CHAPTER 3

Program Development
and Management

Robert J. McGrath
Georgia F. Cumming
Melanie Williams

Developing an Effective Program
    Use an Evidence-Based Model of Change
    Match Program Dosage to Offender Risk Level
    Target Criminogenic Needs
    Match Treatment Services to Offender Learning Style
    Use Effective Methods with an Emphasis on Skill Building
    Sequence Interventions in a Logical Manner
Managing the Treatment Program
    Select, Train, and Support Staff
    Provide Continuity of Care and Community Supports
    Ensure Program Integrity
    Evaluate Program Effectiveness
    Ensure Support for the Program
Summary and Conclusions

Treatment programs designed to reduce criminal offending are not all equally effective. Considerable variation among programs exists. Historically, some have reduced reoffending, others have had no measurable impact, and some have actually increased reoffending. These facts have spurred more than three decades of research focused on identifying the characteristics that distinguish effective programs from ineffective ones. The results of this research have yielded a robust literature—commonly called the "what works" literature—that details the principles of effective correctional treatment.