
Tools for Building Effective Community Corrections

Increasing Offender ● Employment in the Community





189824

The Center for
Community
Corrections

Increasing Offender Employment in the Community

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CCC

A public-private partnership promoting an
effective system of community corrections

October, 2000



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**THIS PROJECT IS DEDICATED TO THE
FOLLOWING PROPOSITIONS:**

- That successful community corrections depends on intergovernmental collaboration which recognizes the needs and promises of each level of government;
- That successful community corrections demands a genuine partnership with the community;
- That the optimum use of community corrections requires public officials and a public who understand its purpose and are willing to support its programs;
- That small, relatively inexpensive changes in the right places can do much to increase the likelihood of successful community corrections.

Preface

This piece is written for community leaders, criminal justice practitioners and interested citizens who are considering ways to improve the cost-effectiveness of their correctional options. One of the best investments that can be made in the correctional field is to provide skills, training, education and employment geared toward securing economic independence for offenders who are unemployed, under-employed or unskilled. Job training and employment efforts reduce future justice system costs and ties between offenders, families and communities. Vocational training and employment of able-bodied offenders is an anti-crime activity.

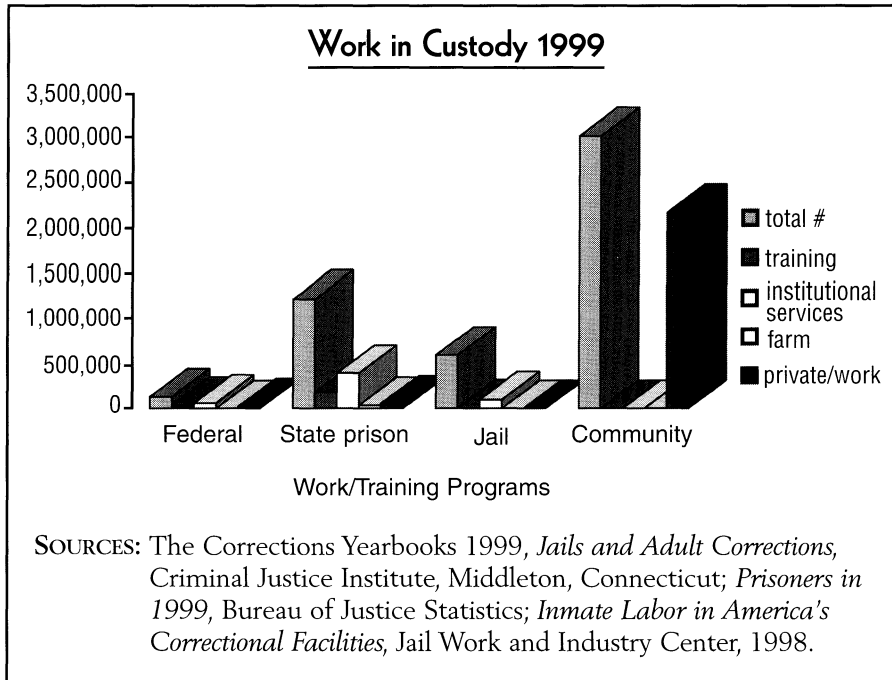
So what is stopping us from organizing to make sure that communities undertake this work? It is often far more difficult to implement public private work partnerships than it would seem. Business, labor, government and criminal justice professionals have compelling interests and concerns. The experience with the Federal Prison Industries Program has been a long effort to train and employ offenders. Yet the actual percentage of employed offenders remains very low. How can businesses, labor, education and private philanthropy participate in this form of community development? This piece builds upon the experience of traditional prison work programs. It poses the question, “why not have the same types of programs for offenders in the community?”

Offender education, job training and employment are recognized by researchers and practitioners as three of the most critical factors linked with positive offender outcomes. Offender training and employment programs have long been recognized as important tools for correctional management. Here is what they can do:

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1. instill the work ethic, including the importance of job retention;
 2. focus on release-transition preparation at least a year before anticipated release date;
 3. encourage self discipline;
 4. educate and train those without sufficient skills to compete in the workplace;
 5. productively occupy empty time;
 6. provide valuable work experience and a sense of accomplishment;
 7. improve problem solving and interpersonal skills;
 8. foster organizational skills; and
 9. motivate offenders to change habits, attitudes and anti-social behaviors.

Although some training, education and jobs programs are offered in many prisons and jails, most incarcerated persons do not have the opportunity to work or be trained because programs are small and slots are limited. Prison industries have grown slowly and exist in every state and at the federal level. Slow growth is due largely to funding, investment, security and labor constraints. However, apart from a few jail, probation and community-based education and work programs around the country, surprisingly little has been done to systematically address how offenders can attain skills and productive work and thereby be more accountable to their communities, families and victims. The U.S. Department of Labor has recently begun to provide training in this area, and the Federal Bureau of Prisons, National Institute of Corrections offers assistance.

“Work in Custody” illustrates the currently low levels of correctional employment, training and education across the entire spectrum of correctional services. In 1999, more than 5 million persons were under correctional supervision and less than half, 2,007,946, were estimated to be receiving job related education, training, job placement, prison

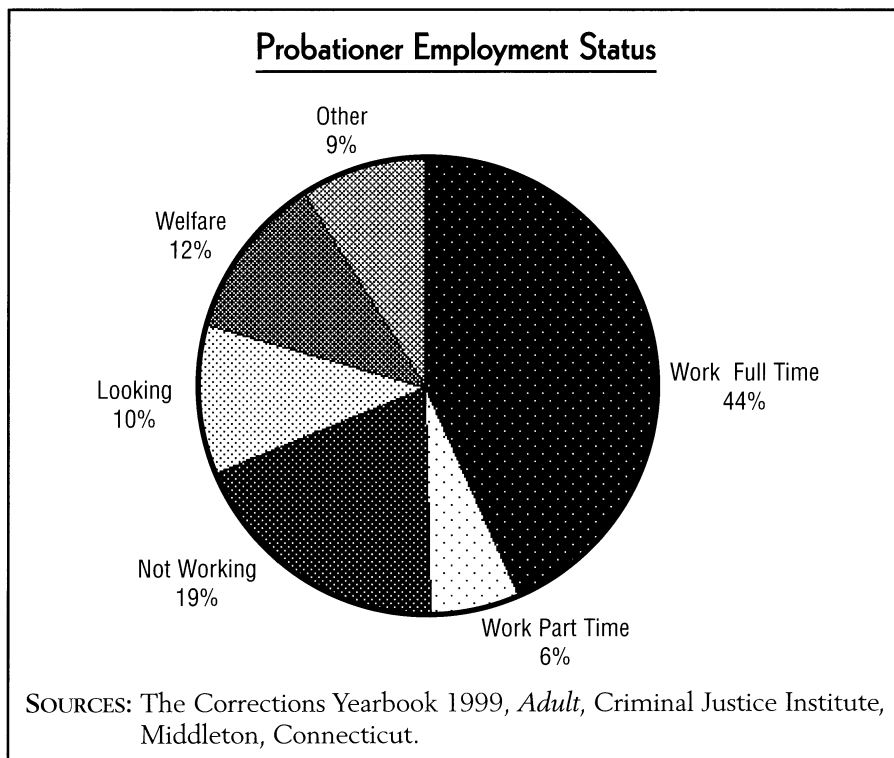


industries or other compensated work programs. According to the Corrections Yearbook, Adult Corrections, 1999, about 28% of inmates in prisons do not work because of custody, disciplinary or security reasons. In the case of prisons, this may be understood, but what is more problematic is why only one-half of those in community corrections are identified as in employment or in job training programs.

At the Federal level, a greater proportion of offenders are working or in education programs. Of 135,246 persons in federal custody in 1999, 37,000 were in training and education programs and more than 65,000 were working within prisons and farms. Nearly 20,000 persons were involved in prison industries programs at the federal level.

In state prisons in 1999, there were more than 1,231,000 persons in custody but only about 185,000 received job training and job-related education. Another 437,000 were employed in institutional and farm work. Prison industries programs utilized nearly 52,000 inmates.

There were about 3,033,479 persons under community supervision in 1999. Based on projections of a 1995 survey of probationers, for 1999, approximately 1,052,617 were given job placement, employment assistance or other job-related supervision as part of their probation. Another 45,502 were estimated to be receiving education and training. Although these numbers may under-represent the number of employed offenders, they point to the lack of systematic analysis and focus of communities on offender employment issues.



Businesses hire offenders and help them succeed in meeting obligations.

Many employers seek out community corrections agencies to find new employees who reside in their communities. Employers report positive experiences with those under community supervision. Countering stereotypes of offenders, employers note that offenders are reliable

workers who stick with their jobs longer than their average employees. There are tax incentives and bonding programs for hiring offenders who may be considered dislocated workers. Such developments make private and public employment training programs more attractive to business, corrections officials and communities.

Employment enhances success of those supervised.

Research indicates that employment stability is linked to positive outcomes in reducing subsequent crimes and infractions by offenders.¹ It has been repeatedly documented that there are short term benefits for those in jobs programs under criminal justice supervision, but the long term benefits have been less well documented.² A study of Project RIO,³ a Texas statewide offender employment program, found that nearly seven out of 10 participants were employed after a year as compared to 36% of a similar group who did not participate in employment.

Unemployment is associated with risk of reoffending.

Minimizing unemployment of offenders is an important part of reducing crime. Researchers who have studied the causes and correlates of crime have concluded that low employment and lack of financial success are one of the highest predictors of risk.⁴ Research found that the benefit of employment programs measured by statistical meta-analysis techniques is about 35%.⁵ This means that a significant number of

¹Freeman, R.B. (1983) Crime and Unemployment. In J.Q. Wilson (Ed.) Crime and Public Policy, pp. 89–106. San Francisco, CA: Ics Press.

²For example in one evaluation stability, earnings and compliance was increased by employment program participation, but by the end of three years differences were minimal between the comparison groups, Friedman, L.N. The Wildat Evaluation: An Early Test of Supported Work in Drug Abuse Rehabilitation, Rockville, Maryland: National Institute on Drug Abuse, 1978.

³Eisenberg, M. (1990) Project RIO Twelve Month Follow-up, March 1989 Intakes. Austin, TX: Texas Department of Criminal Justice, Pardons and Paroles Division.

⁴Andrews, D.A. (1995) What Works: Reducing Reoffending, Guidelines from Research and Practice. In L. McGuire, (Ed.), West Sussex, England: John Wilen and Sons, Ltd.

⁵Lipsey, M.W. (1995) What Works: Reducing Reoffending, Guidelines from Research and Practice. In J. McGuire (Ed.), West Sussex, England: John Wiley and Sons, Ltd.

cases involving employed offenders will not recidivate. For example, in a Texas study, unemployed offenders were subsequently incarcerated at three times the rate of employed offenders.⁶

Although employment is not a panacea for all offenders, those who are in trouble on probation are more likely to be unemployed. For example, more than eight out of ten probation and parole violators in New York were not employed when cited.⁷

Employed offenders are able to pay obligations.

About 1.5 million children have offender parents. They are in need of child support and parental guidance. Jobs programs enable offenders to earn wages to help offset costs of supervision, pay fines, fees, restitution and family support.⁸ In an evaluation of Washington State's work release program, it was noted that the program helped inmates make transitions back into their communities and that these connections included paying obligations such as room and board.⁹ Offenders who are able to pay these debts must have jobs that pay above minimum wage. They need skills to perform well in such work and these skills are worth more than the cost of their acquisition.

⁶Eisenberg, M. (1990) Project RIO Twelve Month Follow-up, March 1989 Intakes. Austin, TX: Texas Department of Criminal Justice, Pardons and Paroles Division.

⁷State of New York Department of Labor (undated) Ex-offender Employment Rights: Your Winning Edge.

⁸Harer, M.D., "Recidivism Among Federal Prison Releasees in 1987": Federal Bureau of Prisons, Office of Research and Evaluation, 1994.

⁹Turner, S., and Joan Petersilia, Work Release: Recidivism and Corrections Costs in Washington State, Research in Brief, Washington, D.C.: U.S. Department of Justice, National Institute of Justice, 1996, NCJ 163706.

PART 2 Offender Skills— Linking Work To Accountability



WHAT DO WE KNOW ABOUT THE SKILLS AND NEEDS OF OFFENDERS?

Most offenders need a range of remedial services and employment skills.

Focus groups with offenders have revealed that finding and retaining work can be one of the most difficult challenges in their lives. “For offenders, entering the labor market can be a confusing and sometimes overwhelming experience, as global competition, changing technology and business practices, and shifts in the demand for goods and services continue to reshape America’s job market.”¹⁰

Researchers have documented that offenders, many who have been in jail or prison, find it difficult to make the transition to searching for work. Most have attained only limited proficiency in any marketable skills. Offenders may have problems with problem solving, work habits, understanding of what behavior is demanded in the workplace, and interpersonal relations. They may need motivation and guidance to take the series of steps needed to obtain work. Many cannot read, write or perform basic mathematical calculations. Managing money, budget, schedules, transportation and other multi-phased activities may be difficult for them. Prison and jail do not generally prepare offenders to be ready for work. They may dress in an unconventional way or communi-

¹⁰Moore, J.E., “Offender Workforce Development and Job Retention” Draft of Unpublished Paper, National Institute of Corrections, May 9, 2000.

cate poorly. They also do not understand the complexity of their community's job bank and other employment assistance systems. They may not have the documentation, certification or tools needed to apply for work. Many may not have a telephone number to receive messages from potential employers.

There is no national database that helps to research one of the most significant factors related to curbing new crimes—offenders and their potential to work. Most states and localities have limited data describing which offenders are gainfully employed, marginally employed or unemployed. There is an understanding that they may lack job skills but even this is sketchy due to lack of data about training, education and experience in the work world. What is known is general—offenders at all levels tend to lack education and stable employment. For example, only about 12% of state prison inmates had some college education in 1991.¹¹ Even federal offenders who tend to be better educated than other groups of offenders were mostly without the benefit of college educations. By 1995, four out of ten probationers had not completed high school or had less than an eighth grade education. About 18% had some college training. For probationers who were not employed, one in four had a disciplinary hearing. For those who were employed the rate was one in six.¹²

WHAT HAVE COMMUNITIES DONE TO ADDRESS EMPLOYMENT DEFICITS?

Jobs education as a condition of supervision.

Many communities are aware that offender employment is a critical issue. Most judges order probationers to engage in employment and training where it is appropriate. About 40% of all probationers must comply with specific requirements of maintaining employment or participating in job training as a condition of community supervision. For example, more than one-third

¹¹Bureau of Justice Statistics, Survey of State Prison Inmates 1991, NCJ136949 (1993); Bureau of Justice Statistics, Comparing Federal and State Prison Inmates, 1991, NCJ 145864 (1994).

¹²Bureau of Justice Statistics, Characteristics of Adults on Probation, 1995, NCJ-164267 (1997).

are required to be employed and another 15% must participate in education or job training.

Wide variations in services.

Although assistance with employment is a function overseen by most community corrections agencies, it varies widely in its availability and content. A survey of probation agencies in the U.S. reveals that 18 out of 25 provide some type of job development assistance for offenders. Similarly, 16 out of 27 parole agencies provide such services. For combined probation/parole agencies, 12 out of 22 reported that they provide such services. There is little detailed information about whether probation agencies provide linkages to educational diagnostics, basic education, literacy services, and vocational training. To the extent that such offender services exist in communities, they are linked to education districts that provide special services and human resources departments. Labor programs such as job training partnerships and welfare to work or dislocated workers programs are also important linkages to the workplace for offenders.

WHAT DATA IS AVAILABLE ABOUT TYPES OF PROGRAMS AND VARIETY OF SERVICES OFFERED?

County jail programs.

Although little specific information has been collected about probation, parole and community supervision education, training and placement programs, more is known about jails because of systematic reporting on jail programs through a national data collection effort. A recent survey of jails shows that many of the largest and medium sized jails provide a range of job-related services. For example, about two-thirds provide educational diagnostics, basic education, literacy programs and job development.



PART 3 Correctional Job Training



WHAT ARE THE COMPONENTS OF CORRECTIONAL EMPLOYMENT PROGRAMS?

Federal assistance in the field.

For the past six years, a federal effort has been mounted to improve offender employment at all levels of government. The Department of Justice was tasked by Congress in 1994¹³ to establish an Office of Correctional Job Training and Placement (OCJTP) and has developed training, technical assistance, information and coordination efforts regarding offender job training and placement.

Core professional skills and activities for those in the field.

The work of the OCJTP has revealed that practitioners in this field are likely to need skills in the following areas:

1. LABOR MARKET ANALYSIS—They need to access information about where jobs are available and likely to become available.
2. EMPLOYMENT NEEDS ASSESSMENTS—Paraprofessionals must be able to assess the employment needs of their clients through interviews, standard diagnostics and tests, skills inventories and other means.

¹³See the Violent Crime Control and Law Enforcement Act of 1994, Public Law 103-322, September 13, 1994, 108 Stat. 1835, 42 USC 13725, sec. 20418.

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3. **JOB COUNSELING**—Specialists must be able to communicate with offenders and offer assistance and techniques to help them succeed in the workplace.
 4. **JOB SEARCH AND PLACEMENT STRATEGIES**—There are several levels where professionals can help individual clients as well as provide linkages to businesses and education providers. They can help offenders keep looking for jobs and show them how to use search techniques and tools to widen their searches.
 5. **JOB RETENTION STRATEGIES**—This employs techniques geared to matching clients with jobs that fit their skills and interests. It also supports the transition for new employees through the period of adjusting to new jobs.

WHAT HELP IS AVAILABLE TO TRAIN PROFESSIONALS?

Getting assistance for your community.

Most of the help that is available has focused on training and assistance for paraprofessionals who work with offenders who are in prisons and jails. A parallel effort is about to be started through the Department of Labor to assist those paraprofessionals in communities who will assist offenders under probation, parole or other community corrections supervision.

National Institute of Corrections

Those who work as correctional employment specialists must be able to work in a correctional environment with offenders and they must also be conversant with vocational training and job retention techniques. There are few individuals trained to do this work. At the Federal level there has been an effort to provide job training, employment and education technical assistance, coordination, resources and training including the following factors.

- ✓ Knowledge of the job market, job availability, one-stop shopping, and how to match offenders' abilities to available jobs.
- ✓ Knowledge of computer-based job banks and related internet job assistance resources.
- ✓ Ability to teach life skills, interview for a job and good work habits.
- ✓ Understanding education/career/vocational assessment and the needs of offenders.
- ✓ More innovation and creativity to make the academic curriculum fit the real world workplace. They need to be in touch with their field's technology and receptive to change.
- ✓ Knowledge of addictions, reasons for relapse, etc.
- ✓ Knowledge of how to prepare inmates for the workplace while in prison and help them develop a step-by-step plan they can use when released.
- ✓ An attitude that shows sensitivity, a positive view of people, an understanding of human nature, and a belief that everyone can succeed.
- ✓ Basic counseling skills.
- ✓ Ability to create among inmates a positive attitude toward work, help them develop reality-based employment plans, and help them find jobs that have a future.¹⁴

¹⁴U.S. Department of Justice, National Institute of Corrections, Report to the Congress of the United States on the Activities of the Office of Correctional Job Training and Placement During Fiscal Year 1999, February 2000 at p. 13.

To address this need the Office of Correctional Job Training and Placement at the National Institute of Corrections, U.S. Department of Justice, has developed training and a curriculum for offender workforce development specialists. This provides classroom training and practical experience for paraprofessionals in the field of career development. The training is offered through the National Institute of Corrections in Longmont, Colorado.

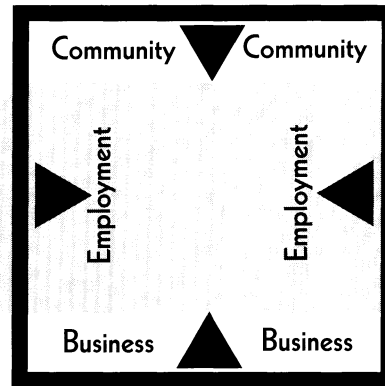
Federal Bureau of Prisons

The Federal Bureau of Prisons (FBOP) operates the largest prison system in the country and has long been a leader in the field of Prison Industries and job training. An Inmate Placement Program Branch has helped establish an array of programs to help inmates make the transition to community employment. These include employment resource centers in prisons, training staff and employment specialists, helping with paperwork related to job applications, mock job fairs, a web site for assistance on post-release employment and a range of relevant publications. The Inmate Placement Program Branch emphasizes that inmates start their job searches and related employment readiness efforts at least a year before their anticipated release date. The FBOP effort also prepares inmates for release to halfway houses where they will stay during the last six months of their sentence. Halfway house staff will oversee the inmate's job search and work progress during that period of supervision.

U.S. Department of Labor

The "one-stop" career centers developed by the Department of Labor under the Workforce Investment Act will target offenders and other persons who need employment and training. Offenders are included in the Act which authorizes funding through states to local Workforce Investment Boards. The Boards will then contract with providers of employment, education and training for "one-stop centers." Training and collaboration will be occurring between various government agencies and private service providers to gear programs to offenders.

PART 4 Community/Business/ Employment Partnerships



PARTNERSHIPS

In the Welfare Reform Act of 1996, two initiatives are potentially helpful to offenders who are seeking employment in the states. The Temporary Aid to Needy Families program provides transitional assistance to those who are in need of subsistence aid. The Welfare to Work Initiative has been interpreted to help both custodial and non-custodial parents get job training. Tax credits are available to businesses hiring those who are in the welfare to work program.

Several innovative approaches have been taken by jurisdictions to provide improved offender work opportunities. Many of these involve partnerships between various government agencies and private service providers. Businesses are often involved in a number of ways. The following types of approaches provide examples of creative options.

Statewide initiatives

Several states have developed comprehensive efforts designed to serve a large number of offenders in various locations. Some of these states, including Ohio, North Carolina and Washington State, operate multi-faceted employment efforts to extend statewide. Each of them was designed to be compatible with existing employment resources and correctional systems. The elements of such programs include: a clearinghouse or access to employment information, direct services to offenders, use of existing community services such as departments of education and social services, addressing needs of special populations such as females and juveniles, and attention to case management, quality control and costs.

WASHINGTON STATE'S CORRECTIONS CLEARINGHOUSE provides a range of services for prisoners and those who are under correctional supervision. Over half of the 1,312 offenders who were referred to the programs received jobs in 1997. The rate of employed ex-offenders who were returned to custody was half that of the overall rate of return. The Clearinghouse provides employment assessment for prisoners, helps those in jails and juvenile institutions, and contracts with community-based organizations and a job service center for job search help for ex-offenders. They do job counseling and help with resumes, interviewing assistance, and even extended job placement or upgrade support. The average cost per offender placement in 1997 was \$465. The Clearinghouse provides evaluation information to the state legislature each year, and the legislature continues to approve this budget item.

THE OHIO DEPARTMENT OF REHABILITATION AND CORRECTION has offered job readiness and training to inmates in corrections institutions. The training includes employment readiness and job search elements. It also includes job fairs, videoconferencing and skills training programs. Since 1996, Ohio has placed more than 2,300 inmates in employment and through its community corrections and halfway house system has increased employability of offenders under community supervision.

NORTH CAROLINA has a two-pronged effort to provide employment for offenders: in the community and also at the institutional level. Over two-thirds of its incarcerated receive training, correctional industries work, employment readiness skills or community-based work programs. This means that approximately 20,000 inmates are receiving such assistance each year. Also in the works is a Jobstart program that coordinates prisoner release and jobs with community-based assistance.

Local program examples

Most local programs also involve private agencies and multiple government agencies, all focusing resources on offender employment. The issues that they address include multi-systemic solutions to seemingly intractable problems of lack of education, motivation, skills and access to suitable jobs.

CENTER FOR EMPLOYMENT OPPORTUNITIES is a nonprofit entity that provides work crews, employment development, insurance and employee assistance in New York City. It provides temporary day labor hiring for newly released offenders and helps them find jobs, housing and permanent work. The CEO trains employment specialists who call potential employers and make referrals. The program hires former participants who have been employed successfully in the private sector for at least six months. It receives referrals from parole, the State Department of Corrections, City Department of Probation and Department of Employment. The cost of this program is about \$3,025 per placement. This includes subsidized work crews and vocational development.

PIONEER HUMAN SERVICES operates juvenile and adult programs that offer job training, education, case management and motivational support for offenders in the Seattle community and those who are released from the state prisons. Pioneer is unique in that more than half of its \$48 million budget is derived from income from Pioneer-operated businesses. Pioneer trains its clients and pays them to work in an array of services and industries. They include light metal parts for aircraft, telecommunications, medical and power management systems, food buying and distribution, food services, contract printing, packaging and assembly services. More than 5,000 clients are served by Pioneer Human Services in this unique system.

Ohio Agencies

ALVIS HOUSE operates in the Columbus, Dayton and Chillicothe communities where it offers vocational assessments, counseling, job readiness training, job placement and follow-up as well as academic skills. Alvis House serves special populations such as mentally disabled offenders and veterans with individualized treatment facilities. In addition, ex-offenders perform more than 20,000 hours of community service each year.

COMMUNITY CORRECTIONS ASSOCIATION, INC. provides adult basic education to the four out of ten clients who have not completed high school. Approximately 60% of program graduates have obtained a G.E.D. by the time they leave the program. An employment plan and employment education program developed by Columbia University

prepares clients for the workforce. Eighty percent of participants successfully complete the program and do not return to committing crimes.

ORIANA HOUSE, a nonprofit agency with a range of programs in Akron and Cleveland, provides case management, chemical dependency treatment, aftercare, relapse prevention, cognitive skills, stress/anger management, education services and employment services. Oriana House, Inc.'s employment department educates clients on what employers are looking for. It also assists clients in finding a job that matches their skills and experience level; and educates clients concerning useful techniques in remaining successfully employed. Clients' employment skills are assessed using the Barriers to Employment Success Inventory (BESI). The BESI assists in identifying the barriers to gainful employment. Appropriate referrals are made for clients who are evaluated with needs beyond the scope of the employment department. Clients meet with staff individually and in a classroom setting. In 1999, 1,084 clients successfully completed employment skills training classes. Topics covered in this class are job applications, resume writing, and interviews. Mock interviews are video taped, reviewed, and evaluated by the client, the class, and the employment staff. Employment department staff work with employers to monitor clients' work schedules, pay rate, and areas for improvement. In 1999, clients obtained 865 jobs during their participation in employment department activities.

TALBERT HOUSE, in the Cincinnati area since 1965, addresses offender mental health, substance abuse and employment issues. In addition to a wide variety of services, Talbert House has prevention and family outreach services focusing on mental health, substance abuse and education. Employment services, assessment, counseling and vocational assistance are provided for virtually every program from adolescent to women's correctional programs. Special population services include a program for clients who have a dual diagnosis as well as suicide prevention, victims' services and counseling.

SAFER FOUNDATION has operated since 1972 in the Chicago area to provide ex-offender job services. It now includes a facility in Davenport, Iowa and Rock Island, Illinois. Among the services are intake and assessment, basic education, job placement, follow-up with employers, literacy, and a work release center under contract with the

Illinois Department of Corrections. The Safer Foundation uses volunteers in educational seminars and a peer learning approach where interaction in classes is handled with a facilitator and a problem-solving approach to learning abstract material. Safer's cost for employment participants placed was \$1,369. Safer serves more than 13,000 clients each year with information and referral, and approximately 1,000 clients receive educational services. An evaluation reported that 99% of those served in employment, job training and education programs did not receive a new conviction within six months.

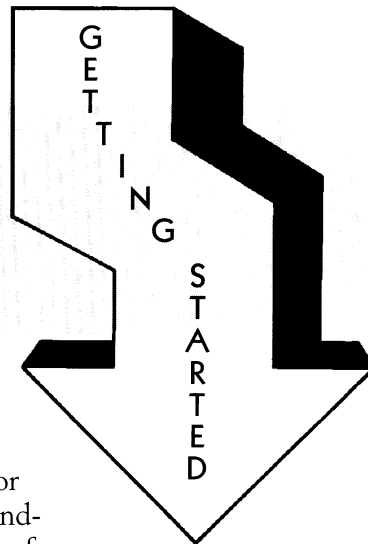
KNOX COUNTY SHERIFF'S DEPARTMENT offers a correctional-based model for treatment, education and placement of felony offenders. Operating since 1986, this program enrolls felons who are in need of assistance and jobs. They must also pass drug testing and alcohol screening requirements administered by a Day Reporting Center program. Nine out of ten participants assisted by the program become employed and those in need of a GED receive educational instruction to attain this goal.

MONTGOMERY COUNTY, MD, PRE-RELEASE SERVICES

The Pre-Release Center is a highly structured residential work release and treatment facility which provides an alternative to probation or jail for up to 152 offenders/detainees. It includes individualized assessment and treatment planning, intensive job readiness and retention programs, job counseling and placement, multifaceted substance abuse, education and counseling programs, therapy, life skills and close monitoring. Residents participate in pay and therapeutic work programs, support their families and pay the county over \$200,000 each year. There is also a non-residential structured work release and treatment program with similar job placement and readiness support options known as the CART program.



PART 5
**How To
Get Started**



Those in the field are remarkable for their commitment to turning offenders' lives around, restoring a sense of dignity and improving their communities. They use a variety of group and individual techniques to engage offenders and communities in this mission. To get started in your community consider the following points suggested by leaders who are involved in this field.

Develop an understanding of the work that needs to be done.

Criminal behavior, chemical dependency, homelessness and lack of work are destabilizing factors for individuals and also threaten society. Leaders who come together to study these problems can develop a mission statement and set of goals. They can profile the situation in their counties and what resources are presently devoted to these problems. What types of offenders present problems not being addressed? Who is more likely to return to jail and why? What economic circumstances can help them become productive? Are there many dislocated workers in need of rehabilitation or retraining? What businesses, community nonprofits and other organizations are already involved? These are a few typical questions to ask when getting started.

Recognize that multiple offender needs must be addressed.

A review of the research indicates that not just one approach is needed. Multi-disciplinary team efforts that include cognitive learning,

problem solving and other basic skills are often needed to prepare an offender to enter the work place. Many successful programs are geared to providing safe work and study environments for those who are under correctional supervision.

Promote interagency collaboration.

Employment, education, treatment and social services cross boundary lines and even lines between jurisdictions. Therefore, interagency cooperation is needed for successful programs. Prisons must welcome employment specialists and begin to include their work as part of the mission of a healthy correctional institution. Probation and parole must be willing to send clients to employment training, education or jobs programs. Agencies must be able to share goals, procedures and routinely communicate about case management issues.

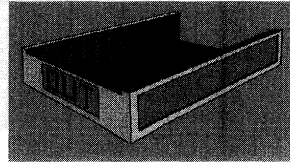
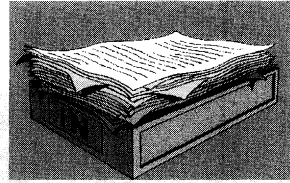
Seek leaders to carry out reforms that may be needed.

The public and most elected officials support the concept of improving the productivity, skills and employment of offenders. Therefore leaders are available from those many sectors including criminal justice officials, elected representatives, business, labor, offenders groups, education and religious organizations. Reforms that may be needed range from access from welfare to work assistance, to eligibility for job training and placement services.

Secure private agency involvement.

Private agencies can be entrepreneurial in their approaches to offender employment. Most provide job referrals and preparation but some actually operate businesses that are a source of offender training, employment and pay. They can provide integrated services to special populations and develop their services with job placement and skills in mind. They can provide help to employers who are willing to hire ex-offenders.

PART 6
**Where To Obtain
Information**



CONTACTS FOR MORE INFORMATION

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For more information about the training and regional workshops contact the OCJTP Clearinghouse within the NIC Information Center. Phone: Karla Laughlin, OCJTP, 1-800-995-6429, ext. 151. klaughlin@bop.gov

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MONTGOMERY COUNTY PRE-RELEASE CENTER
www.correctionalindustries.org

INTERNATIONAL COMMUNITY CORRECTIONS
www.ICCAWEB.org

INTERSTATE CONFERENCE OF EMPLOYMENT SECURITY AGENCIES
<http://www.icesa.org>

ACCESS WASHINGTON RESOURCE DIRECTORY
www.awrd.org

BUREAU OF JUSTICE ASSISTANCE JAIL WORK AND INDUSTRIES CENTER
www.correction.org

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About the Center for Community Corrections

The Center for Community Corrections is a broad coalition of former public officials, researchers and correctional professionals representing local, state, and federal concerns. The Center was created in 1987 to promote the overall concept of community-based sanctions as well as specific program options.

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