

4

**ROLES AND FUNCTIONS
OF EVALUATION
IN HUMAN SERVICE PROGRAMS**

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and William A. Hargreaves

A flexible capacity for *internal self-evaluation* is fundamental to the management and ongoing improvement of community-based human service programs. In performing this function, program evaluators provide staff support and information for two basic management tasks: (a) communicating effectively with the organization's external environment, and (b) maintaining effective service delivery and administrative accountability within the organization. Organizational management and accounting procedures are the traditional methods employed by administrators to achieve external accountability and to maintain internal planning and monitoring functions. We view emerging internal program evaluation activities as extensions of the more traditional management and accounting procedures. As the preceding chapters have emphasized, more powerful evaluative activities are currently necessary because political realities and resource limitations now require human service programs to be far more efficiently operated, increasingly productive, more accessible, and more responsive to community needs (1).

As a consequence of political pressures and resource constraints, human service programs are seeking diversified sources of revenue to augment declining categorical funding. In addition—as health and human service planning shifts gradually from the federal level to regional, state, and county levels—community-based programs are moving to bolster political relations with their local governments and their citizen constituents. These shifts toward broadening the fiscal support base and increasing community control of human ser-

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Table of Contents Evaluation Of Human Service Programs

1. Understanding the eBook Evaluation Of Human Service Programs
 - The Rise of Digital Reading Evaluation Of Human Service Programs
 - Advantages of eBooks Over Traditional Books
2. Identifying Evaluation Of Human Service Programs
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Evaluation Of Human Service Programs
 - User-Friendly Interface
4. Exploring eBook Recommendations from Evaluation Of Human Service Programs
 - Personalized Recommendations
 - Evaluation Of Human Service Programs User Reviews and Ratings
 - Evaluation Of Human Service Programs and Bestseller Lists
5. Accessing Evaluation Of Human Service Programs Free and Paid eBooks

- Evaluation Of Human Service Programs Public Domain eBooks
 - Evaluation Of Human Service Programs eBook Subscription Services
 - Evaluation Of Human Service Programs Budget-Friendly Options
6. Navigating Evaluation Of Human Service Programs eBook Formats
 - ePub, PDF, MOBI, and More
 - Evaluation Of Human Service Programs Compatibility with Devices
 - Evaluation Of Human Service Programs Enhanced eBook Features
 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Evaluation Of Human Service Programs
 - Highlighting and Note-Taking Evaluation Of Human Service Programs
 - Interactive Elements Evaluation Of Human Service Programs
 8. Staying Engaged with Evaluation Of Human Service Programs
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Evaluation Of Human Service Programs
 9. Balancing eBooks and Physical Books Evaluation Of Human Service Programs
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Evaluation Of Human Service Programs
 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
 11. Cultivating a Reading Routine Evaluation Of Human Service Programs
 - Setting Reading Goals Evaluation Of Human Service Programs
 - Carving Out Dedicated Reading Time
 12. Sourcing Reliable Information of Evaluation Of Human Service Programs
 - Fact-Checking eBook Content of Evaluation Of Human Service Programs
 - Distinguishing Credible Sources
 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development

- Exploring Educational eBooks
14. Embracing eBook Trends
- Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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