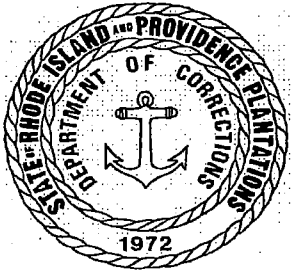


# RHODE ISLAND DEPARTMENT OF CORRECTIONS POLICY AND PROCEDURE

	<b>POLICY NUMBER:</b> 6.05-2 DOC	<b>EFFECTIVE DATE:</b> 01/28/08	<b>PAGE 1 OF 4</b>
	<b>SUPERCEDES:</b> 6.05-1 DOC	<b>DIRECTOR:</b> <span style="float: right;">Please use BLUE ink.</span>  <div style="text-align: center; font-family: cursive; font-size: 1.2em;"> <i>Arthur T. Wall II</i> </div>	
<b>SECTION:</b> INFORMATIONAL SYSTEMS AND RESEARCH		<b>SUBJECT:</b> PROGRAM EVALUATION	
<b>AUTHORITY:</b> Rhode Island General Laws (RIGL) § 42-56-10 (22), Powers of the director			
<b>REFERENCES:</b> ACA STANDARD #4-4107; RIDOC Policy 6.06-3 DOC, Research			
<b>INMATE / PUBLIC ACCESS?</b>		<input checked="" type="checkbox"/> YES	
<b>AVAILABLE IN SPANISH?</b>		<input checked="" type="checkbox"/> NO	

**I. PURPOSE:**

To facilitate the analysis and evaluation of program units/divisions within the Rhode Island Department of Corrections (RIDOC).

**II. POLICY:**

The RIDOC encourages evaluative research in the Department and its component units. Its goal is to advance professional knowledge. Evaluation is central to the process of making policy decisions affecting people and programs. Evaluation consists of impact assessment, measuring effectiveness of programs, research on program/project efficiency, and research for program planning.

**III. PROCEDURES:**

- A. One of the purposes of RIDOC's Planning and Research Unit is to assist Departmental units/divisions in improving their efficiency and effectiveness by providing objective and impartial assistance and results of evaluative research. The Planning and Research Unit:

1. Establishes a planning process which includes the identification of measurable program goals, objectives, performance measures, and evaluation criteria. Departmental programs are clearly defined in terms of their goals, objectives, and performance indicators.
2. Identifies the necessary elements to design an evaluation plan. It is essential that the program to be evaluated provide preliminary information about the program. The Program Evaluation (Attachment 1) contains questions that should be answered prior to establishing an evaluation design. In addition, a sample logic model (Attachment 2) is included to assist staff in designing evaluation plans.
3. Coordinates the ongoing review of performance indicators through a partnership between the Planning and Research Unit staff and other designated RIDOC staff.
4. Facilitates evaluative research of Departmental programs by external agencies (e.g., universities).

B. Evaluation:

1. It is advised that Departmental programs are evaluated and analyzed in order to measure their contribution to RIDOC's overall mission.
  - a. Programs/units to be evaluated are prioritized by the Associate Director of Planning and Research in conjunction with the Assistant Director of Administration.
  - b. The Planning and Research Unit and other appropriate program units develop evaluation criteria appropriate for targeted programs. These performance measures are mechanisms by which attainment of objectives is evaluated.
2. A program is determined to be suitable for evaluation if the following criteria have been met.
  - a. Measurable program goals and objectives have been developed and documented;
  - b. Performance measures have been established;

- c. The program maintains all information and data through the use of an electronic database that includes properly formatted and defined data elements;
- d. The program has demonstrated stability over the previous six (6) months (i.e., no major changes in program design or implementation.)

The program dedicates at least one staff person who will be the main contact and liaison with the Planning and Research Unit for the purposes of the evaluation.

3. Program evaluation encompasses the following areas:

- a. Departmental research, whereby RIDOC staff monitor the process and/or efficacy of services/programs provided by RIDOC staff, contracted staff, or volunteers.
- b. Outside research, conducted by academic institutions, research firms or individuals who are not employees of the Department to monitor the process and/or efficacy of services/program provided by RIDOC staff, contracted staff, or volunteers.

4. Program Evaluation Design:

- a. For evaluations conducted by Planning and Research, the Associate Director of Planning and Research prepares a detailed evaluation design with the unit/division manager's assistance, and submits said design to the Assistant Director of Administration for approval.
  - b. For evaluations initiated by external researchers (i.e., non-RIDOC staff), the researcher(s) must submit a formal proposal in accordance with RIDOC policy 6.06-3 DOC, Research, or a successive policy.
5. If approved, the Assistant Director of Administration returns the evaluation design to the Associate Director of Planning and Research, who

begins the evaluation or coordinates the evaluation with the outside agency.

C. Evaluation Results:

1. Results of the evaluations of all programs shall be compiled into a report by the Associate Director of Planning and Research or external researcher(s) and submitted to the Assistant Directors of Administration and the Division from which the evaluation took place for review and comment.
2. The Director gives final approval to the dissemination of evaluation results.

## RHODE ISLAND DEPARTMENT OF CORRECTIONS

### Program Evaluation

---

- Program evaluation should be considered at the program development/inception stage.
- The process of developing evaluation strategies helps managers define, develop and document program components/elements.

#### **Consensus on Offender Program:**

Often we grasp a program's concepts and purpose only to discover a colleague has a different idea. To design a successful program and an evaluation strategy, it is essential that everyone have the same understanding of two key issues.

First, everyone involved in the project must share a common understanding of the program structure and elements to be examined. A second body of agreement concerns the evaluation. Why will an evaluation be conducted, who is the requestor, what type of evaluation is appropriate, how will the project be organized, who will complete the evaluation, who will collect the data and how will the data be stored? These are all questions that need addressing at the program's inception. If a vendor will be expected to complete some or all of these tasks, it is essential that the RFP and/or contract clearly state these requirements.

---

Prior to requesting an evaluation of a Rhode Island Department of Corrections program, the following questions should be answered to facilitate the design of the program evaluation. Upon request, the Planning and Research Unit staff can assist in completing this questionnaire.

#### **Program Title:**

- Is there a documented program description, such as a grant application?  
If yes, attach a copy of that document to this questionnaire.
- Have you developed a logic model for this program? (see Attachment 2)  
If yes, attach a copy of that document to this questionnaire.
- What is the overall program goal? What are the measurable objectives? (List goals and corresponding objectives.)

- What activities or services does the program include? How do these activities or services help meet program objectives?
- Who is the target population? What criteria were established to identify this population?
- Why is an evaluation necessary? What type of evaluation will be useful? (Process, Outcome or Impact)
- What do you want to know about the program? What are some evaluation questions? Who will use the completed evaluation?
- If the program operates as designed, is it appropriate to expect that final outcomes correspond with measurable objectives?
- Will the measurable objectives answer the evaluation questions?
- What are the resources needed to complete the evaluation?
- Where is the program data stored? (Reports, files, interviews, surveys, records, electronic database or client folders, etc.)
- What variables or data elements need to be collected from paper files? Is/are staff available to assist in that collection?
- What types of reporting mechanisms are currently in use? To whom are they submitted? How frequently? Attach a copy of each report currently in use.

THE LOGIC MODEL

**PROGRAM  
GOALS**

--	--	--

**MEASURABLE  
OBJECTIVES**

--	--	--

**PROGRAM  
ACTIVITIES**

--	--	--	--	--	--

**RESOURCES  
NEEDED**

--	--	--	--	--	--	--