' contribution to taxes (compared to pre-prison period)

% of ex-prisoners in non-productive activity

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	H	H	H <sup>1</sup>	H	M	H	12
H	H	H	M <sup>2</sup>	H	M	H	12
M	H	H	H	H	H	M	12
M	H	H	M	H	H	H	11
M	M	H	M	H	M	H	11
M	M	H	H <sup>3</sup>	H	M	H	11
L							
L							
L <sup>4</sup>							
H <sup>1</sup> M	M	H	M	M	H	H	10
L <sup>2</sup> M	M	H	H	M	H	H	10
M	M	H	M	H	L	H	9
<p><sup>1</sup> Rated H, because the reported crime rate accurately lists all reported crime; however, it does not reflect accurately the true rate of crime. Unreported crimes do not show up.</p> <p><sup>2</sup> Rated M, because victims will often withhold information.</p> <p><sup>3</sup> Rated H, assuming we are interested only in reported crime.</p> <p><sup>4</sup> Rated L, because GNP is too broad to focus on the productivity of released prisoners.</p>							

Increased societal satisfaction with prison system (44)

% of citizens having positive attitudes toward prison programs, as determined by citizen survey

% of employers who have hired a prisoner (work-release) in the past or who are currently hiring one, who would do so again

% of population who believe "once a criminal, always a criminal"

% of local population expressing willingness to absorb released prisoners in the community

Degree of community involvement in institution's programs and objectives

Degree to which institution's policies are compatible with community concepts

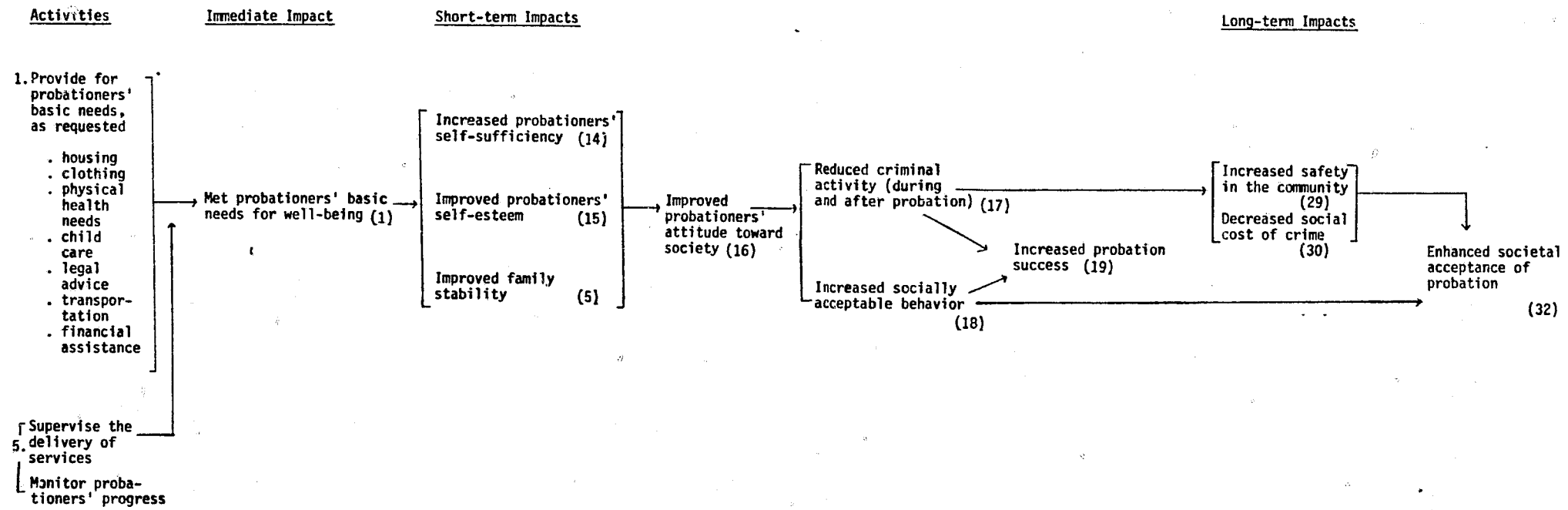
Degree of community apathy toward the institution's problems

% of local industries expressing willingness to employ ex-offenders

	Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	H	H	H	M	H	M	H	12
	M	M	H	M	H	M	H	10
	M	M	H	M	H	M	H	10
	M	M	H	M	H	M	H	10
	L							
	L							
	M	M	H	M	H	H	H	11
	M	M	H	M	H	M	H	10

PROBATION

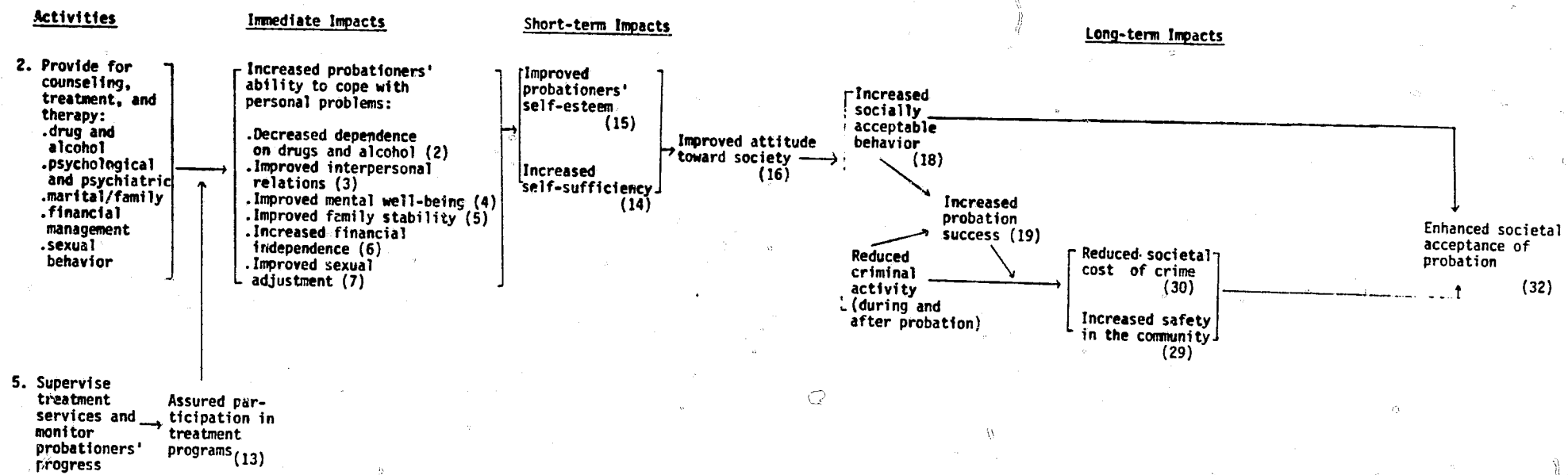
Causal Diagram 5: Support Services



The probation diagrams are based on the assumption that the given sets of activities will ultimately result in client rehabilitation and reintegration. Negative impacts are omitted because it is assumed that a system of positive performance measurement will be more useful overall, than a negative system would be.

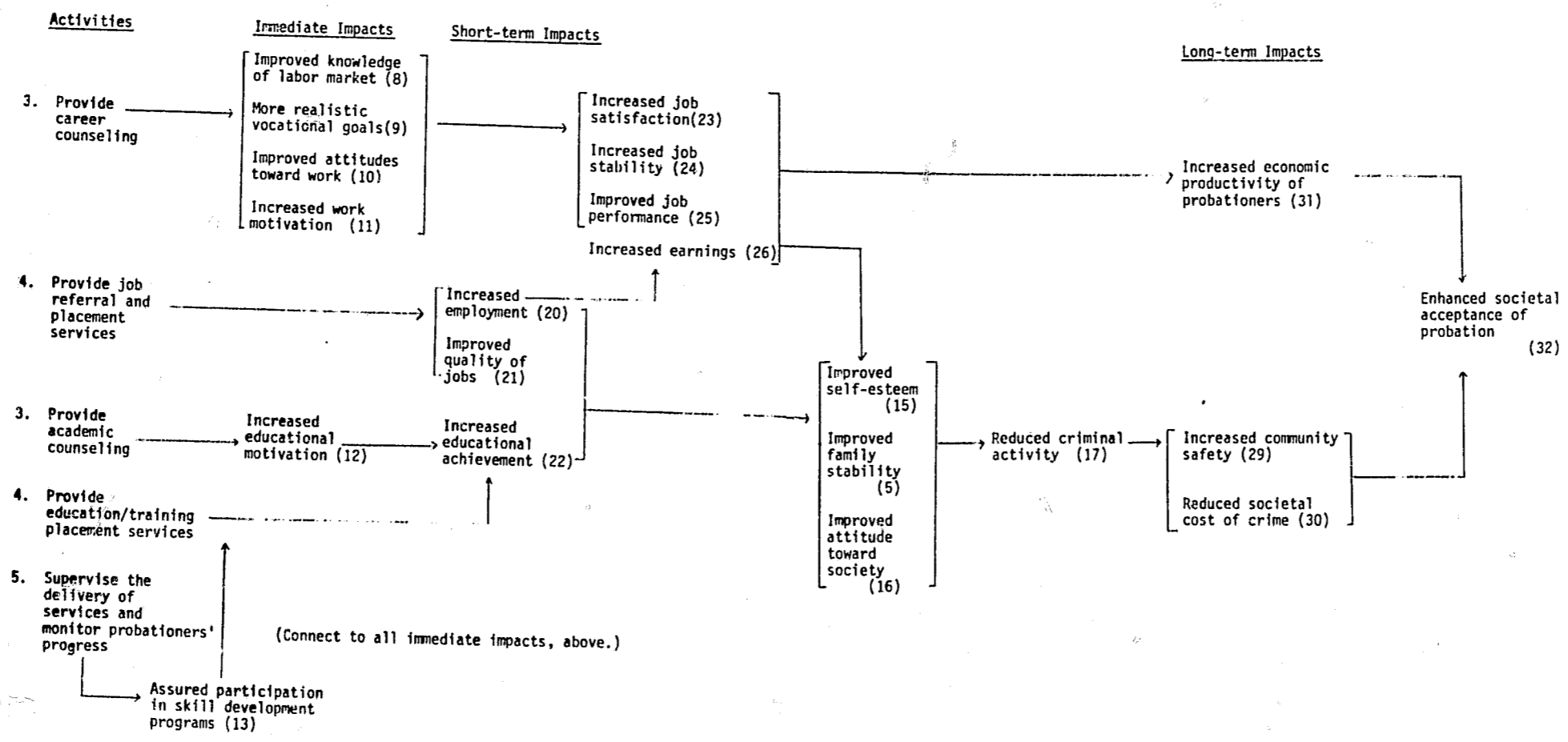
PROBATION

Causal Diagram 6: Treatment Services



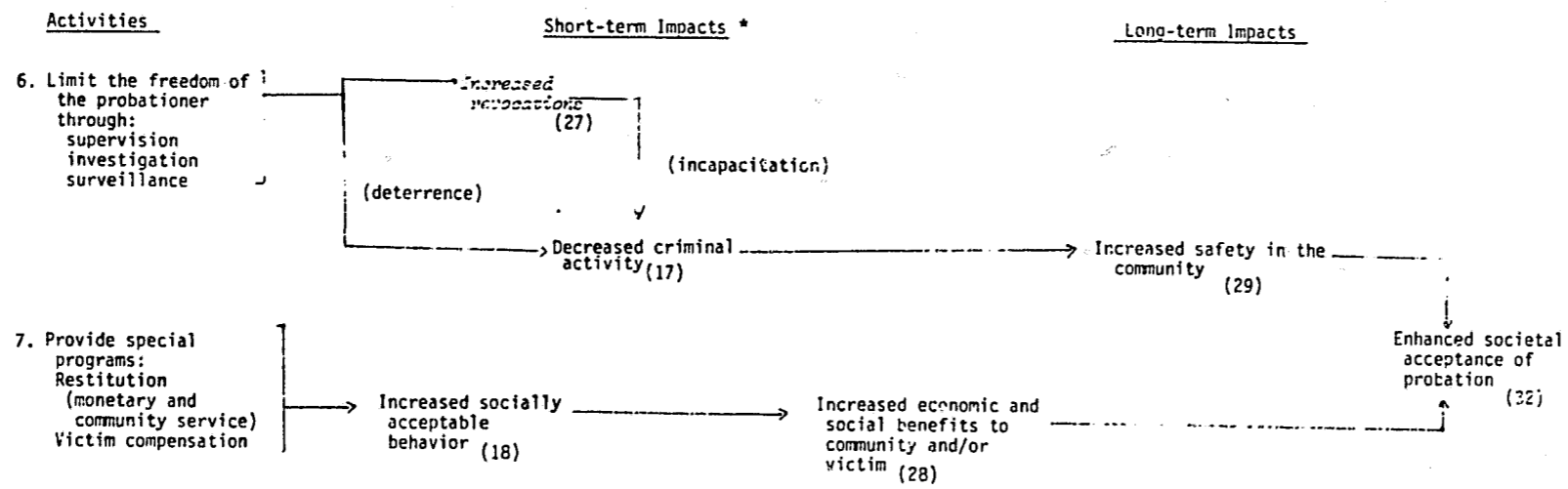
PROBATION

Causal Diagram 7: Skill Development Services



PROBATION

Causal Diagram 8: Community Security and Community Support



\* There is an apparent contradiction displayed in the short-term impacts. A strong surveillance activity can increase the number of revocations. However, in this diagram, I am pointing out that supervision/investigation/surveillance can also have a deterrent effect, thereby decreasing criminal activity.



**PROBATION - PROGRAM MEASURES**

Product, Cost, and Cost/Product Measures for Probation:

Product:

Number of units of service rendered, broken down by type of service and by client difficulty

- support services  
(broken down by level of client's need: minimal, moderate, substantial)
- treatment services  
(broken down by severity of client's disorder: mild, moderate, severe)
- skill development services  
(broken down by client's employability: poor, marginal, good)
- community security and support  
(broken down by client's level of risk to community: low, medium, high)

Alternative ways of operationalizing units of service:

- simple count of number of services rendered without discriminating between different activities or tasks
- equate one unit of service to the average number of services provided per probationer during a period of one year
- simple count of number of probationers who received a service at least once within the year
- a service delivery index that weights the number of services or tasks provided in terms of subjective estimates of relative importance  
e.g. SDI = number of counseling sessions times 1.0 plus number of job referrals times .5

Cost:

Total cost of providing services

Cost/Product:

Cost of services provided per unit of service

Product measures focus on what the program's direct output is and how much output there is. Cost is a measure of the resources consumed by a program as measured in dollars. Cost would include both direct costs (costs that can be easily identified with specific programs) and indirect costs (overhead). Cost/product measures simply divided the total cost to produce a product by the number of units produced.

Valid Complete Unique		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
H	M	H	H	M	M	H	11
H	M	H	H	H	M	H	12
H	M	H	H	M	M	H	11
H	M	H	H	M	H	H	12
H	H	H <sup>1</sup>	H	M	H	H	13
H	H	H	H	H	H	H	14
<p><sup>1</sup> Rated H, assuming cost categories are specifically defined.</p>							

2.  
PROBATION ACTIVITIES -- Process, Service Characteristic, and Distribution Measures

1. Provide for probationers' basic needs, including housing, clothing, physical health needs, child care, legal advice, transportation, and financial assistance.

Process:

- a. % of field staff time spent helping probationers meet basic needs (housing, clothing, medical and dental necessities, child care, legal and financial assistance, and transportation), by type of need
- b. No. and % of probationers receiving support services, by type of assistance
- c. No. and % of staff hours spent supervising, administering and evaluating support service activities, by type of activity
- d. 1) % of probationers requesting support services; 2) % of requested services that can be scheduled; 3) % of probationers who keep appointments for service.
- e. No. and % of staff-hours spent developing community resources, by type of resource developed (Std. 3128, ACA, 25)
- f. % of field officers' time spent as organizer of community resources (Ibid.)
- g. % of field staff time spent serving as liaison with public and private service agencies (Std. 3129, ACA, 25)
- h. Ratio of available legal and financial specialists to probationer population

Service Characteristic:

- i. No. and % of probationers rating key aspects of support services "fair" or "poor"  
(Ratings based on criteria which include: timeliness of service delivery, adequacy of service, appropriateness of service, understanding and supportiveness of service provider (probation staff and/or support service contractors), and quality of service)
- j. Average length of time spent between needs identification and service delivery
- k. % of appropriate service requests met within one week
- l. Degree to which staff is interested in and appreciative of probationers' life style and condition
- m. % of probationer complaints that receive prompt attention

Process measures focus upon program content, upon the way a program transforms resources into products. Service characteristic measures focus upon dimensions of program operations that can be translated in normative measures of a program's quality. Distribution measures describe the target group upon whom laws or regulations are enforced or to whom services are delivered.

	Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	M	M	H	M	H	H	H	II
	M	M	H	H	H	M	H	II
	M	M	H	L	H	H	H	II
	M	M	H	H	H	M	H	II
	M	M	H	H	H	M	H	II
	M	H	M	M	H	H	H	II
	M	L						
	M	L						
	M	M	H	H	H	M	H	II
	M	M	H	M	H	M	H	IO
	M	M	H	H	H	M	H	II
	M	M	H	H	H	M	H	II
	M	M	H	H	H	M	H	IO
	M	M	H	H	H	M	H	II

3.

- n. Degree of compatibility between service duration and average length of term
- o. Degree of probationers' satisfaction with support services
- p. Degree to which probationer is effectively linked to other necessary and appropriate services
- q. % of support service referrals which were inappropriate
- r. % of the referrals designed to reinforce probationers potential

Distribution:

- s. No. and % of probationers receiving support services (by type of service)-- by age, sex, race, seriousness of offense, level of supervision required
- t. % of probationers receiving support services (by type of service), who have children or elderly dependents

	Valid		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	Complete	Unique						
	M	M	H	M	H	H	H	11
	M	M	H	M	H	H	H	11
	M	H	M	M	H	H	H	11
	M	M	M	M	H	M	H	9
	M	H	H	M	H	M	H	11
	H	H	H	H	H	M	H	13
	M	H	H	H	H	M	H	12

Activities

2. Provide for counseling, treatment and therapy: drug and alcohol, psychological and psychiatric, marital/family, financial management (counseling), mental ability counseling, and sexual behavior.

Process:

- a. No. and % of probationers voluntarily participating in program
- b. No. and % of staff hours spent providing for treatment services, by type of service
- c. % of probationers whose special treatment needs have been assessed
- d. Average no. of hours of counseling, treatment and therapy, per probationer man-year
- e. No. and % of staff hours spent supervising, administering and evaluating counseling, treatment and therapy programs, by type of program
- f. 1) % of probationers requesting treatment services; 2) % of requested services that can be scheduled; 3) % of probationers who keep appointments for service
- g. Degree to which probationers participate in establishing counseling objectives
- h. % of probationers who have been screened for problems requiring treatment; % of screened probationers referred to treatment
- i. % of probationers uniformly channeled through a set of treatment stages
- k. Rate of usage of other services for treatment: No. of treatment services provided by outside agencies/Total no. of treatment services provided
- l. % of probationers for whom treatment goals have been ranked in order of priority of problems
- m. Average no. of probationers requiring referral to outside treatment agency
- n. No. and % of probationers receiving treatment services, by type

	Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	M	M	H	M	H	M	H	10
	M	M	M	M	H	H	H	10
	M	M	H	M	H	M	H	10
	M	M	H	H	H	H	H	12
	M	M	H	M	H	H	H	11
1) M	M	M	H	H	H	M	H	11
2) M	M	H	H	H	H	M	H	12
3) L								
	M	M	H	H	H	H	H	12
	M	M	H	M	H	M	H	10
	M	M	H	H	H	M	H	11
	M	M	H	H	H	M	H	11
	M	M	H	H	H	M	H	11
	M	M	H	H	H	M	H	11
	M	M	H	H	H	M	H	11

5.

Activity 2 (cont'd) Service Characteristic

- o. % of subjects who are counseled by one counselor, providing continuity of attention
- p. Degree to which counselor varies his method of response to relate to probationer characteristics
- q. % of time counselor is rated effective/competent/helpful by probationers
- r. Degree of ease probationer feels with counselor
- s. % of probationers having negative responses to counseling (by probationer)
- t. % of time consultation is rated desirable by probationer
- u. % of probationers whose treatment needs cannot be met because of lack of staff, inappropriate scheduling, and/or inaccessible facility
- v. % of program which permits innovation and change
- w. % of probationers for whom treatment needs cannot be met
- x. Degree to which probationer is effectively linked to other necessary services
- y. Client ratings of services, based on counselor-competence, timeliness of service delivery, understanding and supportiveness of counselors, and comprehensiveness of service
- z. No. and % of probationers who rate key aspects of services "fair" or "poor" (Winnie, Hatry, and Wright, 79)
- aa. Average amount of time spent waiting for counseling assignment
- bb. Average length of time between request for counseling and provision of service
- cc. No. of probationers in need of counseling who are not enrolled within "x" weeks (Winnie, Hatry, and Wright, 79)
- dd. % of urgent treatment needs which can be met immediately
- ee. Degree to which staff is interested in and appreciative of probationer's life style
- ff. No. and % of probationers receiving treatment services (by type of service)-- by age, race, sex, seriousness of offense, level of supervision

	Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	M	H	H	H	H	M	H	12
	M	H	M	M	H	H	H	11
	M	M	H	M	H	H	H	11
	M	M	H	M	H	M	H	10
	M	M	H	M	H	H	H	11
	M	M	H	H	H	M	H	11
	M	H	M	M	H	M	H	10
	M	M	H	M	H	M	H	10
	M	H	M	M	H	H	H	11
	M	M	H	M	H	H	H	11
	M	M	H	M	H	M	H	10
	M	M	H	M	H	H	H	12
	M	M	H	H	H	M	H	11
	M	M	H	M	H	H	H	11
	H	H	H	H	H	M	H	13

Activities

- 3. Provide career counseling.
- Provide academic counseling.

Process:

- a. No. and % of probationers counseled
- b. No. and % of probationers whose educational and vocational training needs have been identified
- c. % of probationers whose academic and employment potential has been assessed
- d. No. and % of probationers tested for degree of employability potential--use of Denver Inventory (Miller, et al., 8)

Other tests of employability include:  
 Purdue Pegboard Test and O'Connor Tweezer Dexterity Test: to test the kind of dexterity industries prefer  
 Wide Range Arithmetic Test: to test math skills  
 Minnesota Paper Form Board Test: to measure spatial visualization (to select apprentices in skilled trades)  
 Bennet Mechanical Comprehension Test: to find evidence of aptitude for skilled trades  
 Army General Classification Test: to provide evidence of aptitude for skilled and semiskilled trades and for various programs of formal education  
 Kuder Preference Record or the Picture Interest Inventory: to determine vocational interests, since there is evidence that both tenure and job satisfaction are related to patterns of vocational interest (Cronin, 82-3)

- e. No. of probationers counseled and tested with GATB and other instruments as a proportion of participants (Borus and Tash, 46)
- f. % of probationers who seek counseling
- g. % of probationers' time spent in counseling
- h. Time spent counseling--as a % of total work time--for each counselor
- i. No. and % of staff hours spent on all aspects of the counseling program (coordinating, supervising, counseling, making referrals, evaluating)
- j. % of time counseling services are available
- k. % of probationer's problems which are successfully resolved by the counselor
- l. % of counselors' time spent on follow-up counseling
- m. % of probationers' problems requiring intervention of personnel other than counselor
- n. % of probationers who set their own academic and career goals

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	L						
M	M	H	H	H	M	H	11
M	M	H	H	H	H	H	12
M	L						
M	M	H	M	H	H	H	11
M	M	H	H	H	H	H	12
L	(This is an outcome measure.)						
M	M	H	M	H	H	H	11
M	H	H	H	H	M	H	12
M	H	H	H	H	M	H	12

- o. % of probationers who have to be reminded of next counseling appointment
  - p. % of program based on middle class values and tools of communication
  - q. % of counselors who are a) sympathetic, b) empathetic, and/or c) diagnostic
  - r. % of counseling conducted prior to employment/academic placement
  - s. % of counseling conducted individually/en masse
  - t. % of program which contains communication channels with appropriate professional groups and similar programs
- Service Characteristic:
- u. No. and % of probationers who rate key aspects of counseling services "fair" or "poor" (Winnie, Hatry, and Wright, 79)
  - v. Probationers' ratings of counseling services in terms of counselor-competence, timeliness of services, understanding and supportiveness of counselors
  - w. Amount of time spent waiting for counseling assignment
  - x. Average length of time between request for counseling and provision of service
  - y. No. of probationers in need of career/academic counseling who are not enrolled within "x" weeks (Winnie, Hatry, and Wright, 79)
  - z. % of probationers receiving continuity of attention through contact with one counselor
  - aa. % of consultations rated desirable by probationers. by staff
  - bb. Degree to which probationer is comfortable with counselor
  - cc. % of probationers with negative response to counseling
  - dd. Degree to which counseling leads to improved probationer performance in other programs, such as education and job training
  - ee. Degree to which counselor is interested in and appreciative of probationers' life style
- Distribution:
- ff. % of probationers receiving academic/career counseling by age, race, sex, client difficulty, risk of recidivism, and seriousness of offense

	Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
L								
M		H	M	M	H	M	M	9
M		H	M	M	H	M	H	10
M		H	H	H	H	M	H	12
M		H	H	H	H	M	H	12
M		H	H	H	H	M	H	12
M		M	H	M	H	M	H	10
M		M	H	M	H	H	H	11
M		M	H	H	H	H	H	12
M		L						
M		M	H	H	H	M	H	11
M		M	H	H	H	M	H	11
M		M	M	M	H	M	H	9
M		M	M	M	H	M	H	9
L		(This is an outcome measure.)						
M		M	H	M	H	H	H	11
H		H	H	H	H	M	H	13

Activities

- a) Provide job referral and placement services.  
 4. b) Provide education/training placement services.

Process:

## a) employment referral and placement measures:

- a. No. of jobs developed and promoted (Compendium of Measures, 69)  
 b. % of probationers participating in job referral and placement programs  
 c. No. of referrals made, per probationer man-year  
 d. No. of placement contacts made, by type (industrial, managerial, commercial, other) (Compendium of Measures, 75) (per probationer man-year)  
 e. No. and % of staff man-hours spent on job referral and placement services  
 b) academic placement measures:  
 f. No. of staff man-hours spent identifying and/or developing academic or training programs for probationers  
 g. No. and % of probationers receiving educational/training placement services  
 h. No. of potential educational placements identified and developed

Service Characteristic:

- a) and b) employment and academic placement measures  
 i. % of probationers satisfied with referral and placement services  
 j. No. and % of probationers who rate key aspects of services "fair" or "poor" (Winnie, Hatry, and Wright, 79)  
 k. No. and % of probationers who are in need of referral and placement services which are not being provided (Ibid.)  
 l. No. of probationers eligible for services but not enrolled within "x" weeks (Ibid.)  
 m. Probationers' ratings of referral and placement services according to: appropriateness of the placement information to individual needs, competency of staff, timeliness of services, understanding and supportiveness of staff  
 n. Average length of time between request for placement services and provision of services  
 o. % of probationers receiving continuity of attention through contact with one referral/placement counselor  
 p. % of referrals rated desirable by probationers, by staff

	Valid		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	Complete	Unique						
	M	H	H	H	M	M	H	11
	M	H	H	H	H	M	H	12
	M	H	H	H	H	M	H	11
	M	H	H	H	M	M	H	11
	M	H	H	M	H	H	H	12
	M	H	H	H	H	H	H	13
	M	H	H	H	H	M	H	12
	M	H	H	H	M	M	H	11
	H	M	H	M	H	M	H	11
	H	M	H	M	H	M	H	11
	M	M	H	M	H	M	H	10
	M	M	H	H	H	M	H	11
	H	M	H	M	H	H	H	12
	M	M	H	H	H	H	H	12
	M	H	H	H	H	M	H	12
	M	M	M	M	H	M	H	9



9.

- q. Degree to which probationer is comfortable with placement staff
- r. % of probationers with negative response to referral/placement services
- s. Degree to which the referral/placement service is compatible with other services

Distribution:

- t. % of probationers receiving referral and placement services, by age, race, sex, client difficulty rating, risk of recidivism, and seriousness of offense

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	M	M	M	H	H	H	10
M	M	M	M	H	M	H	9
M	H	M	M	H	H	H	11
H	H	H	H	H	M	H	13

Activities

5. Supervise the delivery of services and monitor probationers' performance.

Process:

- a. No. and % of staff-hours spent supervising service delivery, by type of service:
  - a. Break down support services into sub-categories: housing, clothing, health, child care, legal services, transportation, and financial services.
  - b. Break down treatment services into sub-categories: drug and alcohol, psychological and psychiatric, marital/family, financial management, and sexual behavior.
  - c. Break down skill development services into: career counseling, job referral and placement, academic counseling, and academic placement.
- b. % of total staff time spent supervising program services--by type of supervision: such as, monitoring probationers' attendance at required services, determining whether or not probationers followed up on recommended job or academic contacts, guaranteeing that employers, schools, training centers, counseling centers, and other service contractors provide promised services
- c. No. of supervisory contacts between probation staff and service provider (other staff or outside contractor) for the purpose of monitoring 1) service delivery and 2) probationer progress, in a given period of time.
- d. No. of service providers supervised, per staff member
- e. % of staff man-years devoted to supervision of service delivery
- f. Degree of supervisory intervention in service provider's activities
- g. Degree of routine interaction between service providers (staff or outside contractors) and supervisory personnel
- h. % of supervisors who are rated on effectiveness periodically
- i. % of probationers whose service need classification is reviewed at least once every 3 months (Std. 3124, ACA, 24)
- j. % of probationers with special problems (drugs, alcohol, mental illness, physically handicapped, etc.) whose case services are reviewed at least annually (Std. 3126, Ibid.)
- k. No. of service delivery agencies supervised, by type

	Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	M	M	H	M	H	H	H	11
	M	M	H	M	H	H	H	11
	M	M	H	H	M	M	H	10
	M	M	H	H	H	M	H	11
	M	M	H	M	H	H	H	11
	M	M	H	H	H	H	H	12
	L							
	M	M	H	H	H	M	H	11
	M	M	H	H	H	M	H	11
	M	M	H	H	L	L	H	8

11.

Activity 5 (cont'd)

1. % of probation agencies that meet the following supervisory standards:

- . The agency identifies the collective service needs of its probationers at least biennially. (ACA Std. 3127)
- . Community resources are developed to provide services to offenders, and field staff actively support community efforts on behalf of offenders. (ACA Std. 3128)
- . The agency maintains an effective and cooperative working relationship with public and private service agencies. (ACA Std. 3129)
- . The agency maintains a qualitative and current inventory of functioning community agencies. (ACA Std. 3130)

m. Ratio of supervisors to providers

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	M	H	H	H	M	H	11
M	L (See d.)						

Service Characteristic:

- n. % of staff whose attitude toward the probationer matches the program's orientation (f.e., punitive, protective, habilitative, or passive)
- o. % of staff whose competence, reliability and consistency in monitoring probationer performance is rated "fair" or "poor" by probation administration, by probationers, and by the service providers
- p. % of probationers whose participation is monitored at least "x" times per week
- q. % of probationers who should be monitored but are not
- r. % of probationers, staff, and/or outside service contractors rating service delivery supervision "fair" or "poor" according to the following criteria: fairness of supervisory staff, consistency of supervisory behavior, appropriateness of supervisory measures, and level of service quality demanded by supervisory staff
- t. No. of justified grievances by probationers and/or staff concerning the supervision of service delivery (No. of grievances/probationer man-year)
- u. Rating of supervision by service providers (staff, medical staff, other specialized staff-members, or outside service contractors)
- v. Degree to which supervisors are directly available to probationers
- w. % of probationers satisfied with availability of supervisory staff (ACA recommends 24 hour access to field staff in order to meet client needs.) Std. 3122, p. 23.
- x. % of supervisory contacts considered by the probationer to be "helping" contacts, as opposed to contacts to control or restrict

Distribution:

- y. % of probationers whose participation in support/treatment/skill development services is monitored at least "x" times per week, by age, race, sex, client difficulty, and seriousness of offense, and risk of recidivism.

	Valid		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	Complete	Unique						
	M	H	M	M	H	H	H	10
	M	M	M	M	H	M	H	9
	M	M	H	H	H	M	H	11
	M	M	H	M	H	M	H	10
	M	M	M	M	H	M	H	9
	M	M	H	H	H	M	H	11
	M	M	M	M	H	H	H	10
	M	M	M	M	H	M	H	10
	M	M	M	M	H	M	H	9
	H	H	H	H	H	M	H	13

13.

Activities

6. Limit the freedom of the probationer through supervision, investigation and surveillance.

Process:

- a. % of staff time allocated to direct probationer supervision
- b. No. of supervisory contacts per probationer man-year, by type: e.g. probationer/staff contacts, scheduled and unscheduled; staff/employer contacts; staff/school contacts; staff/family interviews; and staff/peer interviews.
- c. % of probationer man-year spent in supervised activity
- d. % of probationers receiving constant supervision, intermittent supervision, and minimal supervision (In other words, break down the probationers according to level of supervision, however it may be defined.)
- e. Degree to which implementing varying levels of supervision have been tested
- f. % of staff time spent in supervision of probationers, investigation of alleged violations, and surveillance
- g. % of staff's supervisory time spent with probationer/his family/his employer
- h. Degree of intervention in probationer's life style
- i. Degree of unsupervised activity allowed by program
- j. % of disciplinary problems which are recurring/can be anticipated
- k. % of probationers for whom a specific supervisory plan is implemented which provides for regular reporting as to compliance with regular and special conditions of probation
- l. % of probationers for whom personal contact with the field officer on a regular basis is maintained

	Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	M	M	H	M	H	H	H	11
	M	M	H	M	H	M	H	10
	M	M	H	M	H	H	H	11
	M	M	H	M	H	M	H	10
	L	(This is a management measure.)						
	M	M	H	M	H	H	H	11
	M	M	H	M	H	H	H	11
	M	M	H	M	H	H	H	11
	L							
	H	H	H	H	H	M	H	13
	H	M	H	H	H	M	H	12

Activity 6 (cont'd)

Service Characteristic:

- m. % of probationers satisfied with the quality, confidentiality, and level of supervision received
- n. % of probationers satisfied with availability of supervisory staff (ACA recommends 24 hour access to field staff in order to meet client needs.)
- o. % of probationers who receive at least "x" no. of supervisory contacts per time period
- p. % of supervisory staff who exhibit an understanding of probationers deviant life-style
- q. % of staff whose competence, reliability and consistency in supervising probationers is rated "fair" or "poor" by probation administration, by probationers, and by "interested others" (such as employers, family, and friends of probationers)
- r. % of probationers who should be monitored "x" times per week, but are not
- s. No. of justified grievances per probationer man-year (and/or staff) concerning probationer supervision
- t. Degree to which supervisors are directly available to probationers
- u. % of probationers satisfied with availability of supervisory staff

Distribution:

- v. % of probationers who are monitored "x" times in a set time period--by age, race, sex, client difficulty rating, seriousness of offense, and risk of recidivism

	Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	M	M	H	M	H	M	H	10
	M	M	H	M	H	M	H	10
	M	M	H	H	H	M	H	11
	M	M	M	M	H	M	H	9
	H	M	H	M	H	M	H	11
	M	M	H	H	H	M	H	11
	M	H	H	H	H	M	H	12
	M	3 M	M	M	H	H	H	10
	M		H	H	H	M	H	10
	H	H	H	H	H	M	H	13

Activities

7. Provide special programs: Restitution (monetary and community service)  
Victim Compensation

Process:

- a. No. and % of probationers participating in restitution and/or victim compensation programs
- b. % of staff time spent supervising, administering, and evaluating restitution and victim compensation programs
- c. Average amount of time spent per restitution/victim compensation program participant in order to meet program requirements
- d. No. and % of victims and/or communities participating in the special programs for compensation and restitution

Service Characteristic:

- e. % of probationers participating in special programs who rate key aspects of the program "fair" or "poor" (Key aspects might include: appropriateness of program for individual probationer's needs, fairness of program requirements, and supportiveness of program staff.)
- f. % of victims served by the victim compensation program who are satisfied with the timeliness and adequacy of payment
- g. Degree of community satisfaction with victim compensation and restitution programs, as determined by citizen survey
- h. Average length of time between when probationer committed the offense and when compensation is made

	Valid		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	Complete	Unique						
	M	H	H	H	H	M	H	12
	M	H	H	M	H	H	H	12
	M	H	H	M	H	H	H	12
	M	H	H	H	H	M	H	12
	M	H	M	M	H	M	H	10
	M	H	M	M	H	M	H	10
	M	H	H	M	H	H	H	12
	M	M	H	H	H	H	H	12

16.

Activity 7 (cont'd)

Distribution:

- i. No. and % of probationers participating in special programs for victim compensation and restitution, broken down by age, race, sex, client difficulty level, risk of recidivism, and seriousness of offense.
- j. % breakdown of those who are compensated, by age, race, sex, economic status, and occupation

	Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	M	H	H	H	H	M	H	12
	M	H	H	H	H	M	H	12



PROBATION IMPACTS -- Outcome Measures

Met probationers' basic needs for well-being (1)

- a. Change in probationers' physical well-being, as assessed by medical staff and probation officers
- b. % of probationers whose medical (or dental) needs are met
- c. No. of well-days per probationer man-year
- d. No. of work absences attributable to illness per probationer man-year
- e. % of probationers for whom adequate housing/ health/ financial/ legal/ child care/ clothing/ and transportation services have been provided
- f. % of probationers whose housing, child care, transportation, legal and/or financial needs (broken down by type of need) are met
- g. Degree to which probationers' needs are met, according to Goal Attainment Scaling and Service Impact Analysis
- h. % of probationers reaching attainable levels of improvement in problem areas

Decreased dependence on drugs and alcohol (2)

- a. % of clients with 2 or more positive urines in a given month
- b. Change in client dependence on drugs and alcohol, as reported by counselors, employers, parents, other family, and friends
- c. Change in level of drug and alcohol use, according to results of chemical analyses, self-reports, and staff evaluations (M,W,L, 13)
- d. % of clients depending on drugs for normal functioning
- e. Degree of decrease in reliance on external stimulation and sedation

Outcome measures describe the effect or impact of the program upon clients who were directly served or other groups who were indirectly affected as a result of the program's products. A program may trigger a chain of events that occur over a period of many years.

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	M	M <sup>1</sup>	H	H	H	H	11
M	M	M	H	H	M	H	10
M	M	H	M <sup>2</sup>	H	H	H	11
M	M	H	M <sup>2</sup>	H	M	H	10
H	M	H	H	H	M	H	12
M	M	H	H	H	M	H	11
H	M	H	M	H	H	H	11
H	M	H	H	H	M	H	12
M	M	H	H	H	M	H	11
H	M	M <sup>3</sup>	M	H	H	H	11
H	M	M <sup>3</sup>	M	H	H	H	13
H	M	M <sup>4</sup>	H <sup>5</sup>	H	H	H	12
H	M	M <sup>4</sup>	H <sup>5</sup>	H	5	H	11
H	(See c.)						

<sup>1</sup> Reliability = M because, assuming a probationer's health remains stable, the measurement could vary as a result of a change in medical interpretation of the test.  
<sup>2</sup> Accuracy = M, assuming that work absences are generally attributed to illness, no matter what the real reason.  
<sup>3</sup> Reliability = H, assuming that variation in measurement may occur as a result of changes in interpreters' assessment, rather than changes in actual levels of drug dependence.  
<sup>4</sup> Reliability = H, assuming there are minimal variations due to personal factors in the drug dependence measurements.  
<sup>5</sup> Accuracy = H, assuming that staff has no systematic bias in their measurements.

Improved interpersonal relations (3)

- a. % of probationers capable of interpersonal relations
- b. Change in % of probationers whose interpersonal relations have improved -- as determined by counselors, other probation staff, peers, employers and the probationers themselves; and, as determined by standard psychological tests
- c. Change in no. and % of probationers reporting increased nos. of friendships and other supportive relationships, as a result of individual and group counseling
- d. Degree of freedom expressed by probationers in bringing problems to staff attention
- e. % of probationers with strong ties to peer group

Improved mental well-being (4)

- a. % of participants who anticipate no future
- b. % of probationers with mental health problems who are showing improvement
  - Use of standard psychological scales (MMPI, CPI) to measure mental well-being
  - Use of staff assessments
  - Use of probationer self-reports and Goal Attainment Scaling (or Service Impact Analysis) to get client perception of change and the extent to which the services provided helped to achieve the reported change
- c. % of subjects developing new interests
- d. % of clients requiring fewer and fewer sessions with the counselors and therapists to meet psychological needs

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
H	M	according to standard psychological tests: H according to staff: M	M according to staff: H	H	.	H	11
H	M	according to peers: H according to employers: M according to self reports: H	H	H	M	H	11 11 10
M	M	H <sup>2</sup>	L <sup>4</sup>	H	M	H	9
M	M	H	L	H	H	H	10
M	M	staff assessment: M	H <sup>1</sup>	H	M	H	10
M	L <sup>5</sup>						
H	M	standard psych test: H M staff assessment: M self-report: H	H M L	H	M	H	11 11 10
M	L <sup>5</sup>						
L	(this measure focuses on process, not outcome.)						

<sup>1</sup> Accuracy = H, assuming staff has no bias that would show up regularly in assessing probationers' interpersonal relations.  
<sup>2</sup> Accuracy = H, assuming peers have no identifiable bias in their determination of probationers' interpersonal relations.  
<sup>3</sup> Reliability = H, assuming the probationers will give the same assessment of himself, time after time -- whether his assessment is accurate or not.  
<sup>4</sup> Accuracy = L, assuming probationers have an incentive to lie about their character changes over time.  
<sup>5</sup> Unique = L, because this measure is probably included as part of the standard psychological questionnaires (sec. b.)

Improved family stability (5)

- a. % of probationers who show improved adjustment to family life:
  - . Use of tests to measure adjustment and attitude changes,
    1. St. Paul Scale of Family Functions (Geismar)
    2. Other scales to measure attitudes toward family (Weeks)
  - . Assessment of family life by probation officers, based on interviews and observation
- b. % of probationers who perceive a positive change in their family life
- c. Degree of improvement in individual adjustment to one's marriage  
Use of the Family Concept Q-Sort (ratings by both counselor and client) before and after service, to measure improvement (Wattie, 610)
- d. % of probationers who experience family difficulties
- e. % of probationers with high degree of support from family and friends
- f. % of probationers maintaining family role during probation
- g. % of probationers with close family involvement
- h. % of probationers with positive family relations
- i. % of probationers with home environments conducive to their return and rehabilitation
- j. % of probationers married or entered into common-law arrangements while on probation (Fox, 79)
- k. % of probationers divorced or separated while on probation (Ibid)

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
H	M	Use of family adjustment scales: H M		H	M	H	11
H	M	Use of staff assessments: M H		H	M	H	11
M	M	Self-report: H M		H	H	M	10
M	M	Staff assessment: M H		H	M	H	10
L							
M	H	H	H	H	M	H	11

d-k  
j-k

Increased financial independence (6)

- a. Change in % of probationers receiving financial counseling who rate financial problems as their primary concern
- b. Change in amount of indebtedness incurred by probationers who receive financial counseling
- c. Change in % of probationers who are able to pay rent, buy clothes, and make large purchases as a result of financial counseling (Lenihan, 19)
- d. The proportion of program participants who receive welfare and unemployment compensation, and the amount received of each after the program as compared with preprogram experience (Borus and Tash, 50)
- e. % of participants who perceive that they are less dependent on outside help than before, according to psychological scales of dependency (Ibid.)
- f. % of participants who are "self-supporting" (not receiving government subsidy) (Winnje, Hatry, and Wright, 78)
- g. % change in the no. of former participants who are "self-supporting" as a result of probation programs (Ibid.)
- h. Change in welfare status (Compendium of Measures, 64) Comment: This is a useful index. There is a question of its sensitivity as a measure of reduction of economic dependency, since it is an "all or nothing" measure. It does not allow for meaningful comparisons between jurisdictions because of differing welfare regulations.
- i. Average grant amount decrease (Ibid.) Comment: This index is a more sensitive measure of the reduction of economic dependency than the above. Caution must be observed when using this index because of ongoing welfare payment changes due to legislative mandate. Such a change could contaminate study results.
- j. % of probationers who maintain economic independence during probation
- k. % of probationer families receiving public assistance
- l. % of probationers independent of external support
- m. Change in credit rating of a probationer (Scale ranges from 1-"pays accounts as agreed" to 9-"bad debt placed for collection") (Fox, 109)

Improved sexual adjustment (7)

- a. % of probationers with improved sexual adjustment, based on standard psychological test scores, self-assessment, counselor ratings, and peer opinion

	Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
a.	M	H	H	M	H	M	H	11
b.	M	M	H	M <sup>1</sup>	H	H	H	11
c.	H	M	H	H	H	M	H	12
d.	M	M <sup>2</sup>	H	H	M <sup>3</sup>	M	H	10
e.	M	H	H	M	H	M	H	11
f.	M	M <sup>2</sup>	H	H	H	M	H	11
g.	M	M <sup>2</sup>	H	H	H	M	H	11
h.	M	M <sup>2</sup>	H	H	M <sup>3</sup>	M	H	10
i.	M	M <sup>2</sup>	H	H	M <sup>3</sup>	H	H	10
j.	M	M	self-report: H	M	H	M	H	9
k.	M	M <sup>2</sup>	H	H	H	M	H	11
l.	M	L (See j.)						
m.	M	M	H	H	H	H	H	12
a.	H	H	see psych tests: H self assessment: H counselor assessment: H peer opinion: H		H	M	H	12 11 12 12

<sup>1</sup> Accuracy = M, because the probationer may not be totally truthful in his accounting of his debts.  
<sup>2</sup> Unique = M, because there are several measures listed which deal with welfare and unemployment compensation payments.  
<sup>3</sup> Comparable = M, not H, because different jurisdictions may set different standards for the amount of welfare and unemployment compensation payments.

Improved knowledge of labor market (8)

- a. % improvement in probationers' knowledge of job openings, wage rates, and unemployment in the labor area (Borus and Tash, 47)

More realistic vocational goals (9)

- a. % of probationers whose career goals match counselor's expectations
- b. % of probationers whose vocational awareness and planning skills are rated "fair" or "poor" according to their knowledge of the importance of various job characteristics, knowledge of relevant ways to seek a first job, and the rated quality of their short-term and long-term job plans (Freeberg, 538)
- c. % of probationers who possess a high degree of realism regarding their vocational status
- d. % of probationers whose perception of their problem agrees with that of the professional
- e. Degree to which probationer presents a realistic view of his employment/academic status and potential

Improved attitudes toward work (10)

- a. % of probationers with positive attitudes toward work (Use California Psychological Inventory or Strong Vocational Interest Blank) (Peterson, 41)
- b. % of probationers showing improvement in scores on attitude tests (Borus and Tash, 46)
- c. No. and % of participants who demonstrate attitudinal improvement, compared to attitude at program entry (Winnie, Hatry, and Wright, 79)
- d. % of probationers who believe that job success depends upon performance rather than chance or contacts (Robin, iii)
- e. % of probationers who think keeping a job is important
- f. % of probationers with positive values associated with employment
- g. % of probationers who anticipate benefits derived from work experience

Increased work motivation (11)

- a. % of probationers willing to train full-time and part-time and to accept jobs under specified adverse conditions (Freeberg, 538)
- b. % of probationers rated in "top third" in the area of motivation and morale, by staff members with whom they have had "quite a bit of contact" (Gurin, 59)
- c. % of probationers showing strong orientation toward work, using the following scales proposed by Gurin (106-198): Work Investment & Desire for Positive Job Payoffs
- d. % of probationers willing to exchange steady employment for training that would lead to better jobs (Robin, iii)
- e. % of probationers with positive values associated with employment
- f. % of probationers who anticipate benefits derived from work experience

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating	
H	H	M	H	H	H	H	13	
M	M	H	H	H	M	H	11	
H	H	M	H	H	M	H	11	
M	M	M	H	H	M	H	10	
M	(see a.)	M	H	H	M	H	12	
H	M	H	M	H	H	H	12	
H	M	H	M	H	M	H	11	
L								
M	L							
H	M	H	M	H	M	H	11	
M	H	H	H	H	M	H	12	
H	H	M	H	H	M	H	12	
H	H	H	M	H	M	H	12	
L		(This measure applies more specifically to impact (2), "Increased educational motivation")						
L		(This measure applies more specifically to impact (10), "Improved attitudes toward work")						

Handwritten notes in the table:  
 - "staff assessment:" above the first row.  
 - "ratings by staff:" above the second and third rows.  
 - "staff assessment:" above the fourth row.  
 - "Use of attitude test." above the fifth row.  
 - "Use of staff assessment:" above the sixth row.  
 - "according to self-report" above the seventh row.  
 - "Unique is L because the information in the measure is probably included in the work attitude scale developed as a part of measures a, b, c."

- Increased educational motivation (12)
- a. % of clients who develop an interest in further schooling (Gurin, 57)
  - b. No. of probation clients who were school dropouts when they entered, but who returned to school during probation period (Perry, Anderson, Rowan, Northrup, 92)
  - c. % entering advanced training (Bateman, 6)
  - d. Change in school dropout rate (Robin, iii)
  - e. % of clients who recognize the relevance of schooling to subsequent economic productivity (Robin, iii)
  - f. % of subjects continuing education begun before probation started
  - g. % of probationers with positive values associated with education
  - h. % of probationers who anticipate benefits from educational experience
  - i. % of probationers willing to exchange steady employment for training that would lead to better jobs (Robin, iii)
- Assured participation in treatment/skill development services (13)
- a. No. and % of service-participants who successfully complete counseling, training, treatment, therapy, placement programs, and so on--by type of program
  - b. Drop-out rate, by type of program
  - c. Absentee rate, by type of program
  - d. % of probationers projected for treatment services (or skill development services) who were actually served
  - e. No. and % of probationers participating in treatment/skill development programs, by type of program
- Increased self-sufficiency (14)
- a. % of probationers who have increased self-sufficiency:
    - . Use of the Duke University Older Americans Multi-Dimensional Functional Assessment Scale (Millar, 21)
    - . Use of Greater London Council Indexes of Need (Millar, 58)
    - . Use of Northwest Federation's Microdata Sampling System (Millar, 25)
    - . Use of West Virginia/Case Western Reserve Client Functioning Scale (Millar, 30)
  - b. % of probationers who are able to cope with reality (Banks, 29)
  - c. % of probationers who take responsibility for their actions and do not feel society "owes them"
  - d. Degree of self-reliance encouraged during probation
  - e. % of probationers exhibiting a high degree of self actualization
  - f. Degree of functional loss resulting from crime experience and probation

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
H	M	self-report: H	M	H	M	H	11
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	L (See b)	self-report: H	M	H	M	H	11
L	(This would not show increased educational motivation.)						
M	M	self-report: H	M	H	H	H	10
M	M	self-report: H	M	H	M	H	10
M	M	self-report: H	M	H	M	H	10
H	H	H	H	H	M	H	12
M	M	H	H	H	M	H	11
M	H	H	H	H	M	H	11
H	M	H	H	H	M	H	12
L	(This is more of an activity than an outcome, measure.)						
H	H	H	M	H	M	H	12
M	M	self-report: H	M	H	M	M	9
L	(This measure applies more directly to hypnosis (15) and (16).)						
L	(This measure applies to a process leading to increased self-sufficiency.)						
M	M	self-report: H	M	H	M	M	9
M	M	staff assessment: H	H	H	H	M	10

- Improved self-esteem (15)
- a. % of probationers whose self-esteem is judged to have improved since sentence began
    - . Use of MMPI
    - . Use of Jesness and CPI
    - . Use of Army psycho-neurotic screening adjunct
  - b. % of probationers who accept the possibility of eliminating their crime problem
  - c. % of probationers with negative attitude toward self
- 
- Improved attitude toward society (16)
- a. % of probationers whose attitudes become more socially acceptable
    - . Comparison for similarity of client choices reflecting commonly accepted attitudes, goals and values in American culture (Banks, 29)
    - . Use of Jesness and California Psychological Inventory and MMPI
    - . Use of assessments of overall attitudes of probationers by probation officers, job supervisors, teachers, parents, and peers
  - b. % of probationers who accept responsibility for their role in society and do not feel society "owes them"
  - c. % of probationers who feel societal relationships are important
  - d. Degree to which probationer agrees with societal values and judgment
  - e. Increase in the average score on scales of attitudes and alienation toward social institutions. e.g., schools, police, politics, and welfare agencies (Borus & Tash, 10-11)

	Valid		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	Complete	Unique						
	H	H	H	M	H	M	H	12
	M	M	H	L	H	M	M	2
	H	M	H	M	H	M	H	11
	H	H	M	H	H	M	H	12
	M	L (see a.)						
	M	L (see a.)			"			
	H	L (see a.)						
	M	L (see a.)						

Reduced criminal activity (during and after probation) (17)

- a. % of probationers arrested while on probation
- b. % of probationers convicted of a new crime while on probation
- c. % of probationers whose sentence is revoked (includes technical violations)
- d. Comparison of arrest and conviction rates of probationers with a suitable comparison group (Banks, 30)
- e. Relate probationer crime rates with employment and or education records (Ibid.)
- f. Comparison of severity of new offense to prior crime(s)
  - . Use of McEachern and Taylor (1967) Seriousness Index, which calculates the probability for any one type of offense that its detection would result in a "petition". Comparison of cumulated seriousness of offenses before and after leads to a measure of improvement or deterioration. (Simon)
  - . Use of Wolfgang-Sellin Delinquency Index, (1964), which is primarily an index of juvenile delinquency in the community, rather than criteria of individual behavior. (Ibid.)
- g. Proportion of those offenders satisfactorily completing the prescribed period of supervision (Radzinowicz)
- h. Of those probationers reconvicted, measure the length of time to reconviction
- i. % of offenders arrested for a criminal offense within 12 months after probation; % of offenders convicted within 12 months; and % of offenders incarcerated within 12 months. (Blair, 2)
- j. No. of months of confinement during a given no. of years after probation (Glaser (1964))
- k. Glaser (1964) continuous measure of recidivism--from "no further criminal associations" to "clear failure as indicated by return to prison for the commission of a felony" (as cited in Waldo and Griswold, )
- l. % of those offenders who have not only favorably responded to probation when under supervision but who have had no indictable offense recorded against them throughout the follow-up period (Radzinowicz, 1)
- m. % of probationer activity incidents requiring police intervention (increase/decrease)
- n. % of reported crimes attributed to probationers
- o. % of probationer population to total population related to decrease/increase of reported crime

	Valid		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	Complete	Unique						
a.	M	M	H	H	H	M	H	11
b.	M	M	H	H	H	M	H	11
c.	M	M	H	H	M <sup>1</sup>	M	H	10
d.	M	M	H	H	H	M	H	11
e.	M	M	H	H	H	M	H	10
f.	M	H	H	H	H	H	M	12
g.	L	(This measure applies more specifically to "increased probation success" (19).)						
h.	M	M	H	H	H	H	H	12
i.	M	M	H	H	H	M	H	11
j.	M	M	H	H	H	H	H	12
k.	M	M	H	H	H	H	H	12
l.	M	L (see i.)						
m.	M	H	H	M <sup>2</sup>	M	M	H	10
n.	M	H	H	M <sup>2</sup>	H	M	H	11
o.	M	H	H	H	H	M	M	11

<sup>1</sup> comparable = M, assuming reasons for revocations may differ among jurisdictions

<sup>2</sup> Accurate = M, assuming police do not keep accurate records, in general.



Increased socially acceptable behavior (18)

- a. % of probationers showing increased socially acceptable behavior (compared to pre-probation behavior)
  - . Use of the Acceptable Behavior Scale (Seiter, 17) which includes measures of: work or educational stability, self-improvement qualities, financial responsibility, parole or probation progress, and the absence of critical incidents or illegal activities
  - . Use of dimensions of community adjustment (F.J. Carney, 48) as criteria for socially acceptable behavior: employment patterns, family relationships, residential stability, participation in self-improvement programs, involvement in specialized programs, such as drug or alcohol programs, constructive leisure time activities
  - . Use of scales based on the following items of information (Seashore, 75): % of time employed or in school, ability to perform on the job or in school, self-sufficiency and acceptance of responsibility in maintaining a stable residence, keeping up with financial obligations, driving only with a valid driver's license and paying all traffic and parking fines, extent of involvement with drugs or excessive alcohol, admitted involvement in illegal activities
  - . Use of ratings by probation officers--subjective estimates of client performance in 5 areas of adjustment: occupation, family life, use of leisure time, social relationships, and social responsibility (Adams-1961, 215) Ratings recorded at 6-month intervals, on a 5-point scale ranging from "very good" to "very poor" adjustment
- b. Increase in the % of probationers participating in political activities, attending religious services, joining social clubs, and registering to vote
- c. % of probationers participating in community programs (to measure successful participation, clients' attendance, achievement, and opinion of programs should be noted) (Banks, 26)
- d. Degree of change in physical and social behavior during probation
- e. % of probationers maintaining social competence subsequent to probation termination

	Valid		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	Complete	Unique						
	H	H	<i>Use of behavioral scales:</i> H M <i>Use of staff ratings:</i> M H		H	M	H	12 12
	M	L (see a.)						
	M	L (see a.)						
	M	L (see a.)						
	M	L (see a.)						

**CONTINUED**

**2 OF 3**

Increased probation success (19)

- a. No. of violations of probation terms per probationer man-year, by type of violation:
  - . technical violation
  - . minor criminal
  - . major criminal
- b. Revocation rate (broken down by type of violation)
- c. Average amount of time between start of probation and revocation
- d. Violation Index: No. of cases terminated unsuccessfully/Total no. of cases terminated (Banks, 36)
- e. No. and % of probationers who successfully complete their term
- f. % of probationers expected to "succeed" who actually "succeeded"
- g. % of those offenders who have satisfactorily completed the prescribed period of supervision (Radzinowicz, 1)

Increased employment (20)

- a. % of probationers seeking full-time employment who get it
- b. Change in no. of hours worked per week (Freeberg, 538)
- c. % of probationers with full-time jobs (Mangum, 84)
- d. % of time employed (Ibid.)
- e. Decline in the average % of time persons are unemployed (Borus and Tash, 10)
- f. The change in the % of persons who are unemployed at given times (less useful than the above measure because of seasonality and time trend) (Ibid.)
- g. No. and % of probationers placed in "good jobs" (Levitan and Johnston, 83)
- h. % unemployed (before probation, at given intervals during and after probation) (Ibid., 94)
- i. No. of months employment of total months available for employment (Banks, 27)
- j. No. of clients employed (Reynolds, 23)
- k. Increase in the % of time that all probationers are employed, relative to average for all workers (Borus and Tash, 10)
- l. Decrease in % of time that probationers are unemployed, relative to average for all workers (Ibid.)

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	H	H	H	H	M	H	12
M	H	H	H	H	M	H	12
M	H	H	H	H	H	H	13
H	M	H	H	H	M	H	12
M	M	H	H	H <sup>1</sup>	M	H	11
H	L (see d & e)						
<sup>1</sup> Comparable = H, assuming the same criteria are used for predicting "success" in different programs. <sup>2</sup> Accurate = L, assuming probationers report that they are seeking full-time employment, whether they are or not.							
M	H	H	L <sup>2</sup>	H	M	H	10
M	M	H	H	H	H	H	12
M	M	H	H	H	M	H	11
M	M	H	H	H	H	M	11
H	M	H	H	H	H	H	13
H	M	H	H	M <sup>3</sup>	M	H	11
M	H	M <sup>4</sup>	H <sup>5</sup>	H	M	H	11
H	L (see f.)						
M	L (see d.)						
M	L (see c.)						
M	M	H	H	H	H	H	12

<sup>3</sup> Rated M, not H, because of seasonality and time trend factors.  
<sup>4</sup> Rated M, because measurements could vary based on who defined "good jobs".  
<sup>5</sup> Rated H, because there would be little or no systematic error expected.

Increased employment (20) (cont'd)

- m. No. of placements within contacts made by job referral and placement activity (Compendium of Measures, 76) (Note: While this is a useful index for measuring placement's effectiveness, note should be made concerning case difficulty and type of client training and type of available jobs.)
- n. No. placements, by type (Industrial, commercial, manufacturing, and other) (Compendium of Measures, 76) (Note: This index reflects total program activities and as such should not be used as a measure of placement effectiveness.)
- o. No. and % of probationers with job at closure (Compendium of Measures, 64) (Note: This is universally one of the most popular indices for measuring program effectiveness. However, improvements could be made if skill level were included (occupational status, DOL skill classification). Also, note must be made that it fails to consider improvements made in the non-vocational functions.)
- p. Rate of unemployment at specific points in time (Winnie, Harty, and Wright, 3)
- q. Average no. of unemployed days per month (Baker, 54)
- r. Longest unemployed period, in days (Ibid.)
- s. Proportion of days worked (of those available) (Moos)
- t. % of clients referred to jobs (Fishman)
- u. % of referrals resulting in placements (Fishman)
- v. No. of days employed/Maximum no. of days employable (Miller, Mt, 78)
- w. Employment rate: No. employed/Total no. served (Compendium of Measures, 65)
- x. Total no. employed at closure/Total no. of closures (Ibid.)  
(Note: In order to insure validity of these two above indices, all clients closed without jobs must be followed up to determine reasons for failure. A disproportionately low rate may indicate ineffective service or inappropriate referrals.)
- y.  $\frac{\text{Counselor CDF} \times (\text{No. probationers with jobs at closure})}{\text{Agency CDF}}$  (Ibid.)  
Note: Composit Difficulty Factor (CDF=total of time in active status, average case service cost of successful closures, average no. of case services per closure, and average Sermon Difficulty Index score.) Experimental. May be computed on individual counselor basis or district or agency basis. Possible value for inter-district or inter-state comparisons.
- z. % of probationers employed or otherwise socially productive full-time, by client-difficulty level (Blair, 3)
- aa. The portion of the follow-up period worked (Cronin, 49)
- bb. % who entered program unemployed and found jobs (Ibid., 50)

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	H	H	H	H	M	H	12
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	L (See b.)						
M	L (See d.)						
M	H	H	H	H	H	H	13
M	L (See d.)						
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	L (See d.)						
M	M	H	H	H	M	H	11
M	:	H	H	H	H	M	11
H	H	H	H	H	M	H	12
M	L (See d.)						
M	M	H	H	H	M	H	11

Increased employment (20) (cont'd)

cc. % of community employers hiring one or more probationers (or willing to)

Improved job quality (21)

- a. No. and % of the employed population who were working in jobs with wage rates that were less than would be "sufficient" on an annual basis (Winnie, Hatry and Wright, 3)
- b. % of probationers showing improved job quality according to a Job Benefits Index (Compendium of Measures, 67) Note: If data are available, this index could measure the quality of the job itself.
- c. No. and % of employed persons who rated the quality of various aspects of their current employment "fair" or "poor" (Winnie, Hatry, and Wright, 3)
- d. % of probationers working in jobs at or close to their vocational potential (Blair, 40)
- e. % who moved from part-time to full-time employment (Cronin, 50)

Increased educational achievement (22)

- a. % of probationers showing improvement on the Metropolitan, Stanford, or Wide Range achievement tests (Borus and Tash, 46)
- b. % of probationers without a high school diploma who received one or its equivalent during probation (Perry, Anderson, Rowan, and Northrup, 92)
- c. % of probationers showing improvement in basic education skills, generally measured by increases in reading ability and mathematical skills (Ibid.)
- d. Monthly gains per man-month of education--reading comprehension and arithmetic computation (Levitan and Johnston, 85)
- e. Advancement in level of education (Peterson, 90)
- f. Academic credits earned (Ibid.)
- g. Gain in reading score as measured by the California Reading Test (Ibid.)
- h. Gain in math score as measured by the Wide Range Math Test (Ibid., 99)
- i. % of probationers whose assessed academic needs are met
- j. Change in clients' school performance: more time devoted to homework increased grade improvement (Robin, 111)

	Valid Complete Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating	
L								
	M	M	H	H	H	M	H	11
	H	M	H	H	H	M	H	12
	M	M	H	M	H	M	H	10
	M	H	M	H	H	M	H	11
	M	H	H	H	H	M	H	12
	M	M	H	M	H	M	H	10
	M	M	H	H	H	M	H	11
	M	L (See a.)						
	M	M	H	H	H	H	H	12
	M	M	H	H	H	H	H	12
	M	M	H	H	H	H	H	12
	M	M	M	H	H	M	H	10
	M	M	H	H	H	H	H	12

*Rated H, assuming the same type of benefits are gained in the different types of programs being compared.*

Increased educational achievement (22) (cont'd)

- k. Quality of academic accomplishment achieved by probationer
- l. % of probationers attaining higher levels of skill and education during period

Increased job satisfaction (23)

- a. % of probationers of a given characteristic likely to terminate their employment (Use of the Likelihood of Termination (LOT) ratio, which shows that those with the lowest LOT are more satisfied with their jobs.) (Perry, Anderson, Rowan, and Northrup, 90)
- b. % of probationers showing an improvement in average scores on job satisfaction scales (Borus and Tash, 11)
- c. No. and % of probationers who rate their employment status as "excellent" or "good" (Winnie, Hatry and Wright, 78)
- d. % of probationers showing increased job satisfaction, according to a job satisfaction index (Compendium of Measures, 68) Note: A job satisfaction index is often misused in evaluating program effectiveness, because lack of job satisfaction leads to job termination.
- e. No. of jobs held (Compendium of Measures, 67) Note: This measure indicates stability of rehabilitation and probable job satisfaction. Some caution must be noted however, as retention of the same job may reflect lack of career ladder opportunities.
- f. % of probationers reporting a high level of satisfaction with the usefulness of their work, the helpfulness of their supervisors, and the friendliness of their fellow workers (Walther and Magnusson, 59)

Increased job stability (24)

- a. Hours worked per week (as criterion indicating job stability)
- b. % of year employed (of those probationers employed during 1st year on probation) (Mangum, 82)
- c. Number of jobs held (during a specified period) (Freeberg, 538 and Banks, 27)
- d. Job retention index (Compendium of Measures, 67)
- e. % of time employed since training (Perry, Anderson, Rowan and Northrup, 28)
- f. Frequency of job changes involving some degree of unemployment (Ibid.)
- g. Average length of time on one job

	Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	M	M	Staff assessment: M	H	H	H	M	10
	H	M	H	H	H	M	H	12
	H	H	H	H	H	M	M	12
	H	H	H	M	H	M	H	12
	H	M	H	M	H	M	H	11
	H	L (See b.)						
	M	H	H	M	H	M	H	11
	H	M	H	M	H	M	H	11
	L							
	L							
	H	M	H	H	H	M	H	12
	H	M	H	M	H	H	H	12
	L							
	H	M	H	H	H	M	H	12
	H	M	H	H	H	H	H	13
Rated M because the "no. of jobs held" may not accurately measure job satisfaction. (See the note to this measure.)								

Increased job performance (25)

- a. % of probationers discharged from job (Gurin, 63)
- b. % of probationers promoted from job (Ibid.)
- c. Overall rating by job supervisor, on a 5-point scale from "among the best" to "among the worst", on skills, initiative, attendance, promptness, responsibility, and effort (Ibid.)
- d. No. of salary raises per probationer (Freeberg, 538)
- e. Proficiency ratings by counselors, work-site supervisors, and peers (Freeberg, 538)
- f. No. of work-site absences (Freeberg, 538)
- g. Progress in job (raises or more responsibility) (Blair, 40)
- h. Length of time on one job (Blair, 40)

Increased earnings (26)

- a. Average weekly income (total income/no. weeks worked) (Gurin, 38-9)
- b. No. and % of the employed population who were working in jobs with wage rates that were less than would be "sufficient" on an annual basis (Winnie, Hatry, and Wright, 3)
- c. % improvement in median earnings, after probation placement (as opposed to pre-probation) (Mingum, 103)
- d. % of probationers earning less than minimum wage (before and after probation) (Ibid.)
- e. Straight-time average hourly earnings of employed probationers (pre-and post-probation)
- f. Annual income increase (Compendium of Measures, 66)
- g. Monthly income increase (Compendium of Measures, 66) Note: This is a useful economic indicator when work-related costs and inflation are taken into consideration. A problem lies in the inherent assumption of zero capacity for earning if unemployed at referral.
- h. Changes in earnings of probationers from year prior to probation to year after job placement through probation (Increase/No Change/Decrease) (Mingum, 101)
- i. Annual earnings (Perry, Anderson, Rowan, and Northrup, 28)
- j. Average hourly rate, by type of job (Levitan and Johnston, 92)
- k. % gain in annual earnings, by type of program, race, and age (Ibid., 95)
- l. Comparison of increase in income subsequent to probation with what income would have been without probation programs, counseling and placement, clearly an impossible comparison. Best substitute to look at work experience and earnings of a control group. (Glennan, 181)

	Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	M	M	H	H	H	M	H	11
	M	M	H	H	H	M	H	11
	H	M	M	H	H	H	H	12
	M	M	H	H	H	H	H	12
	H	M	M	H	H	H	H	12
	M	M	H	H	H	H	H	12
	M	M	H	H	H	H	H	12
	L							
	H	M	H	H	M	H	H	12
	M	M	H	H	H	M	H	11
	H	M	H	H	H	H	H	13
	M	M	H	H	H	M	H	11
	H	M	H	H	M	H	H	12
	H	M	H	H	M	H	H	12
	H	M	H	H	M	H	H	12
	H	M	H	H	H	H	H	13
	H	(see b.)						
	H	(see c.)						
	H	(see f.)						
	H	M	H	H	H	H	M	12

Increased earnings (26) (cont'd)

- m. The increase in earnings of probationers relative to the average change in income for all workers (Borus and Tash, 10)
- n. Annual income versus needs (Banks, 27)
- o. No. and % of probationers who receive at least "x" dollars in earnings--in six months, in one year (Winnie, Hatry, and Wright, 78)
- p. % change in the average earnings in the 6 months (or one year) before participation versus the 6 months (or one year) after job placement (Ibid.)
- q. Change in gross monthly earnings by probationers (Miller, MM, 78-9)
- r. % increase in average hourly wage rate (Miller, MM, 78)
- s. Degree to which probationers' earning power was increased
- t. % of probationers whose median wage exceeded the OEO poverty index
- u. % of probationers whose job earnings exceed/reach/fall below those prior to probation

Increased revocations (27)

- a. Revocation rate (broken down by type of violation and by level of supervision)
- b. Average amount of time between start of probation and revocation

Increased economic and social benefits to community and/or victim (28)

- a. Increase in no. and % of victims receiving compensation (in money or in services)
- b. Average restitution or compensation payment received by victims
- c. % increase in community revenues, as a result of those probationers' earnings which were used to compensate for their offenses
- d. Increase in compensation rate:  $\frac{\$ \text{-amt. paid by probationers to victims and/or community}}{\text{Total } \$ \text{-amt. of damage to property and persons incurred by crime}}$
- e. Increase in social benefit to community resulting from probationers' involvement in voluntary service organizations, political activities, church services, and other positive associations

	Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Ratio
	H	M	H	H	H	H	H	18
	L	(This measure "self sufficiency" or "increased financial independence")						
	M	M	H	H	M	M	H	10
	H	L (see f.)						
	H	L (see g.)						
	H	L (see e.)						
	H	M	H	H	M	H	H	11
	M	M	H	H	H	M	H	12
	H	M	H	H	H	M	H	12
	H	H	H	H	H	M	H	13
	M	H	H	H	H	H	H	13
	M	M	H	H	H	M	H	11
	M	M	H	H	H	H	H	11
	M	M	H	H	H	H	H	11
	M	M	H	H	H	H	H	11
	M	H	M	M	H	H	M	9



Increased safety in the community (29)

- a. Reported crime rate
- b. Victimization rate
- c. Crime seriousness (Use of Wolfgang-Sellin Crime Severity Index)
- d. % of citizens who feel secure in their own home (as determined by citizen survey)
- e. % of citizens not afraid to go out alone during the day, or at night (as determined by citizen survey)

Reduced societal cost of crime (30)

- a. No. of injuries and deaths as a result of criminal activity
- b. \$ value of property stolen and/or vandalized
- c. \$ value of personal injuries incurred as a result of criminal activity
- d. Total cost to: investigate reported crimes  
apprehend alleged offenders  
detain them in jails  
try them in the courts  
implement correctional programs for sentenced offenders  
jails  
prisons  
probation  
parole  
community-based

	Valid		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	Complete	Unique						
a.	H	H	H	H	H	M	H	12
b.	H	H	H	M	H	M	H	12
c.	M	H	H	H	H	H	M	11
d.	M	H	H	M	H	M	H	10
e.	M	M	H	M	H	M	H	10
a.	M	M	H	H	M	M	H	10
b.	M	H	M	M	M	H	H	10
c.	M	M	H	M	M	H	H	10
d.	M	H	L	L	M	H	H	8

*Rated H, assuming reported and unreported crimes are included.*

Increased economic productivity of probationers (31)

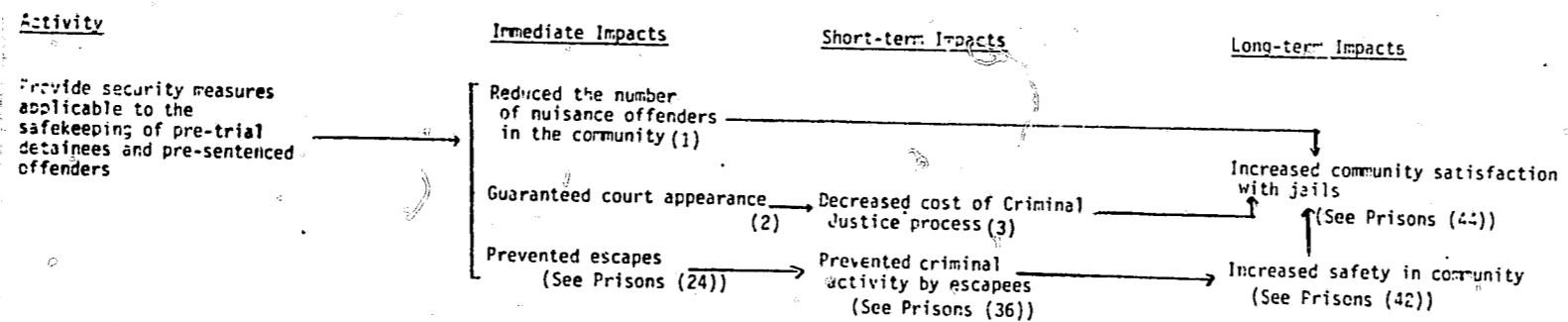
- a. GNP, which should approximate the sum of the changes in earnings of all persons affected by the program, including persons who are not program participants (Borus and Tash, 10)
- b. Increase in income of trainees (in this case, probationers) compared to pre-probation. \*Assumptions: 1. that wages are equal to marginal productivity of the worker; 2. that wages represent total compensation; 3. that enhanced employment and income has not been at the expense of someone else. (Glennan, 180)
- c. Increased earnings (net of taxes) + net increase in transfer payments during program participation - decreases in transfer payments because of higher earnings subsequent to program participation - losses of earnings from work that would have been performed if enrollee had not been in program - losses of individuals displaced by trainees (Glennan, 176)
- d. % of probationers in non-productive activity
- e. % of probationers contributing taxes on legitimately earned income.

	Valid		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
	Complete	Unique						
a.	L							
b.	M	M	H	H	M	H	H	11
c.	H	M	M	H	H	H	M	11
d.	M	M	H	M	H	M	H	10
e.	M	M	H	H	H	M	H	11
<u>Enhanced societal acceptance of probation (32)</u>								
a.	H	H	H	M	H	M	H	12
b.	M	M	H	M	H	M	H	10
c.	M	H	H	M	H	M	H	11
d.	M	M	H	M	H	M	H	11

*Rated L, because GNP is too broad when measuring the productivity of a certain group such as probationers in the economy.*

JAILS

Causal Diagram 9: Safekeeping



**JAILS**

Causal diagrams 1-4 for prisons apply as well to jails. One important jail activity which requires a separate diagram is the holding of pre-trial detainees and pre-sentenced offenders. (See Causal Diagram 9: Safekeeping.) The following measures are suggested for the holding activity and its impacts.

**JAIL ACTIVITIES -- Process, Service Characteristic, and Distribution Measures**

Provide security measures applicable to the safekeeping of pre-trial detainees and pre-sentenced offenders

Process:

% of the following security procedures implemented:

- \_\_\_\_\_ inmate counts
- \_\_\_\_\_ key control
- \_\_\_\_\_ internal and perimeter security network (ACA std. 5205)

No. of inspections per week of security facilities (ACA std. 5211)  
(Security facilities include: bars, locks, windows, walls, floors, ventilator covers, glass panels, access plates, protective screens, doors, and other security facilities.)

Ratio of guards to unsentenced inmates

% of average daily population of jail inmates who are pre-trial and/or pre-sentence detainees

Average no. of days detained pre-trial (per pre-trial detainee)

% of pre-sentence and pre-trial detainees held in maximum, medium, and minimum security

% of staff time spent guarding pre-trial and pre-sentence detainees (to prevent escape)

% of pre-trial and pre-sentence detainees held under constant supervision

Service Characteristic:

% of jail staff rating security measures "effective"

% of pre-trial and pre-sentence detainees with negative reactions to detainment

Average no. of justified complaints concerning detainment, per pre-trial/pre-sentence detainee

% of security facilities inspected at least once a week (ACA std. 5211)

% of defective security equipment replaced or repaired immediately (ACA std. 5211)

% of security devices monitored by central control center (ACA std. 5205)

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
L							
M	H	H	H	H	H	H	13
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	M	H	M	H	M	H	10
M	M	H	M	H	M	H	10
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11

Distribution:

No. and % of pre-trial and pre-sentence detainees held, by age, race, sex, income bracket, seriousness of offense, no. of previous arrests, residential stability, marital status, employment status, level of education, military history, religious background

JAILS -- Outcome Measures

Reduced the number of nuisance offenders in the community (1)

Decrease in the no. of citizen complaints concerning public drunkenness, vagrancy, begging, and other nuisance offenses

Guaranteed court appearance (2)

Decrease in the no. and % of pre-trial individuals and pre-sentence offenders who fail to appear for required court dates

Decrease in expected no. of trial-delays, as a result of guaranteed court appearance of defendants detained in jail

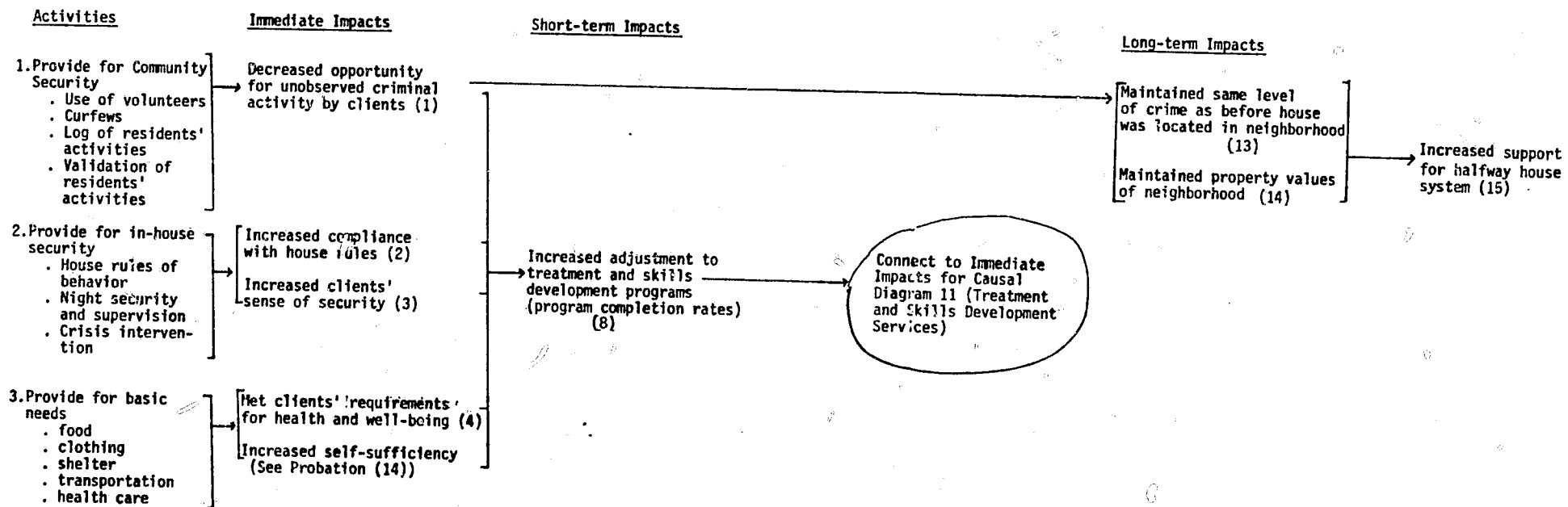
Decreased cost of criminal justice process (3)

% decrease in cost-- due to fewer trial continuances and other costly court delays, fewer bench warrants issued and delivered, fewer re-arrests by police

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
H	H	H	H	H	M	H	13
H	H	H	H	M	M	H	12
M	H	H	H	H	M	H	12
M	H	H	H	H	H	H	12
H	H	H	H	H	H	H	14

HALFWAY HOUSE

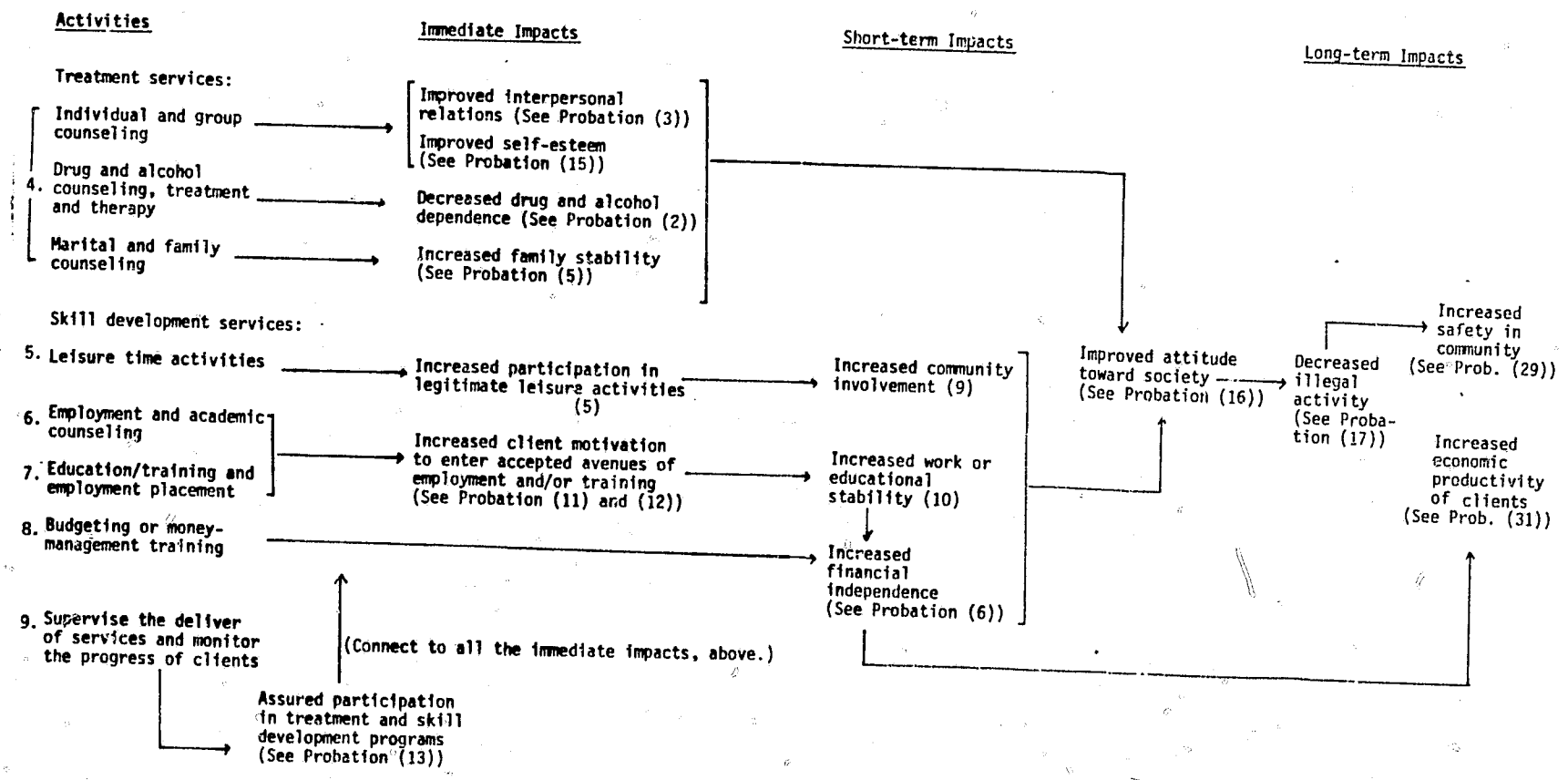
Causal Diagram 10: Security and Support Services



The halfway house diagrams are based on the assumption that the given sets of activities will lead to positive changes in the clients' behavior and attitudes, and ultimately to positive societal changes as well. Negative impacts are specifically omitted because it is understood that a system for positive performance measurement will be more useful overall than a negative one.

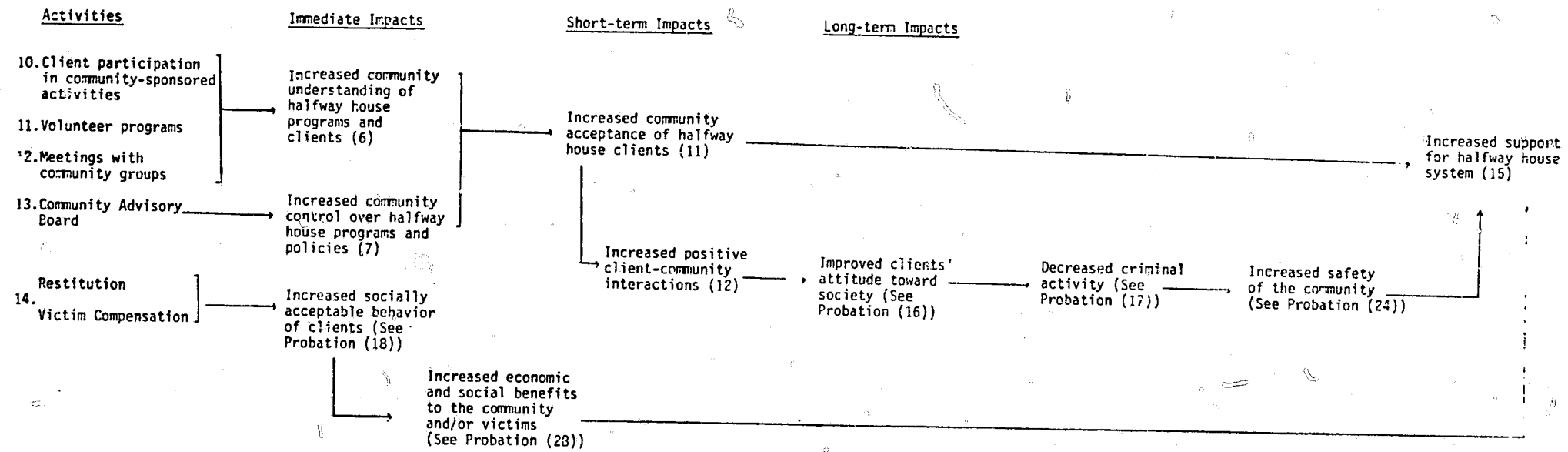
**MALFWAY HOUSE**

**Causal Diagram 11: Treatment and Skill Development Services**



HALFWAY HOUSE

Causal Diagram 12: Community Support





HALFWAY HOUSE - PROGRAM MEASURES

Product, Cost, and Cost/Product Measures for Halfway House:

Product:

Number of units of service rendered, broken down by type of service and by client difficulty

- security services  
(broken down by client's level of risk to the community: low, medium, high;  
broken down by client's ability to get along with others in the halfway  
house environment: poor (often disruptive), fair (occasionally disruptive),  
good (seldom disruptive))
- support services  
(broken down by level of client's need: minimal, moderate, substantial)
- treatment services  
(broken down by severity of client's disorder: mild, moderate, severe)
- skill development services  
(broken down by client's employability and/or educability: poor, marginal,  
good)
- community support services  
(broken down by client's level of involvement in the community: low,  
medium, high)

Alternative ways of operationalizing units of service:

- simple count of number of services rendered without discriminating  
between different activities or tasks
- equate one unit of service to the average number of services  
provided per probationer during a period of one year
- simple count of number of probationers who received a service  
at least once within the year
- a service delivery index that weights the number of services or  
tasks provided in terms of subjective estimates of relative  
importance  
e.g. SDI = number of counseling sessions times 1.0 plus  
number of job referrals times .5

Cost:

Total cost of providing services

Costs/Product:

Cost of services provided per unit of service

Product measures focus on what the program's direct output is and how much output there is. Cost is a measure of the resources consumed by a program as measured in dollars. Cost would include both direct costs (costs that can be easily identified with specific programs and indirect costs (overhead). Cost/product measures simply divided the total cost to produce a product by the number of units produced.

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
H	M	H	H	M	M	H	11
H	M	H	H	H	M	H	12
H	M	H	H	M	M	H	11
H	M	H	H	M	H	H	12
H	H	H	H	M	H	H	13
H	H	H	H	H	H	H	14

HALFWAY HOUSE ACTIVITIES -- Process, Service Characteristic, and Distribution Measures

1. Provide for community security.

Process:

% of staff time spent supervising client-activity in the community

No. of volunteer man-hours spent providing supervision of clients in the community

% of staff time spent enforcing the curfews

% of client activities which are recorded in the log-book (activities for which attendance is required)

% of client-time which is supervised by halfway house staff

Average no. of staff-community contacts per week, to validate clients' activities

% of clients whose activities in the community are supervised at least "x" times per week by halfway house staff

Service Characteristic:

% of staff who are satisfied with effectiveness of client supervision in the community

% of clients who rate key aspects of their supervision in the community as "fair" or "poor" (Key aspects include: whether or not the supervisor is fair and consistent in his dealings with the client; whether or not the supervisor is understanding and supportive; whether or not the supervisor's presence deters crime on the part of the client.)

% of community which is satisfied with halfway house security measures (as determined by citizen survey)

Distribution:

% of clients supervised at least "x" times per week, by age, race, sex, seriousness of offense, and risk of recidivism

2. Provide for in-house security.

Process:

No. and % of staff man-hours spent supervising clients, enforcing rules, and meeting crises in the halfway house

Process measures focus upon program content, upon the way a program transforms resources into products. Service characteristic measures focus upon dimensions of program operations that can be translated in normative measures of a program's quality. Distribution measures describe the target group upon whom laws or regulations are enforced or to whom services are delivered.

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	M	H	M	H	H	H	11
M	M	H	M	M	H	H	11
M	M	H	M	H	H	H	11
M	M	H	H	H	M	H	11
M	M	H	M	H	H	H	11
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	H	H	M	H	M	H	11
M	H	H	M	H	M	H	11
M	H	H	H	H	M	H	12
H	H	H	H	H	M	H	13
M	M	H	M	H	H	H	11

No. of disciplinary reports filed, per client man-year  
 % of disciplinary reports substantiated, per client man-year  
 No. of disciplinary actions taken, per client man-year  
 Average no. of "bed-checks" made by staff each night, to make sure all clients are accounted for  
 Average no. of inspections of house security facilities per week  
 Average no. of "crisis intervention" situations encountered per year (Crises may include medical emergencies, mental health problems, fires or other life-endangering accidents, and fights.)

Service Characteristic:

% of staff satisfied with procedures for ensuring in-house security  
 % of clients who rate key aspects of in-house security arrangements "fair" or "poor" (Key aspects might include: perceived strictness of house rules; consistency of rule enforcement; ability of house staff to protect clients from dangerous outside influences; perceived safety of home environment.)

Distribution:

No. and % of clients subject to house rules of behavior, night supervision, crisis intervention, and other in-house security measures, by age, race, sex, seriousness of offense, and risk of recidivism

3. Provide for basic needs of clients.

Process:

% of clients for whom basic needs have been assessed  
 No. and % of clients whose basic needs are provided for, by type of basic need  
 No. and % of staff hours spent either providing for basic needs or making the required referrals (by type of need)  
 Average amount of staff time spent per year (in man-years) developing community resources to help clients meet basic needs (ACA std. 2090)

Service Characteristic:

% of clients satisfied with the provision for their basic needs  
 % of basic support activities that meet the standards of the community-at-large:  
 Food service meets or exceeds the dietary allowance of the Food and Nutrition Board of the National Research Council (ACA std. 2107)

Valid Complete Unique		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
H	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	H	H	M	H	M	H	11
M	H	H	M	H	M	H	11
H	H	H	H	H	M	H	13
M	H	H	M	H	M	H	11
L	(This is an outcome measure.)						
M	M	H	M	H	H	H	11
M	M	H	M	H	H	H	11
M	M	H	M	H	M	H	10

- \_\_\_ First aid equipment meets American Red Cross standards. (2116)
- \_\_\_ Medical professional services are provided only by duly licensed practitioners.
- \_\_\_ The facility complies with regulations of the state or local fire safety authority. (2067)
- \_\_\_ The facility conforms to all applicable state and local building codes. (2065)
- \_\_\_ The facility complies with the sanitation and health codes of the local and/or state jurisdiction. (2066)

% of basic support activities given top ratings by outside evaluators

Average length of time between when basic needs are identified and when they are met

Distribution:

No. and % of clients whose basic needs are being met, by type of basic need--by age, race, sex, seriousness of offense, risk of recidivism

4. Provide for individual and group counseling; drug and alcohol counseling, treatment, and therapy; and, marital and family counseling.

Process:

For process measures, refer to the measures for PROBATION, activity 2.

Service Characteristic:

For service characteristic measures, refer to the measures for activity 2, PROBATION.

Distribution:

For distribution measures, refer to activity 2, PROBATION.

5. Provide leisure time activities.

Process:

No. of leisure time activities provided, by type

% of client's time spent participating in legitimate leisure time activities

% of client's time spent participating in leisure time activities planned by the halfway house staff

Valid Complete Unique		Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
H	H	H	H	H	M	H	13
M	M	H	H	M	M	H	10
M	M	H	M	H	H	H	11
M	M	H	H	H	H	H	12

% of staff time spent developing, supervising and evaluating leisure time activities  
 No. and % of clients whose leisure time preferences have been assessed  
 No. of hours of leisure time activities scheduled daily, by type of activity  
 No. and type of recreational facilities and equipment provided in-house, or arranged for in the community

Service Characteristic:

Clients' ratings of leisure time activities planned by the halfway house (based on availability, variety and entertainment value of the activity)  
 No. of justified complaints per client man-year concerning the scheduling and implementation of recreational activities  
 % of recreational activities which are considered active, therapeutic and educational by outside inspectors

Distribution:

% of clients participating in planned leisure time activities (by type of activity) according to age, sex, race, seriousness of offense, and risk of recidivism

6. Provide employment and academic counseling.

Process, Service Characteristic, and Distribution:

For appropriate measures, refer to activity 3, PROBATION.

7. Provide education/training and employment placement.

Process, Service Characteristic, and Distribution:

For appropriate measures, refer to activity 4, PROBATION.

8. Provide budgeting or money-management training.

Process:

No. and % of staff hours spent providing, or making available through referrals, money management training.

No. and % of clients participating in money management training activities

Average amount of time spent by client in money management training activities

% of clients whose need for money management training has been assessed

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	M	H	M	H	H	H	11
M	M	H	H	H	M	H	11
M	M	H	H	H	H	H	12
M	M	H	H	M	M	H	10
M	M	H	M	H	H	H	11
M	M	H	H	H	M	H	11
M	H	H	H	H	M	H	12
H	H	H	H	H	M	H	13
M	M	H	H	H	H	H	12
M	M	H	H	H	M	H	11
M	M	H	H	H	H	H	12
M	M	H	H	H	M	H	11

**Service Characteristic:**

No. and % of clients who are satisfied with key aspects of available money management training opportunities (accessibility of training for all clients who need it; timeliness of service; competence of instructors; support and understanding of staff)

Average amount of time between identification of training needs and availability of training program

% of money management training program which is rated "excellent" or "good" by outside evaluators

% of staff who feel that money management training program is effective.

**Distribution:**

No. and % of clients participating in money management training, by age, race, sex, level of education, family status, employment status, and credit rating

9. Supervise the delivery of services and monitor the progress of clients.

**Process, Service Characteristic, and Distribution:**

For supervision and monitoring measures, refer to activity 5, PROBATION.

10. Provide for client participation in community-sponsored activities.

**Process:**

No. and % of clients involved in community-sponsored activities, by type of activity (community service, recreation, religious, educational, other)

No. and % of staff man-hours spent developing, coordinating, supervising and evaluating community-sponsored activities

No. of community-sponsored activities incorporated into halfway house agenda

**Service Characteristic:**

No. and % of clients who are satisfied with opportunities to participate in community-sponsored activities

No. and % of citizens involved in halfway house/community activities who feel that the activities have a positive impact on the clients, the community, and/or both

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	M	H	M	H	M	H	10
M	M	H	H	H	H	H	12
M	M	H	H	H	M	H	11
M	M	H	M	H	M	H	10
H	H	H	H	H	M	H	13
M	M	H	H	H	M	H	11
M	M	H	M	H	H	H	11
M	M	H	H	M	M	H	10
M	H	H	M	H	M	H	11
M	H	H	M	H	M	H	11

**Distribution:**

No. and % of clients participating in community-sponsored activities by age, race, sex, level of education, economic status, family status, employment status, residential stability, and seriousness of offense

11. Provide volunteer programs.

**Process:**

No. and % of clients participating in programs led by volunteers from the community

Average no. of volunteers serving a halfway house

Ratio of volunteers to clients

% of the following procedures involving volunteers which are implemented:

- \_\_\_ The policies and procedures for citizen involvement include a system for selection, training, term of service, and definition of tasks, responsibilities, and authority for volunteers. (ACA std. 2135)
- \_\_\_ Volunteers are recruited from all cultural and socio-economic segments of the community. (2136)
- \_\_\_ There is documentation that volunteers complete an orientation and training program before they participate in their assignments. (2137)
- \_\_\_ The community residential program designates a staff member who serves as supervisor of volunteer services for residents. (2138)
- \_\_\_ The program has a written policy specifying that volunteers perform professional services only when certified or licensed to do so. (2139)

No. and % of staff hours spent developing, coordinating, supervising, and evaluating volunteer services to the halfway house

**Service Characteristic:**

No. and % of clients satisfied with volunteer contribution to halfway house programs

% of staff who feel that volunteers make either "essential" or "important" contributions to halfway house programs

No. and % of volunteers who rate key aspects of their halfway house involvement as "fair" or "poor" (Key aspects include: administrative smoothness of volunteer services; volunteers' sense of accomplishment; volunteers' accessibility to all interested clients.)

**Distribution:**

No. and % of clients involved in programs managed or assisted by volunteers from the community, by clients' age, race, sex, seriousness of offense, and risk of recidivism

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
H	H	H	H	H	M	H	13
M	H	H	H	H	M	H	12
M	M	H	H	M	M	H	10
M	M	H	H	H	M	H	11
M	H	H	H	H	M	H	12
M	H	H	M	H	H	H	12
M	M	H	M	H	M	H	10
M	H	H	H	H	M	H	12
M	M	H	M	H	M	H	10
H	H	H	H	H	M	H	13

12. Provide for staff (and client) meetings with community groups.

Process:

No. of meetings between halfway house staff and clients and community groups that are scheduled, in a set period of time

No. and % of clients who meet with community groups during the year, in order to explain the halfway house program and services

% of staff-time spent at community group meetings

Service Characteristic:

No. and % of clients (and/or staff) who feel that community meetings increase understanding of and support for halfway house programs and clients

No. and % of community groups who think meetings with halfway house staff and clients are positive and helpful experiences

Distribution:

No. and % of clients participating in community group meetings, by age, race, sex, seriousness of offense, and risk of recidivism

13. Set up a Community Advisory Board.

Process:

No. of Community Advisory Board meetings per year

% of halfway house policy decisions subject to community advisory board approval

No. and % of staff time spent working with and for the Advisory Board

Service Characteristic:

% of community members who are satisfied with the Community Advisory Board's accomplishments

% of halfway house staff who are satisfied with the role and decisions of the Community Advisory Board

Ratings of key aspects of the Community Advisory Board by citizens, staff, and clients:

- . timeliness of Community Advisory Board's decisions
- . Community Advisory Board's supportiveness of the halfway house, in concept and in practice
- . appropriateness of Community Advisory Board's decisions, in relation to program needs

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	M	H	H	H	H	H	12
M	H	H	M(H)	H	M	H	11 (12)
M	H	H	H	H	M	H	12
H	H	H	H	H	M	H	13
M	H	H	H	H	M	H	12
M	H	H	H	H	M	H	12
M	H	H	M	H	H	H	12
M	M	H	H	H	M	H	11
M	M	H	M	H	M	H	10
H	M	H	citizens: H staff & client: M	H	H	H	13 12



14. Provide for restitution and victim compensation.

Process, Service Characteristic, and Distribution:

Refer here to activity 7, PROBATION.

HALFWAY HOUSE IMPACTS -- Outcome Measures

Decreased opportunity for unobserved criminal activity by clients (1)

No. and % of crimes and violations detected through client supervision

No. and % of clients who report that they are deterred from committing crimes because they lack suitable opportunities

Increased compliance with house rules (2)

No. of rule violations reported, per client man-year

No. and % of clients who commit fewer than "x" rule violations per year

Increased clients' sense of security (3)

Level of "clients' fears", as assessed by a client questionnaire, according to type of fear:

- . fear of other halfway house clients
- . fear of outsiders
- . fear of police intervention
- . other fears

% of clients requesting roommate changes, or other assignment changes, because of fear

Outcome measures describe the effect or impact of the program upon clients who were directly served or other groups who were indirectly affected as a result of the program's products. A program may trigger a chain of events that occur over a period of many years.

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
H	H	H	H	H	M	H	13
H	H	M	L	H	M	H	10
H	M	H	H	H	M	H	12
H	M	H	H	H	M	H	12
H	H	H	M	H	H	H	13
M	M	H	M	H	M	H	13

Met clients' requirements for health and well-being (4)

Level of clients' physical well-being, as assessed by medical staff and other halfway house staff

% of clients whose medical needs are met

No. of well-days per client man-year

No. of work absences attributable to illness per client man-year

% of clients for whom adequate food, clothing, shelter, transportation and health care services have been provided (according to staff assessment)

Degree to which clients' basic needs are met (according to client assessment)

% of clients reaching attainable levels of improvement in problem areas (staff assessment)

Increased participation in legitimate leisure activities (5)

No. and % of clients who are regular participants in leisure activities sponsored by the halfway house

% of clients who participate actively in group activities

Degree to which client structures and utilizes free time

The amount of time spent in legitimate leisure activities, per client man-year

Increased community understanding of halfway house programs and clients (6)

% of citizens who have accurate perceptions about the nature of halfway houses and their clients, based on citizen survey

Increased community control over halfway house programs and policies (7)

No. and % of policy (or program) decisions which are brought before a Community Advisory Board for approval

Valid Complete	Valid Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
M	M	M	H	H	H	H	11
M	M	M	H	H	M	H	11
M	M	H	M	H	H	H	11
M	M	H	M	H	M	H	10
H	M	H	H <i>staff assessment:</i>	H	M	H	12
H	M	H	H <i>client assessment:</i>	H	H	H	12
H	M	H	H	H	M	H	12
H	M	H	H	H	M	H	12
H	M	H	H	H	M	H	12
H	M	H	M	H	H	H	12
H	H	H	M	H	M	H	12
H	H	H	H	H	M	H	13

Increased adjustment to treatment and skills development programs (program completion rates) (8)

% of clients with treatment and/or skill development needs who participate regularly in available programs (counseling, therapy, training, education, etc.)

No. and % of program participants who complete the program successfully (by type of program)

Drop-out rate, by program

Absentee rate, by program

Increased community involvement (9)

No. and % of clients who participate in political activities, volunteer associations, social clubs, and/or religious institutions

Increased work or educational stability (10)

a) educational stability:

school drop-out rate, giving individual reasons for dropping out

school absentee rate, per client (who is placed in a school or training center)

tardiness rate, per client (who is placed in a school or training center)

b) Job stability:

(See Probation (24))

Increased community acceptance of halfway house clients (11)

The % of community members who have positive feelings toward halfway house clients

No. and % of halfway house clients who feel accepted in the community

Average no. of client/community contacts, per client man-year, which are considered positive and helping by the client

% of community members who would be willing to have halfway house clients as neighbors, co-workers, employees, and/or guests in their homes (based on survey of citizens)

% of employers who have hired a client in the past or who are currently hiring one, who would do so again

% of population who believe "once a criminal, always a criminal"

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
H	M	H	H	H	M	H	12
H	M	H	H	H	M	H	12
M	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
H	H	H	H	H	M	H	13
M	M	H	H	H	M	H	11
H	M	H	H	H	M	H	11
M	M	H	H	H	M	H	11
M	M	H	M	H	M	H	10
M	M	H	M	H	M	H	10
M	M	H	M	H	M	H	10
M	M	H	M	H	M	H	10
M	M	H	H	H	M	H	11
M	M	H	M	H	M	H	10

Increased positive client-community interactions (12)

No. of positive client-community interactions per client man-year, by type of interaction (job offer, new friendship, other supportive interactions (visits, letters, calls))

Maintained same level of crime as before house was located in neighborhood (13)

Community crime rate, before and after halfway house was established in the community

Change in victimization rate, before and after

Change in level of crime seriousness, before and after

Maintained property values of neighborhood (14)

Change in neighborhood real estate values, before and after

Increased support for halfway house system (15)

Change in % of citizens having positive attitudes toward halfway houses, as determined by citizen survey, before and after

Valid Complete	Unique	Reliable	Accurate	Comparable	Sensitive	Clear	Numerical Rating
H	H	H	H	H	M	H	13
H	M	H	M	H	M	H	11
H	M	H	H	H	M	H	12
H	M	H	H	H	H	H	13
H	H	H	H	H	H	H	14
H	H	H	M	H	M	H	12

**END**