Chapter 1 : INTERROGATION TECHNIQUES

Note: Citations are based on reference standards. However, formatting rules can vary widely between applications and fields of interest or study. The specific requirements or preferences of your reviewing publisher, classroom teacher, institution or organization should be applied.

Lisa Harnack Accumulating evidence of a link between diet and prevalent chronic disease has led to new investigations in nutritional epidemiology. EpiCH research supports a panoply of approaches, from detailed dietary analysis to prevention of disordered eating to investigation of obesity, physical activity and cancer etiology. What is Nutritional Epidemiology? Nutritional epidemiology is an area of epidemiology that involves research to: Examine the role of nutrition in the etiology of disease Monitor the nutritional status of populations. Develop and evaluate interventions to achieve and maintain healthful eating patterns among populations. Studies of specific chronic diseases and nutritional intake. PubH Principles of Public Health Research Evaluation of public health research literature and planning for independent research projects. Formulation of research question, research design, sampling techniques, use of research concepts, and data analysis. Data collection techniques, including questionnaires, interviews, and data analysis. PubH Public Health Nutrition: Students explore their beliefs and competencies in relation to principles and philosophy of public health nutrition. PubH Nutritional needs of childbearing women and of infants. Concepts and facts about science of human nutrition in relation to personal and community nutrition problems and concerns. Applied, introductory graduate-level course with labs. PubH Methods for assessing nutritional status of populations and individuals. Interactive seminar format with lecture, discussion, and student presentations. PubH Community Nutrition Intervention Nutrition intervention strategies used in health programs. Selecting appropriate strategies, applying them to specific target audiences, and evaluating their usefulness in relation to program objectives. Adults and the Elderly Current literature and research on nutrition needs and factors affecting nutritional status of adults and the elderly. Relation of nutrition to heart disease, cancer, hypertension, obesity, and other conditions. Major nutrition issues of youth; biological, cultural, and psychosocial factors influencing food behaviors; and strategies of improving nutritional health.

Chapter 2 : Medicaid Planning: Pros & Cons, Costs and Strategies

Planning for the Elderly Alternative Community Analysis Techniques [Victor Regnier] on racedaydvl.com *FREE* shipping on qualifying offers. Planning for the Elderly Alternative Community Analysis Techniques [Dec 01,] Regnier, Victor.

You might need to refine, or you might need to simply look at the facts longer, or from a different angle. Your chart, list or table will certainly reveal patterns. Listing Your Internal Factors: Strengths and Weaknesses S, W Internal factors include your resources and experiences. General areas to consider: Some of these will probably be strengths. How do you get information about how outsiders perceive your strengths and weaknesses? If not, this might be the time to gather that type of information. Opportunities and Threats O, T Cast a wide net for the external part of the assessment. No organization, group, program, or neighborhood is immune to outside events and forces. Consider your connectedness, for better and worse, as you compile this part of your SWOT list. Forces and facts that your group does not control include: Is the bus company cutting routes? Legislation Do new federal requirements make your job harder Who develops the SWOT? The most common users of a SWOT analysis are team members and project managers who are responsible for decision-making and strategic planning. An individual or small group can develop a SWOT analysis, but it will be more effective if you take advantage of many stakeholders. Each person or group offers a different perspective on the strengths and weaknesses of your program and has different experiences of both. Likewise, one staff member, or volunteer or stakeholder may have information about an opportunity or threat that is essential to understanding your position and determining your future. When and where do you develop a SWOT analysis? A SWOT analysis is often created during a retreat or planning session that allows several hours for brainstorming and analysis. The best results come when the process is collaborative and inclusive. When creating the analysis, people are asked to pool their individual and shared knowledge and experience. The more relaxed, friendly and constructive the setting, the more truthful, comprehensive, insightful, and useful your analysis will be. How do you develop a SWOT analysis? Steps for conducting a SWOT analysis: Designate a leader or group facilitator who has good listening and group process skills, and who can keep things moving and on track. Designate a recorder to back up the leader if your group is large. Use newsprint on a flip chart or a large board to record the analysis and discussion points. You can record later in a more polished fashion to share with stakeholders and to update. Introduce the SWOT method and its purpose in your organization. This can be as simple as asking, "Where are we, where can we go? Depending on the nature of your group and the time available, let all participants introduce themselves. Then divide your stakeholders into smaller groups. If your retreat or meeting draws several groups of stakeholders together, make sure you mix the small groups to get a range of perspectives, and give them a chance to introduce themselves. The size of these depends on the size of your entire group â€" breakout groups can range from three to ten. If the size gets much larger, some members may not participate. Have each group designate a recorder, and provide each with newsprint or dry -erase board. Direct them to create a SWOT analysis in the format you choose-a chart, columns, a matrix, or even a page for each quality. Give the groups minutes to brainstorm and fill out their own strengths, weakness, opportunities and threats chart for your program, initiative or effort. Encourage them not to rule out any ideas at this stage, or the next. Refinement can come later. In this way, the SWOT analysis also supports valuable discussion within your group or organization as you honestly assess. It helps to generate lots of comments about your organization and your program, and even to put them in multiple categories if that provokes thought. Once a list has been generated, it helps to refine it to the best 10 or fewer points so that the analysis can be truly helpful. Reconvene the group at the agreed-upon time to share results. Gather information from the groups, recording on the flip-chart or board. Proceed in S-W-O-T order, recording strengths first, weaknesses second, etc. Or you can begin by calling for the top priorities in each category -the strongest strength, most dangerous weakness, biggest opportunity, worst threat--and continue to

work across each category. Ask one group at a time to report "Group A, what do you see as strengths? Discuss and record the results. Depending on your time frame and purpose: How do you use your SWOT analysis? Better understanding the factors affecting your initiative put you in a better position for action. This understanding helps as you: Identify the issues or problems you intend to change Set or reaffirm goals Create an action plan As you consider your analysis, be open to the possibilities that exist within a weakness or threat. Likewise, recognize that an opportunity can become a threat if everyone else sees the opportunity and plans to take advantage of it as well, thereby increasing your competition. Finally, during your assessment and planning, you might keep an image in mind to help you make the most of a SWOT analysis: Look for a "stretch," not just a "fit. Therefore one drawback is that it might not encourage openness to new possibilities. You can use SWOT to justify a course that has already been decided upon, but if your goal is to grow or improve, you will want to keep this in mind. In Summary A realistic recognition of the weaknesses and threats that exist for your effort is the first step to countering them with a robust set of strategies that build upon strengths and opportunities. A SWOT analysis identifies your strengths, weaknesses, opportunities and threats to assist you in making strategic plans and decisions. Strategic Management, 4th Ed. A Guide for Citizens and Planners. Chicago and Washington, DC: Planners Press, American Planning Association.

Chapter 3 : Nutritional Epidemiology - Epidemiology & Community Health Research

Definition: In defense communities, the Analysis of Alternatives (AoA) is "an analytical comparison of the operational effectiveness, suitability, risk, and life cycle cost (or total ownership cost, if applicable) of alternatives that satisfy validated capability needs" [1].

Learn how to use qualitative methods, such as focus groups and interviews, to support and strengthen your community assessment. What are qualitative methods of assessment? Why use qualitative methods of assessment? When would you use qualitative methods of assessment? How do you use qualitative methods of assessment? Using qualitative assessment methods rather than purely data-based information is crucial to understanding many community issues and needs. Numbers work well to show comparisons, progress, an statistics of community efforts, but they cannot express motives, opinions, feelings, or relationships. This section discusses how to use qualitative assessment methods and when to implement them into communtiy planning. They are often used when you need the subtleties behind the numbers â€" the feelings, small actions, or pieces of community history that affect the current situation. There are two major scientific ways of gathering information: Quantitative methods are those that express their results in numbers. That way, they can compare apples to apples â€" everything or everyone is measured by the same standard. Quantitative measures are often demanded by policy makers; they are considered trustworthy because their results can be measured against one another, and because they leave less room for bias. When you observe a complex situation, you may see a number of different aspects of it, and a number of ways in which it could be interpreted. As a result, researchers and policymakers sometimes see qualitative methods as less accurate and less legitimate than quantitative ones. Qualitative and quantitative methods are, in fact, complementary. Often, the most accurate information is obtained when several varieties of each method are used. There are a number of qualitative methods that can be used in assessment of issues or community needs. These may be structured interviews, where the questions are determined beforehand, or unstructured conversations that are allowed to range wherever the interviewee wants to go in relation to the general topic. These are similar to individual interviews, but involve two or more interviewees at a time, rather than one. At the same time, the interviewer has to be somewhat of a facilitator, making sure that no one person dominates, and that everyone gets a reasonable chance to speak. A special case of group interviewing is a focus group. This is a group of about people, led by a trained facilitator, assembled to answer a specific question or questions. If trained facilitators are available, focus groups can be a good way to get accurate information about an issue. Here, someone actually goes and looks at a place or event, watches situations or interactions, or takes part in the life of the community or a population while recording what he finds as a result. Community or other large meetings. They can draw on a large pool of opinions and knowledge at one time, and uncover disagreements or differences that can then be discussed. Interpretation of records, transcripts, etc. The last are not always useful in assessing community issues or needs, but they can be very effective in convincing policymakers or funders of the importance of those issues and needs. Many types of qualitative information are turned into numerical results, although not always accurately. The transformation may miss important details, or the information may simply be too complex to fit easily into numerical constraints, unless you can create a computer model or similar number-based framework that has the capacity to take in an enormous amount of variety. There are many software programs â€" NVivo and Atlas. Since qualitative methods give you results that are not always easy to compare, or even to check for accuracy, people who want hard and fast evidence often see them as suspect. In fact, both quantitative and qualitative measures are important and necessary, depending on the situation. The problem is convincing those who need to be convinced â€" policymakers, funders, etc. There is a debate in the research community about how to judge qualitative methods. Some say they should be evaluated by the same standards as quantitative methods. Others maintain that, because they are intrinsically different from quantitative methods, qualitative methods need a set of standards that take into account their

philosophical base and the kind of information they yield. The British government, for instance, has developed a framework for demonstrating qualitative reliability, which includes a set of 18 questions that a qualitative assessment or study should be subjected to see Tool 1. Guidelines that can help you argue for the reliability of your qualitative assessment include: Report accurately and completely. The recording of interviews, observations, and other information should be as accurate and nearly complete as possible e. Frame the right questions, and direct them appropriately. Occasionally, it works to go fishing for information, i. You can quantify how many members of a specific minority live in a particular neighborhood. If you want your findings to be reliable, you have to screen out as much of the subjective as possible from what you find and record. One way to approach this issue is to have more than one person record and analyze each interview or observation, and then to check on how well they agree, both in their recording of the data and in their interpretation. Scientists, for instance, aim to be objective, and to understand the way things really are, rather than the way the scientists or others want them to be, or think they might be. A subjective observation, statement, opinion, or research finding, on the other hand, is based on the thoughts and assumptions of the person issuing it. A researcher may be so appalled by the conditions in neighborhoods where violence is rampant that she may begin to feel that violence is in fact the only rational response, and slant her research in that direction. Especially in community assessment, objectivity is vitally important. Objectivity in looking at the community will help you understand how to most effectively address issues, maximize and use assets, and solve problems. Understanding your own subjective reactions â€" to difficult conditions, to particular individuals, to cultural practices â€" will help you to screen them out, thereby increasing the reliability of your findings. The basic reason to use qualitative methods is that there are some kinds of questions and some dimensions of community assessment that can be better addressed by them than by quantitative methods. Since it may be hard to convince policymakers and others that qualitative methods are useful, however, why bother to use them at all? Some of the major reasons: Qualitative methods can better answer the how and why questions, and also provide other information in the process. Qualitative methods generally go directly to those sources with more complex questions than quantitative methods. They can get at certain underlying realities of the situation. In an assessment situation, these can be crucial pieces of information. They can involve the population of interest, or the community at large, in helping to assess the issues and needs of the community. This participation fosters a sense of ownership and support for the efforts. They often allow for a deeper examination of the situation or the community than quantitative methods do. Quantitative methods, although helpful, can tend to put people or events in specific categories, ask for yes-no or multiple-choice answers, often eliminating complexity. They allow for the human factor. While the information obtained through qualitative methods is often subjective, it is also often identified as such, and can be analyzed accordingly. Clearly, there are times when quantitative research will give you the information you need. So when do you use qualitative methods? When what you need is qualitative, descriptive information. What are the differences in the ways people of different cultural backgrounds respond to services? As mentioned above, much quantitative data can be analyzed using qualitative methods. A number of reasons are possible: The community is largely elderly, and people are living in long-since-paid-for houses they bought 40 or more years ago, when their income was higher and housing was less expensive. One or more local banks have made it a priority to help people buy houses, and provide low-interest mortgages and other subsidy programs to further that goal. While they may be low-income, the members of the community nonetheless scrimp on everything else in order to put away money for a house. This is often the case among immigrants from certain cultures, where people are willing to live very simply for many years in order to save for property and education. A combination of factors, some of which may not be listed here. Again, this is often the primary purpose of community assessment. How should you design a program or initiative to accomplish a major community goal or deal with an issue? What will people respond to? Qualitative data may give the best information here, or may be used in addition to qualitative information to provide a complete picture on which to base your strategy. When you want to involve the community in assessment as directly as possible.

Involving community members directly leads to ownership and support of initiatives, and is also likely to generate the best and most effective solutions. Qualitative assessment methods, for the most part, collect information directly from community members themselves, and allow them to fill in the details as much as they can. By and large, being interviewed is more likely to leave someone feeling like part of the process than filling out a survey. Community-based participatory research often relies greatly on qualitative assessment methods. When quantitative data are unavailable or unobtainable. You may not have the proper training, the software or hardware that will make quantitative assessment useful for you, or the time to use quantitative methods properly. Most of these guidelines hold equally for using quantitative methods as well. Start by deciding what it is you want to know. You may remember that this is also one of the guidelines for qualitative reliability. There are many ways to approach a community assessment, and, consequently, many questions you might choose to start your assessment with. What is the most serious issue â€" either general or specific â€" the community faces i. What services are most needed in the community? Who most needs them? Are people taking advantage of services that currently exist? How can they be strengthened? Are there forces working against the good of the community that should be opposed? Who ought to be involved in a prospective coalition or initiative?

Chapter 4 : Transportation planning - Wikipedia

F For baby boomers, consider an alternative to the traditional senior center model, such as wellness centers that have a strong fitness focus or store front cafes with integrated gyms and high tech media labs, which have been highly.

To better understand the services Medicaid Planners provide and when it is appropriate or necessary to use their services, please continue reading. What Medicaid Planners Do Medicaid eligibility is very complex; the rules change frequently, they differ in each state, they differ by program within each state, the application is time consuming and the review process lengthy. The consequences of being denied by Medicaid are severe and can negatively impact the comfort, happiness and even the health of the individual applying and their entire family. Medicaid Planners help clients structure their financial resources and prepare documentation to ensure the best possibility of being accepted into the Medicaid program. They can also protect a family home from Medicaid recovery. In addition, they manage finances to ensure a healthy spouse has adequate income and resources to continue living independently during and after the time when their partner is receiving care assistance. When to Hire a Medicaid Planner Many families wonder if it is really necessary to hire a Medicaid planner. There are two ways to answer this question. First, there are public employees that offer free assistance, so hiring a Medicaid Planner is not always necessary. However, not everyone is qualified to receive free assistance. For those not qualified for free assistance, it is not absolutely necessary that they retain the services of a Medicaid Planning professional; however, in many situations it is prudent, cost-effective and strongly advised. In addition, free application assistance would be available. There is a simple option called an irrevocable funeral trust. This is essentially pre-paying a funeral and all the associated expenses. The family simply allocates the amount of money by which they are over the Medicaid limit to the irrevocable funeral trust and Medicaid no longer considers that money a "countable asset" and they are no longer over the Medicaid limit. Learn more about this option. Having countable assets over the limit, is just one reason a family may elect to hire a Medicaid planner. Being over the income limit is another common reason. Similar to the irrevocable funeral trust strategy described above, there are approaches that can be taken when the applicant has income in excess of the limit, but is still unable to afford their cost of care. Family Situations that Impact the Need for Planning Here, we examine the question of whether to work with a Medicaid planner in four different situations that are common among families with aging loved ones. To protect the healthy spouse financially and allow him or her to remain living at home, a separation of resources is necessary and unfortunately complicated. Given the critical nature of acceptance into Medicaid, the use of a Planner is advised. When Both Spouses Require Care The long term care costs for two individuals can bankrupt most American families very quickly. Without one spouse able to care for the other, the financial and caregiving burdens created by a Medicaid denial and placed on the adult children are substantial. They can be overwhelming when the adult children have children of their own. Given the critical nature of acceptance into Medicaid and the lack of healthy spouse to engage in planning, the use of a Medicaid Planner is recommended. A Healthy Couple doing Long Term Planning For healthy families wishing to preserve some of their assets for their children and grand-children, working with a Planner is helpful but not critical. Without an immediate need for care, families are more likely to be able to plan themselves without professional guidance. It is worth noting that a mistake in planning can impact eligibility for as long as 5 years. A Single Person with no Assets or Income regardless of their health In this scenario, because of the severe financial hardship experienced by the individual, they should be able to gain acceptance into Medicaid without assistance provided there are no procedural errors. One might consider getting assistance from a social services agency with the Medicaid document preparation, but hiring a Planning Professional is not necessary. There is a wide variety of costs associated with engaging a Medicaid Planner; this is due to the type of Planner as well as the needs the of the applicant. With some planners, there are no costs associated with their services though applicants should be cautious in this situation. This is a high cost for a family that is struggling to pay for care.

However, as Attorneys will point out, this is less than the cost of one month of nursing home care. How Does the Medicaid Planning Process work? Most Medicaid Planners start the process with a free consultation in which they will discuss the health status and financial resources of the individual who is applying or will someday apply for Medicaid. They use this information to determine whether or not to accept the prospective client and to provide a cost estimate for their services. A plan is built, discussed, modified as needed. Putting the plan into action can take longer. Depending on the strategy, it can take several weeks or months, even up to 6 months in some cases. In situations where there is an immediate need for Medicaid care, the Medicaid application documentation can be prepared concurrent with the execution of the plan. In some cases, Medicaid coverage can even be made retroactive. Alternatives to Medicaid Planning A category of professionals called Life Resource Planners or sometimes Eldercare Resource Planners offer an alternative to traditional Medicaid planning. These advisors take a larger, holistic view of how to help families plan for paying for aging care. While Medicaid Planners are very focused on the task of helping families qualify for Medicaid, Life Resource Planners also look to see what other options exist and are available. As with Medicaid Planning professionals, their fees must be paid for out-of-pocket, however, those fees are substantially lower.

Chapter 5 : Alternatives to SWOT Analysis | racedaydvl.com

Once the elder has undergone a Comprehensive Geriatric Assessment, the information will be used to outline an action plan that focuses on the individual's current needs, required treatment (e.g. medical, psychiatric, physical therapy), housing requirements, and optimal utilization of community resources.

In the Initiation Phase, the identification and management of project alternatives will provide options for completing the project, while addressing the original business problem and delivering the expected business benefits. It is one or more ways to produce the project and address the business need while using the same resource base yet operating in a new project environment and facing new working conditions. Another name of the Project Alternative is the Project Option. Often the project alternative is not a close substitute to the original choice yet sometimes it may offer similar solutions but in a new combination and interpretation. The nature of the project alternative makes two alternatives mutually exclusive. Meanwhile, a combination of two or more project alternatives creates a new project alternative. Management Managing project alternatives means performing a complex activity dedicated mainly to identifying alternate methods of achieving the same results. Project alternatives management is closely linked to an idea generation process. Such a process assumes selection and validation of the ideas that suggest an alternative and effective way to any given approach of project management and delivery. The idea generation process admits using such techniques and tools as brain-storming, lateral thinking and pair-wise comparisons. Alternatives management results in developing a formal Project Alternatives Document PAD that combines all the information about reasonable alternatives approved and their unique and common features. The development of the document is highly important because it determines all available options for successful project implementation to achieve business buy-in and ensure that the options are under consideration of the key stakeholders. The identified and considered alternatives for the project become potential solutions to be analyzed later as a part of the Feasibility Study. Development Process The process of developing project alternatives consists of a series of steps to study business resources invested in the project and identify reasonable opportunities for obtaining the expected benefits and meeting the business need. The implementation of the alternatives development process includes the next steps: Identification At this step of the process, a range of reasonable alternatives that address the business need and meet the project purpose are to be identified. First, a set of possible project alternatives will be proposed; then by means of analysis and forecast methods, the cost-effectiveness of each alternative proposed will be measured, and thereby the reasonable alternatives will be identified. Then a table of the alternatives will be created â€" this table will include both unique and common features of each reasonable alternative. Comparison During this step, a review of identified alternatives should be conducted; both unique and common features of the alternatives should be compared. A comparison matrix of identified alternatives will be created, using the information taken from the PAT. The matrix will include similarities, differences, and how each of the alternatives meets the project evaluation criteria and the business need. After comparing and weighing all the benefits and impacts of all of the reasonable alternatives listed in the PACM, one or several alternatives showing the best compliance with the business requirements will be selected and sorted out by relevance. Selection At this step, the rationale for identifying and selecting the preferred project alternative should be established. The decision on such an alternative should be analytical and clearly address the specific evaluation criteria, with reference to the business need. Then the preferred alternative will ensure successful achievement of the project purpose and realization of the business benefits. It will be added to the final version of the project alternatives document. If two or more alternatives are equally suitable, then they can be added to the document but this decision may require additional consideration. The range and number of preferred project alternatives will depend upon such factors as scope, business need, resource base, overall duration, others. He took a variety of roles and responsibilities for planning, executing, performing and controlling software projects and project activities. Today Eric helps software development companies in

reviewing and improving their software definition, development and implementation processes. Eric is one of the most honorable contributors of MyManagemetGuide website.

Chapter 6 : Project Alternatives

Alternative Analysis Process â€¢ High Level Planning to Detailed Analysis â€¢ Essential For All Decision Makers and Stakeholders â€¢ Integral to Design Development.

This chapter identifies selected planning methods according to four purposes: Methods to clarify issues and problems. Several structured techniques promote both creativity and rigor. Methods to examine spatial and inter-sectoral relationships. The methods for this rely on maps and area planning, together with computer simulations and models in regional economic geography. Methods for social, environmental, and economic analysis. Several frameworks are available for this. Methods to discuss the future. Your planning team should practice and learn from techniques of "futures analysis. Quantitative models can be important, but they are not the only or best techniques to promote the "systems approach" in thinking about a problem and its possible solutions. Box 6 presents criteria to help you evaluate the appropriateness of different planning methods and tools, whether alone or in combination. Let these criteria guide your selection. Insufficient application of planning tools leads to disorganized thinking. The discipline of the tools keeps the planning focused and organized. But you want the tools to serve your process, not to control it. It is often easy to allow the tools to become ends in themselves. Especially in the industrialized countries, some expensive efforts in forest planning have failed exactly for this reason. You need to develop competence in selecting these methods, and in assisting planning groups to use them. This can be important for building up working relationships within your planning team, with your advisory committees, and with your interest groups. Criteria for Evaluating the Appropriateness of Planning Tools Criteria Appropriateness Relevance In what ways does this method help you answer important questions and focus on key issues? Acceptability How well is the method developed, and to what extent is it accepted as a standard instrument? Data Requirements Do you have - or will you be able to generate - the data for a reliable application of the method? Breadth and Versatility To what extent can the method represent cultural, intrinsic, aesthetic, and other non-market aspects of forests? Distributional Aspects Does the method help address gains and losses: Communications To what extent can ordinary people understand this method? Sustainability What are the chances that you will continue to use this method and therefore to refine and improve it in the future? Your best sources of problem-solving tools are books, articles, and videos in management science see Appendix II, Part C. These are increasingly available in even the remotest places of the world - and in an increasing number of languages. Here, we briefly mention some of the classical methods that your planning team is most likely to need: In brainstorming, team members make rapid suggestions on how to achieve this. Somebody writes down all of the suggestions e. Your aim is to quickly produce ideas which only later will be evaluated for feasibility, cost, and other decision criteria. In the end, you will arrive at a smaller set of proposals after the initial ideas are modified, combined, or eliminated Worksheet 6. Box 7 summarizes three variations of this method. You apply problem statement guidelines to sharpen the definitions of any problem into its what, when, where, who, why, and how dimensions. Each team member is asked to state the problem according to these guidelines. In a subsequent step, you compare these statements to make a final problem statement acceptable to the group as a whole Worksheet 7. At the same time, you have to be aware of weaknesses and threats that will impede your progress. A problem tree is a diagram of boxes and arrows that show causes at a low level, leading to effects at a higher level Worksheet 9. The causes are the roots of the tree, and the effects are the fruits. Your team lists different problems, and then connects them with arrows to show linkages. You repeat this several times until your problem tree is complete and logical. The problem tree directs your attention to fundamental, deep-rooted explanations. Box 8 presents an example. At the top of the framework is a clearly defined goal. Lower levels of the framework specify the why, what, and how to achieve this goal Worksheet For these linkages to be possible, the internal logic of planning must be sound, and your assumptions must be valid. Box 9 illustrates for a strategy to reduce depletion pressures on fuelwood supplies. In force-field analysis, you identify these forces, and you assess

your degree of influence to control them. If you know which forces are holding you back and which can carry you forward, then your planning focuses on how to reduce the former and exploit the latter. You rate the different forces for both importance and the extent of your control over them. You concentrate your actions on the high-rated forces Worksheet An example is presented in Box 10 for improving success in afforestation and reforestation. The comparison matrix does this through one-by-one comparisons, indicating how any one option Choice A compares with all others Choices B, C, You construct a frequency table which shows how many times A, B, C, and Z are rated superior to the other options Box 11 and Worksheet The use of role playing can be surprisingly effective for this. You assign different team members to "act" as if they are personalities among your interest groups Worksheet Role playing is never a substitute for genuine participation by these groups. But it can be used within the planning team to widen perceptions, compare options, and prepare for comments by the real personalities. Variations of "Brainstorming" to Generate Creative Ideas. Each idea is recorded where everyone can see it. Continue until you reach the time limit, or until nobody has anything to add. Spontaneous and fast; no restrictions. Quiet persons may not speak out; a few powerful persons may dominate; the process can be chaotic if everyone talks at the same time. If a person has nothing to add, the person says "pass. Everyone has the chance to participate; it is more difficult for powerful personalities to control the session. People can be frustrated while waiting for their turn. Each Person Writes Ideas on Paper Each person writes down as many ideas as possible on a piece of paper. The papers are collected, and the ideas are written where everybody can see them. All contributions are anonymous; ideas can be recorded in an organized way. Creativity is lost because persons are not able to react to the ideas suggested by others. Adapted from James H.

Chapter 7 : Project Management Skills from racedaydvl.com

Sample Risk Management Plan for a Community Health Center identified risk and alternatives for dealing with the risk. Examples of risk analysis techniques.

James Orlando, Associate Attorney This report provides a concise overview of 1 the Reid method of interrogation, 2 critiques of the Reid method, and 3 alternative interrogation techniques. Reid and Associates, Inc. Some critics contend that the Reid Technique is premised on certain assumptions about human behavior that are not supported by empirical evidence, and that the technique may lead to false confessions. The company contends that critics mischaracterize the Reid Technique and that false confessions are caused by interrogators applying inappropriate methods not endorsed by the company. Factual Analysis The Reid website describes factual analysis as: Consequently, factual analysis relies not only on crime scene analysis, but also on information learned about each suspect. The Reid website states that the BAI: In addition, the BAI facilitates the eventual interrogation of guilty suspects. The investigator then presents a moral justification theme for the offense, such as placing the moral blame on someone else or outside circumstances. The investigator presents the theme in a monologue and in sympathetic manner. When the suspect asks for permission to speak at this stage likely to deny the accusations , the investigator should discourage allowing the suspect to do so. When attempts at denial do not succeed, a guilty suspect often makes objections to support a claim of innocence e. The investigator should generally accept these objections as if they were truthful, rather than arguing with the suspect, and use the objections to further develop the theme. One way the investigator can do this is to close the physical distance between himself or herself and the suspect. Presenting an alternative question. Having the suspect orally relate various details of the offense. After the suspect accepts one side of the alternative thus admitting guilt , the investigator should immediately respond with a statement of reinforcement acknowledging that admission. The investigator then seeks to obtain a brief oral review of the basic events, before asking more detailed questions. Converting an oral confession to a written confession. The investigator must convert the oral confession into a written or recorded confession. Below, we briefly describe some criticisms of the Reid Technique, as well as responses to such criticisms by Reid and Associates, Inc. For a more detailed summary of criticisms of the Reid Technique, see this article from Criminal Law Quarterly, a Canadian journal. This report does not attempt to survey the vast range of research on the relationship between interrogation techniques and false confessions. If you would like more information about particular aspects of this issue, please let us know. Discerning truth or deception One aspect of the Reid approach is to train investigators to discern when a suspect is lying e. Critics question whether training can actually lead investigators to do so, and point to various studies concerning the ability to discern truth from lying. For example, one frequent critic of the Reid Technique, law professor Richard Leo, argues that extensive social science research has demonstrated: For example, the studies may have 1 involved college students in laboratory settings, with students having low motivation to be believed if innocent or avoid detection if lying, or 2 been conducted by people not trained to interview criminal suspects. The company also points to other studies supporting the contention that training can increase the ability of police to detect when suspects are lying. False confessions Critics argue that various features of the Reid interrogation method may lead certain innocent suspects to confess. According to some critics of the Reid Technique, aspects of Reid-style interrogation that may lead to false confessions include 1 misclassification the police attributing deception to truthful suspects ; 2 coercion including psychological manipulation ; and 3 contamination such as when police present non-public information to a suspect, and the suspect incorporates that information in his or her confession Gudjonsson , , discussing Leo and Drizin among other studies. False confessions are not caused by the application of the Reid Technique. The company also cites court cases upholding their methods or denying the admission of expert testimony that would link those methods to false confessions e. Under the PEACE method, investigators allow a suspect to tell his or her story without interruption, before presenting

the suspect with any inconsistencies or contradictions between the story and other evidence. Investigators are prohibited from deceiving suspects during an interview Meissner et al. For more detailed information, see their website. Interviewers should create a written interview plan, focusing on issues such as the objectives of the interview and the order of interviews. Among other things, the plan should include the time a suspect has been in custody, the topics to be covered, and points necessary to prove the offense or provide a defense. Interviewers should consider characteristics of the interviewee that could be relevant to the plan e. Interviewers may need to consider practical arrangements, such as visiting the scene or the location of the interview. The interviewers should engage the individual, including using active listening to establish a rapport with him or her. The interviewers should explain the reasons for the interview and its objectives. They should also explain routines and expectations of the process e. Interviewers should encourage the individual to state anything they believe is relevant. Questions should be short and free of jargon, and can help to clarify and expand the account. Multi-part questions should generally be avoided due to possible confusion, and leading questions should be used only as a last resort. This stage should be planned to avoid an abrupt end to the interview. The method has some similarities to the Reid Technique. Kinesics is the study of nonverbal communication. One author, Stan B. Walters, describes two phases to this process: Walters describes four fundamental stages of the interview: The investigator uses information gathered during the first phase to tailor interrogation for the specific subject. Walters outlines different interrogation strategies for different personality types. Walters describes over 30 practical kinesic principles to guide investigators in this process. The other principles include both general statements of human behavior people are better able to control verbal than nonverbal kinesic signals and statements specifically focused on interview or interrogation techniques to attack a denial, the investigator should review the real or circumstantial evidence with the subject every 3 to 5 minutes. Investigative Interviewing, available at http: False Confessions and Correcting Injustices. The Psychology of Interrogations and Confessions: A Handbook Wiley Why Interrogation Contamination Occurs. Interview and interrogation methods and their effects on true and false confessions. Campbell Systematic Reviews False Confessions and the Reid Technique. Law Quarterly Police Lie Detection Accuracy: The Effect of Lie Scenario. Do police interrogation techniques produce false confessions? The New Yorker Dec.

Chapter 8 : Advanced Elder Care Planning

The final step here is to use the information and analysis that came from your use of qualitative methods to change the community for the better. All the assessment in the world is useless if it doesn't lead to some action that's meant to create positive change.

It is an example of the siting of transportation facilities that results from transportation planning. A bypass the Old Town in Szczecin , Poland Transportation planning, or transport planning, has historically followed the rational planning model of defining goals and objectives, identifying problems, generating alternatives, evaluating alternatives, and developing plans. Other models for planning include rational actor , transit oriented development , satisficing , incremental planning , organizational process , collaborative planning , and political bargaining. Planners are increasingly expected to adopt a multidisciplinary approach, especially due to the rising importance of environmentalism. For example, the use of behavioural psychology to persuade drivers to abandon their automobiles and use public transport instead. The role of the transport planner is shifting from technical analysis to promoting sustainability through integrated transport policies. In the long run, the plan is to reduce traffic through a change in urban planning. Through economic incentives and attractive alternatives experts hope to lighten traffic in the short run. The role of the transport planner was to match motorway and rural road capacity against the demands of economic growth. Urban areas would need to be redesigned for the motor vehicle or impose traffic containment and demand management to mitigate congestion and environmental impacts. The policies were popularised in a government publication, Traffic in Towns. The contemporary Smeed Report on congestion pricing was initially promoted to manage demand but was deemed politically unacceptable. In more recent times, the approach has been caricatured as "predict and provide" to predict future transport demand and provide the network for it, usually by building more roads. The publication of Planning Policy Guidance 13 in revised in , [3] followed by A New Deal for Transport [4] in and the white paper Transport Ten Year Plan [5] again indicated an acceptance that unrestrained growth in road traffic was neither desirable nor feasible. The worries were threefold: These documents reiterated the emphasis on integration: This attempt to reverse decades of underinvestment in the transport system has resulted in a severe shortage of transport planners. It was estimated in that 2, new planners would be required by to avoid jeopardising the success of the Transport Ten Year Plan [1]. In , the Transport Planning Society defined the key purpose of transport planning as: During the s, the CCC was actively involved in creating and improving roads throughout rural areas and parks Transportation planning in the United States is in the midst of a shift similar to that taking place in the United Kingdom, away from the single goal of moving vehicular traffic and towards an approach that takes into consideration the communities and lands through which streets, roads, and highways pass "the context". More so, it places a greater emphasis on passenger rail networks, which had been neglected until recently. This new approach, known as Context Sensitive Solutions CSS , seeks to balance the need to move people efficiently and safely with other desirable outcomes, including historic preservation , environmental sustainability , and the creation of vital public spaces. The initial guiding principles of CSS came out of the "Thinking Beyond the Pavement" conference [8] as a means to describe and foster transportation projects that preserve and enhance the natural and built environments, as well as the economic and social assets of the neighborhoods they pass through. CSS principles have since been adopted as guidelines for highway design in federal legislation. In response to auto-centric design of transportation networks, complete streets encompass all users and modes of transportation in a more equitable manner. In response an advanced form of certification - the Advanced Specialty Certification in Transportation Planning was developed by the American Planning Association thereafter in The Certified Transportation Planner credential is only available for those professional planners AICP members who have at a minimum of eight years of transportation planning experience. The Technical Process[edit] Most regional transport planners employ what is called the rational model of planning. The model views planning as a logical and technical

process that uses the analysis of quantitative data to decide how to best invest resources in new and existing transport infrastructure. All of these phenomena dominated the planning culture in the late s, s and s. Over the course of each of three phases, the metropolitan planning organization MPO is also supposed to consider air quality and environmental issues, look at planning questions in fiscally constrained way and involve the public. In the first stage, called preanalysis, the MPO considers what problems and issues the region faces and what goals and objectives it can set to help address those issues. During this phase the MPO also collects data on wide variety of regional characteristics, develops a set of different alternatives that will be explored as part of the planning process and creates a list of measurable outcomes that will be used to see whether goals and objectives have been achieved. The process involves much technical maneuvering, but basically the development of the models can be broken down as follows. Before beginning, the MPO collects enormous amounts of data. This data can be thought of as falling into two categories: The best MPOs are constantly collecting this data. As its nickname suggestions, UTMS has four steps: In trip generation, the region is subdivided into a large number of smaller units of analysis called traffic analysis zones TAZs. Based on the number and characteristics of the households in each zone, a certain number of trips is generated. In the second step, trip distribution, trips are separated out into categories based on their origin and purpose: In each of three categories, trips are matched to origin and destination zones using the data that has been collected. Since most trips by bicycle or walking are generally shorter, they are assumed to have stayed within one zone and are not included in the analysis. Finally, in route assignment, trips are assigned to the network. As particular parts of the network are assigned trips, the vehicle speed slows down, so some trips are assigned to alternate routes in such a way that all trip times are equal. This is important because the ultimate goal is system-wide optimization, not optimization for any one individual. The finished product is traffic flows and speeds for each link in the network. Because of the complexity of transport issues, this is often not possible in practice. This results in models which may estimate future traffic conditions well, but are ultimately based on assumptions made on the part of the planner. Some planners carry out additional sub-system modelling on things like automobile ownership, time of travel, location of land development, location and firms and location of households to help to fill these knowledge gaps, but what are created are nevertheless models, and models always include some level of uncertainty. Johnston notes that for evaluation to be meaningful it should be as comprehensive as possible. For example, rather than just looking at decreases in congestion, MPOs should consider economic, equity and environmental issues. Transportation planning is closely interrelated to the public nature of government works projects. As a result, transportation planners play both a technical and a coordinating role. Politicians often have vastly differing perspectives, goals and policy desires. Transportation planners help by providing information to decision makers, such as politicians, in a manner that produces beneficial outcomes. This role is similar to transportation engineers, who are often equally influenced by politics in the technical process of transportation engineering design. Integration with Urban planning[edit].

Chapter 9 : CHAPTER 2: PLANNING METHODS AND TOOLS

Another goal of a community assessment is to develop a detailed analysis of community assets, or resources, that currently exist in the community and can be used to help meet community needs. Community assets.