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REPARATIVE WORK

PHASE II

A Feasibility Study of An Alternative Punishment

May, 1987

**National Office
for Social Responsibility**

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A FEASIBILITY STUDY OF AN ALTERNATIVE PUNISHMENT

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IT IS NOT PRACTICAL TO LIST THE NAMES OF ALL OF THE INDIVIDUALS WHO HAVE ASSISTED IN THE PHASE II STUDY OF REPARATIVE WORK. HOWEVER, THE COOPERATION AND TOTAL COMMITMENT OF WARDEN CHARLES TURNBO AT THE FEDERAL CORRECTIONAL INSTITUTION AT FORT WORTH IN SPONSORING A THOROUGH STUDY DESERVES SPECIAL MENTION. HE AND HIS STAFF MEMBERS, ASSOCIATE WARDEN ANN BEASLEY, SUPERVISOR OF EDUCATION KHURSHID YUSUFF AND REPARATIVE WORK COORDINATOR JOHN BUFFINGTON, EACH WENT EXTRA MILES BEYOND THEIR REGULAR RESPONSIBILITIES TO ACCOMMODATE THE PROJECT.

ABSTRACT

PHASE I OF THE REPARATIVE WORK PROJECT EXAMINED THE FEASIBILITY AS AN ALTERNATIVE PUNISHMENT OF ALLOWING FEDERAL PRISON INMATE VOLUNTEERS TO LEAVE PRISON TWO MONTHS EARLY TO PERFORM 400 HOURS OF UNPAID SERVICE IN A TEN WEEK PERIOD OF TIME FOR REPUTABLE COMMUNITY AGENCIES WHILE RESIDING UNDER CLOSE RESTRICTION IN A HALF-WAY HOUSE (CTC). UNDER PHASE II THE PRINCIPLES STUDIED IN PHASE I WERE APPLIED TO VOLUNTEER INMATES WHO WERE STILL LIVING IN PRISON, BUT WERE ENABLED TO GO OUT DAILY TO DO REPARATIVE WORK IN AGENCIES AND UNITS OF GOVERNMENT IN THE ADJACENT MUNICIPALITY. RIGID ELIGIBILITY CRITERIA WERE MAINTAINED. UPON SUCCESSFUL COMPLETION OF THE SERVICE CONTRACT BY A VOLUNTEER THE U.S. PAROLE COMMISSION ADVANCED HIS/HER EFFECTIVE PAROLE DATE BY SIXTY DAYS. DURING A SIX MONTH PERIOD 32 VOLUNTEERS WERE ACCEPTED AND COMPLETED 12,800 HOURS OF SERVICE WITHOUT OFFENSE TO THE COMMUNITY OR PRISON SECURITY. THE WORK WAS CONSERVATIVELY VALUED AT \$55,040.00; 1,920 PERSON DAYS OF PRISON BED SPACE WERE SAVED. THE PRISON INMATE POPULATION, AND PRISON STAFF INVOLVED ACCEPTED THE PROGRAM WARMLY; THE COMMUNITY AGENCIES RECEIVING THE VOLUNTEERS WERE HIGHLY ENTHUSIASTIC. THE STUDY WAS JOINTLY SPONSORED BY THE NATIONAL INSTITUTE OF JUSTICE, THE U.S. PAROLE COMMISSION, THE U.S. BUREAU OF PRISONS AND THE NATIONAL OFFICE OF SOCIAL RESPONSIBILITY. THE PROGRAM HAS APPLICABILITY TO STATE CORRECTIONAL SYSTEMS.

THIS PROJECT IS BEING SUPPORTED BY GRANT #84-IJ-CX-0081 AWARDED TO THE NATIONAL OFFICE FOR SOCIAL RESPONSIBILITY BY THE NATIONAL INSTITUTE OF JUSTICE, U.S. DEPARTMENT OF JUSTICE, UNDER THE OMNIBUS CRIME CONTROL AND SAFE STREETS ACT OF 1968, AS AMENDED. POINTS OF VIEW OR OPINIONS STATED IN THIS DOCUMENT ARE THOSE OF THE AUTHORS AND DO NOT NECESSARILY REPRESENT THE OFFICIAL POSITION OR POLICIES OF THE U.S. DEPARTMENT OF JUSTICE.

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BACKGROUND

UPON TERMINATION OF INTAKE FOR PHASE I OF THE REPARATIVE WORK STUDY¹ CONDUCTED IN COMMUNITY TREATMENT CENTERS IT WAS AGREED THAT A SECOND PHASE OF THE STUDY SHOULD BE ADAPTED TO AN INVESTIGATION OF THE CONCEPT'S FEASIBILITY WHEN CONDUCTED AS A PRISON BASED PROGRAM. THIS MODIFICATION WAS AGREED TO BY THE FOUR PRINCIPAL AGENCIES OF THE FIRST PHASE: THE NATIONAL INSTITUTE OF JUSTICE, THE BUREAU OF PRISONS, THE U.S. PAROLE COMMISSION AND THE NATIONAL OFFICE FOR SOCIAL RESPONSIBILITY. THE BOP DESIGNATED THE FEDERAL CORRECTIONAL INSTITUTION AT FORT WORTH AS THE EXPERIMENTAL SITE. THIS SELECTION WAS MADE BECAUSE OF THE INSTITUTION'S PROXIMITY TO A LARGE CITY, ITS LOW CUSTODY LEVEL, ITS MIX OF MALE AND FEMALE INMATES, ITS HISTORY OF INNOVATIVE PROGRAMMING AND A CAN-DO WARDEN AND STAFF. PHASE II OF THE REPARATIVE WORK STUDY COMMENCED ON JULY 1, 1986.

I THE PHASE II PROJECT

A. DEFINITION OF REPARATIVE WORK

FOR PHASE II THERE WAS SOME MODIFICATION OF THE PHASE I DEFINITION OF REPARATIVE WORK. THE VARIATION PRIMARILY HAD TO DO WITH THE PLACE OF

-
1. PHASE I WAS TERMINATED A MONTH IN ADVANCE OF THE PLANNED CLOSING DATE (MARCH 31, 1986) BY THE BUREAU OF PRISONS, CITING ECONOMIES REQUIRED BY THE GRAMM RUDMAN ACT. BOP WAS HARD PRESSED TO SAVE SEVERAL MILLION DOLLARS IN ITS COMMUNITY TREATMENT CENTER PROGRAMS WHOSE CURTAILMENT ELIMINATED SUPPORT OF PHASE I OF THE REPARATIVE WORK PROJECT.

RESIDENCE OF THE INMATE VOLUNTEERS DURING THE TIME WHEN THEY WERE PERFORMING REPARATIVE WORK.

FOR PHASE II, THEN, REPARATIVE WORK WAS DEFINED AS UNPAID, VOLUNTEER SERVICE RENDERED ON BEHALF OF A REPUTABLE, NON-PROFIT, COMMUNITY AGENCY OR FOR A BRANCH OF LOCAL GOVERNMENT BY A PRISON INMATE IN PARTIAL REPARATION FOR A CRIME COMMITTED. AS A "JUST DESERT," THE SERVICE MUST BE USEFUL, MUST NOT DISPLACE OR SUBSTITUTE FOR A PAID WORKER; IT MUST BE WORK THAT COULD NOT OTHERWISE BE ACCOMPLISHED BECAUSE OF BUDGET LIMITATIONS. FOR THIS STUDY REPARATIVE WORKERS ARE FEDERAL PRISON INMATES WHO VOLUNTEERED AND WHO QUALIFIED TO LEAVE THE CONFINES OF THE PRISON DAILY TO SERVE IN A PRE-ARRANGED PLACEMENT AT A NON-PROFIT AGENCY IN THE ADJOINING COMMUNITY. THE VOLUNTEERS CONTRACTED TO PERFORM 400 HOURS OF REPARATIVE WORK ON A FULL TIME BASIS, I.E., FORTY HOURS PER WEEK. IN RETURN FOR SUCCESSFULLY COMPLETING THE 400 HOURS, A VOLUNTEER RECEIVED FROM THE U.S. PAROLE COMMISSION A 60 DAY ADVANCEMENT OF HIS/HER PAROLE DATE.

WHILE REPARATIVE WORK IS A VARIATION OF COMMUNITY SERVICE, IT DIFFERS NOTABLY IN SEVERAL WAYS:

1. IT IS USED NEAR THE END OF A TERM OF IMPRISONMENT FOR A FELONY CONVICTION FOR QUALIFYING PRISON INMATES WHO VOLUNTEER; (COMMUNITY SERVICE HAS BEEN GENERALLY USED AS A CONDITION OF PROBATION OR AS A FREE STANDING PENALTY IN LIEU OF IMPRISONMENT; ITS MAJOR USE HAS BEEN WITH MISDEMEANANTS RATHER THAN WITH FELONS);

2. THE VOLUNTEER SPENDS FULL TIME AT THE SERVICE ASSIGNMENT;
3. THE REPARATIVE WORK IS PERFORMED IN THE FREE COMMUNITY BY A PRISON INMATE WHO GOES TO THE ASSIGNMENT FROM PRISON DAILY UNDER CLOSELY MONITORED CONDITIONS.

B. ADVANTAGES OF REPARATIVE WORK

THE ADVANTAGES EXPECTED OF REPARATIVE WORK ARE:

1. THE COMMUNITY BENEFITS FROM UNPAID WORK PERFORMED BY AN INMATE AS A REPARATION FOR HIS/HER OFFENSE;
2. THE INMATE VOLUNTEER REMAINS UNDER A PUNITIVE LIMITATION OF PERSONAL FREEDOM;
3. A SAVING OF PRISON BED SPACE RESULTING FROM A SUCCESSFUL VOLUNTEER'S PAROLE DATE ADVANCEMENT.

THESE ADVANTAGES, WHICH CAN BE OBJECTIVELY MEASURED, ARE APPROPRIATE TO THE PUNITIVE INTENT OF IMPRISONMENT. LESS TANGIBLE BUT IMPORTANT ADVANTAGES OF THE PHASE II PROJECT AS ENVISIONED BY INSTITUTIONAL PERSONNEL ARE:

1. IMPROVED INSTITUTIONAL POPULATION MORALE;
2. ENHANCED INMATE VOLUNTEER SELF-CONCEPT;

3. PREPARATION FOR TRANSITION FROM PRISON LIFE TO LIFE IN THE OPEN COMMUNITY.

C. ASSUMPTIONS

TWO IMPORTANT ASSUMPTIONS HAD BEEN MADE AS A BASIS FOR THE PHASE I STUDY OF REPARATIVE WORK:

1. PRISON INMATES WILL, UNDER CERTAIN CIRCUMSTANCES, VOLUNTEER TO PERFORM UNPAID COMMUNITY SERVICE, AND,
2. COMMUNITY AGENCIES AND LOCAL UNITS OF GOVERNMENT WILL ACCEPT PRISON INMATES TO PERFORM VOLUNTEER SERVICES.

THESE ASSUMPTIONS WERE SO STRONGLY BORNE OUT IN PHASE I THAT THERE SEEMED LITTLE QUESTION OF THEIR ACCURACY FOR PHASE II; NEVERTHELESS, THEIR ACCURACY WAS TO BE CHECKED.

AS WILL BE SHOWN ON THE FOLLOWING PAGES, THE BASIC ASSUMPTIONS MADE IN THE PHASE I STUDY OF INMATE WILLINGNESS TO VOLUNTEER AND THE ACCEPTABILITY OF INMATE VOLUNTEERS TO COMMUNITY SERVICE AGENCIES AND LOCAL UNITS OF GOVERNMENT WERE RE-AFFIRMED IN PHASE II. ALSO, IT WAS ESTABLISHED THAT THERE WAS NO THREAT TO THE SAFETY OF SOCIETY FROM THE PRESENCE OF PRISON INMATE VOLUNTEERS IN COMMUNITY AGENCIES NOR WAS THE SECURITY OF THE PRISON ITSELF DISRUPTED BY THE PROGRAM.

METHODS AND MATERIALS

I. PHASE II IMPLEMENTATION

A. THE PLAN

IT WAS PROPOSED THAT OVER A PERIOD OF SIX MONTHS VOLUNTEER MALE AND FEMALE INMATES WOULD BE SCREENED FOR ELIGIBILITY; TO QUALIFY EACH VOLUNTEER HAD TO MEET STIPULATED SELECTION CRITERIA AND BE APPROVED BY THE INSTITUTIONAL REPARATIVE WORK COORDINATOR, THE SUPERVISOR OF EDUCATION, THE UNIT MANAGER, THE ASSOCIATE WARDEN IN CHARGE OF PROGRAMS, AND, FINALLY, THE WARDEN. UPON APPROVAL, THE VOLUNTEER WAS TO BE ASSIGNED TO AN APPROPRIATE WORKSITE IN THE ADJACENT COMMUNITY BY THE REPARATIVE WORK COORDINATOR. IN COMPLIANCE WITH THE CONTRACT SIGNED BY THE VOLUNTEER HE/SHE WOULD THEN WORK A TOTAL OF 400 HOURS OVER A PERIOD OF ABOUT TEN 40-HOUR WEEKS. VOLUNTEERS WERE TO BE TRANSPORTED TO AND FROM THE WORKSITES DAILY IN INSTITUTIONAL VEHICLES.

B. PROJECT TASKS

FOR THE PURPOSE OF PLANING, IMPLEMENTING, CONDUCTING AND REPORTING THE PROJECT, FOUR MAJOR TASKS WERE OUTLINED:

1. START-UP -- INDOCTRINATE THE PRISON STAFF REGARDING THE ELEMENTS OF THE PROGRAM, DETERMINE SELECTION CRITERIA AND PROCESS, NOTIFY PRISON STAFF AND INMATES OF THE PROGRAM AND MAKE PLANS FOR ITS IMPLEMENTATION;

2. DEVELOP REPARATIVE WORK SLOTS THROUGH FIELD WORK IN THE COMMUNITY;
3. MATCH, ASSIGN AND PREPARE THE INMATE VOLUNTEERS FOR THEIR WORK SLOTS AND MONITOR THEIR PERFORMANCE;
4. COLLECT AND REPORT DATA.

C. ROLES OF COOPERATING AGENCIES

AS IN PHASE I, THE PHASE II STUDY WAS DEPENDENT UPON THE COOPERATIVE EFFORT OF FIVE ORGANIZATIONS, BUT WITH SOME PROGRAMMATIC DIFFERENCES.

1. THE NATIONAL INSTITUTE OF JUSTICE (NIJ)

THE REPARATIVE WORK STUDY HAS BEEN FINANCED UNDER GRANT # 84-IJ-CX-0081 OF THE NATIONAL INSTITUTE OF JUSTICE. NIJ PARTICIPATED IN THE COOPERATIVE INTER-AGENCY PLANNING AND IMPLEMENTATION MEETINGS. THE PROGRAM MONITOR HAS BEEN AN ACTIVE PROGRAM CONSULTANT REGARDING PROJECT ADMINISTRATION AND RESEARCH.

2. THE NATIONAL OFFICE FOR SOCIAL RESPONSIBILITY (NOSR)

IN PHASE II NOSR CONTINUED AS THE GRANT RECIPIENT AND PROJECT MANAGER. NOSR HAS NO LINE AUTHORITY OVER ANY OF THE

PARTICIPATING AGENCIES. IT WAS TO RECRUIT POTENTIAL REPARATIVE WORKSITES, MAINTAIN LIAISON WITH ALL PROJECT PRINCIPALS AND CONDUCT RELATED RESEARCH. A MAJOR CHANGE IN NOSR'S RESPONSIBILITY FROM PHASE I WAS THAT THE INSTITUTIONAL REPARATIVE WORK COORDINATOR, RATHER THAN NOSR, WAS TO MAKE THE ASSIGNMENTS OF INMATES TO COMMUNITY AGENCIES AND TO MAINTAIN PRIMARY LIAISON WITH THOSE AGENCIES.

3. THE UNITED STATES PAROLE COMMISSION (USPC)

SINCE ALL REPARATIVE WORK VOLUNTEERS WERE INCIPIENT PAROLEES, AND SINCE THE SUCCESSFUL PERFORMANCE OF VOLUNTEER SERVICE WOULD RESULT IN AN ADVANCEMENT OF A VOLUNTEER'S PAROLE DATE, THE USPC HAD AN IMPORTANT ROLE IN THE PROJECT.² IN ADDITION TO THE APPROVAL OF A VOLUNTEER'S PARTICIPATION BY INSTITUTIONAL AUTHORITIES, THE USPC HAD THE FINAL "SIGN-OFF" ON THE ACCEPTANCE OF EACH. AN IMPORTANT MOTIVATING FEATURE WAS THE ADVANCEMENT BY 60 DAYS OF A VOLUNTEER'S PAROLE DATE IN RECOGNITION OF 400 HOURS OF SUCCESSFUL REPARATIVE WORK PERFORMANCE. OBVIOUSLY, THIS WAS AN EXCLUSIVE, MAJOR RESPONSIBILITY OF THE USPC.

2. AS DISCUSSED IN THE PHASE I REPORT, THE IDEA OF ADAPTING COMMUNITY SERVICE AS AN ALTERNATIVE NEAR THE END OF AN INMATES'S IMPRISONMENT HAD BEEN DEVELOPED AND PROMOTED BY THE CHAIRMAN OF THE USPC, BEN BAER, AND OTHERS OF THE COMMISSION ALONG WITH NOSR.

FINALLY, THE USPC GATHERED DATA FROM INMATE FILES, PROVIDED RESEARCH CONSULTATION AND COMPUTER CAPABILITY FOR THE STUDY.

4. THE UNITED STATES BUREAU OF PRISONS (BOP); THE FEDERAL CORRECTIONAL INSTITUTION, FORT WORTH (FCIFW)

THE CENTRAL OFFICE OF THE BOP MADE THE DECISION AS TO WHICH ONE OF ITS MANY PRISONS WAS TO BE INVOLVED IN THIS STUDY AND THEN PARTICIPATED IN THE INITIAL PLANNING AT THE CHOSEN SITE, THE FEDERAL CORRECTIONAL INSTITUTION, FORT WORTH. FROM THAT POINT ON THE FCI, FORT WORTH, HAD THE CONTINUING DAY-TO-DAY RESPONSIBILITY FOR THE PROJECT WITHIN THE BUREAU.

THE WARDEN OF FCIFW WAS INITIALLY RELUCTANT TO ACCEPT THE STUDY IN HIS JURISDICTION CITING PROBLEMS OF OVERCROWDING AND RELATED WORKLOADS HEAVILY BURDENING HIS STAFF. AFTER CONSIDERATION, HOWEVER, HE AGREED TO FIELD THE PROJECT. ONCE THE DECISION WAS MADE, THE DEGREE OF COMMITMENT TO THE EFFORT WAS TOTAL. THROUGH THE ASSOCIATE WARDEN IN CHARGE OF PROGRAMS, RESPONSIBILITY FOR THE PROJECT MANAGEMENT WAS DELEGATED TO THE DIRECTOR OF EDUCATION. AN IN-HOUSE COMPETITION WAS CONDUCTED FOR SELECTION OF AN EXPERIENCED EMPLOYEE AS THE INSTITUTIONAL REPARATIVE WORK COORDINATOR AND A HIGHLY MOTIVATED CASE MANAGER WAS SELECTED TO MANAGE THE PROGRAM UNDER THE SUPERVISION OF THE SUPERVISOR OF EDUCATION.

PRISONS ARE UNIQUE MINI-COMMUNITIES; THE EXTENT OF THEIR COMPLEXITIES ARE SELDOM UNDERSTOOD BY THE GENERAL PUBLIC. REGARDLESS OF A VARIETY OF INTERNAL PROGRAMS, A PRISON'S BASIC PURPOSE IS TO HOLD A VARIED POPULATION OF FELONS IN CONFINEMENT, SEPARATE AND SECURE FROM THE PUBLIC. THE PUBLIC HAS LITTLE TOLERANCE FOR PRISON "INCIDENTS" AND EVEN LESS FOR PRISON ESCAPES OR FOR OFFENSES COMMITTED BY PRISONERS WHO MAY BE OUTSIDE OF THE PRISON CONFINES ON SOME TEMPORARILY AUTHORIZED STATUS. THESE ARE FACTS OF WHICH ALL PRISON STAFF MEMBERS ARE CONSTANTLY AWARE AND FOR WHICH THE WARDEN MUST TAKE ULTIMATE RESPONSIBILITY. WHEN A WARDEN AND HIS STAFF ARE INVITED, REQUESTED OR EXPECTED TO MANAGE PROGRAMS FOR INMATES OUTSIDE OF THE "WALLS" THE RISK FACTOR OF PRISON MANAGEMENT INCREASES CONSIDERABLY RESULTING IN ANXIETY AND CAUTION. WARDENS PROBABLY SLEEP BEST WHEN ALL INMATES ARE "INSIDE" AND THE COUNT IS CLEAR. THIS IS A FACT WHICH MAY NOT NECESSARILY PRECLUDE EXTRA-MURAL PROGRAMMING, BUT IT WILL STRONGLY INFLUENCE THE CHARACTERISTICS OF SUCH PROGRAMS.

THE ROLE OF FCIFW INITIALLY WAS TO SET UP PROCEDURES FOR INFORMING INMATES OF THE OPPORTUNITY TO VOLUNTEER, SCREENING APPLICANTS FOR ELIGIBILITY, ASSIGNING APPLICANTS TO COMMUNITY AGENCY WORK SITUATIONS, AND TRANSPORTING INMATES TO AND FROM THEIR ASSIGNMENTS. AS THE STUDY EVOLVED THESE RESPONSIBILITIES WERE AUGMENTED OR MODIFIED IN WAYS WHICH SHALL BE REPORTED BELOW.

- A. INFORMING PRISON STAFF AND POPULATION - PRIOR TO INITIATING THE PROJECT A SMALL GROUP OF INMATES WAS ASSEMBLED. TO THEM WERE PRESENTED THE GENERAL DETAILS OF THE PROJECT WITH A REQUEST FOR COMMENTS. ALTHOUGH IT WAS UNDERSTOOD THAT THE PROGRAM WOULD BE OPEN TO ONLY A FEW, INMATE ENTHUSIASM FOR IT WAS REGISTERED. WORD OF THE PLAN SPREAD QUICKLY THROUGH THE PRISON "GRAPEVINE." ONCE THE DETAILS WERE MORE FIRMLY ESTABLISHED, THESE WERE COMMUNICATED TO STAFF AND THE INMATE POPULATION ORALLY AND THROUGH POSTED WRITTEN NOTICES.
- B. THE REPARATIVE WORK COORDINATOR SCREENED THE INMATE POPULATION BY COMPUTER TO IDENTIFY THOSE INMATES WHO MET THE QUALIFYING CRITERIA. THIS LIST WAS REVIEWED BY STAFF TO ELIMINATE INMATES WHO MIGHT BE INELIGIBLE BECAUSE OF HEALTH OR RECENT DISCIPLINARY INCIDENTS. FINALLY, THOSE INMATES ELIGIBLE WERE INTERVIEWED. DETAILS AND EXPECTATIONS OF THE PROGRAM WERE PRESENTED TO THEM AND THEY WERE GIVEN THE OPPORTUNITY TO VOLUNTEER TO PARTICIPATE OR TO REJECT PARTICIPATION. ABOUT ONE FOURTH OF THOSE INTERVIEWED REJECTED PARTICIPATION GENERALLY BECAUSE THEY HAD A PRISON JOB WHERE THEY WERE EARNING NEEDED MONEY OR BECAUSE IT WOULD CURTAIL THEIR OPPORTUNITY TO HAVE PRIZED FURLOUGHS FOR HOME VISITS. INMATES WHO CHOSE TO VOLUNTEER SIGNED A FORMAL APPLICATION WHICH

THEN WAS ROUTED TO VARIOUS STAFF FIGURES, INCLUDING THE WARDEN, FOR FINAL APPROVAL.

- C. AN INFORMATION PACKET INCLUDING A COPY OF THE INMATE'S VOLUNTEER APPLICATION AND CONTRACT TO PARTICIPATE, FACE SHEET INFORMATION, AND HEALTH REPORT WAS ASSEMBLED BY THE REPARATIVE WORK COORDINATOR FOR PROJECT RECORDS, FOR THE PAROLE COMMISSION AND FOR NOSR. UPON RECEIPT OF THIS INFORMATION THE PAROLE COMMISSION MADE THE FINAL DETERMINATION OF AN APPLICANT'S ELIGIBILITY AND ADVANCED HIS/HER PAROLE DATE 60 DAYS, CONDITIONAL UPON COMPLETION OF THE CONTRACT TO PERFORM 400 HOURS OF REPARATIVE WORK. (THE USPC REJECTED NONE OF THE APPLICANTS RECOMMENDED BY FCIFW.)
- D. USING THE CATALOG OF REPARATIVE WORKSITES COMPILED BY NOSR, THE FCIFW REPARATIVE WORK COORDINATOR MATCHED EACH VOLUNTEER WITH A WORK SLOT AND NOTIFIED THE APPROPRIATE SITE SUPERVISOR. THE COORDINATOR MADE ARRANGEMENTS WITH OTHER APPROPRIATE FCIFW STAFF FOR CHECKING THE VOLUNTEERS OUT OF THE PRISON IN THE MORNING, FOR THEIR RETURN AT THE END OF THE WORK DAY, FOR SACK LUNCHES, AND FOR TRANSPORTATION IN TWO INSTITUTIONAL VEHICLES. THE COORDINATOR ACCOMPANIED EACH VOLUNTEER ON HIS/HER FIRST MORNING AND MADE INTRODUCTIONS AT THE WORKSITE. THE COORDINATOR MADE OCCASIONAL ON-SITE VISITS TO THE

WORKSITES (GENERALLY TWO OR THREE VISITS DURING A TEN WEEK PLACEMENT PERIOD), AND PHONE CALLS TO WORK SUPERVISORS.

5. REPARATIVE WORKSITES

AS IN PHASE I, THE ROLE OF THE REPARATIVE WORK AGENCIES WAS TO PROVIDE MEANINGFUL, LEGITIMATE, NECESSARY WORK OPPORTUNITIES FOR THE VOLUNTEERS; TO SUPERVISE WORK ATTENDANCE AND QUALITY OF PERFORMANCE; AND TO KEEP ACCURATE TIME RECORDS.

D. INMATE SELECTION

1. SELECTION CRITERIA

THE SELECTION CRITERIA FOR INMATES IN PHASE II WERE SUBSTANTIALLY THE SAME AS THOSE FOR PHASE I WITH THE EXCEPTION OF LOCATION OF INMATE RESIDENCE. (IN PHASE I THE HOME OF AN INMATE VOLUNTEER HAD TO BE IN ONE OF NINE MAJOR U.S. COMMUNITIES WHERE THE STUDY WAS BEING CONDUCTED. THIS RESTRICTION DID NOT APPLY IN PHASE II, OF COURSE, WHERE THE VOLUNTEERS LIVED IN THE PRISON AND WENT OUT DAILY TO WORK IN THE ADJACENT COMMUNITY.) OTHER SELECTION CRITERIA WERE:

- A. A PRESUMPTIVE PAROLE DATA FALLING WITHIN THE TIME LIMITS OF THE STUDY;
- B. THE VOLUNTEER MUST BE FREE OF EMOTIONAL OR MENTAL DISORDERS;

- C. NO AFFILIATION WITH ORGANIZED CRIME OR OFFENSES INVOLVING NOTORIETY;
- D. NO HISTORY OF SEXUAL OFFENSES;
- E. NO HISTORY OF CHILD ABUSE;
- F. INMATES MUST BE QUALIFIED FOR COMMUNITY TREATMENT CENTER (HALF-WAY HOUSE) PLACEMENT AT THE TIME OF RELEASE FROM PRISON; (THE BOP HAS ESTABLISHED CRITERIA FOR CTC PLACEMENT; WHILE THESE EXCLUDE CASES OF HIGH RISK, THEY DO ALLOW FOR THE PLACEMENT OF A MAJORITY OF FEDERAL PRISON INMATES AS THE FIRST STEP BACK TO THE COMMUNITY AND THEREBY CONSTITUTE A BASIC MINIMAL SCREENING DEVICE;)
- G. ACCEPTANCE BY THE BUREAU OF PRISONS--IN THIS CASE A SELECTION EXERCISED BY PRISON STAFF AS DESCRIBED ABOVE;
- H. ACCEPTANCE BY THE U.S. PAROLE COMMISSION.

POTENTIAL WORKSITES WERE GIVEN A DESCRIPTION OF A VOLUNTEER'S BACKGROUND AND HAD THE RIGHT TO ACCEPT OR REJECT PLACEMENT, BUT THIS WAS NOT A PART OF THE FORMAL QUALIFYING PROCESS FOR THE OVERALL PROJECT.

E. FORMAL MATERIALS

CERTAIN PRINTED FORMS WERE ESSENTIAL TO CONVEY INFORMATION ABOUT THE PROGRAM, TO GATHER INFORMATION FOR PROPER PROGRAM MANAGEMENT, AND FOR EVALUATION. NOSR HAD WORKED OUT THESE FORMS FOR PHASE I IN CONCERT WITH USPC AND BOP WITH A DETERMINATION TO HOLD "PAPERWORK" TO A MINIMUM. (SAMPLES OF PHASE I FORMS MAY BE SEEN IN APPENDIX B OF THE PHASE I FINAL REPORT. PHASE II

FORMS ARE INCLUDED IN APPENDIX A OF THIS REPORT.) A STARTING POINT FOR PHASE II WAS AN ADAPTATION OF THE FORMS DEVELOPED FOR PHASE I. GENERALLY, THIS INVOLVED MINIMAL REVISIONS PRIMARILY REFLECTING SPECIAL NEEDS OR CONCERNS OF THE PRISON. THE FORMS PRESENTED A DESCRIPTION OF THE PROGRAM PRIMARILY TO INVITE THE INTEREST OF INMATE VOLUNTEERS, A STATEMENT OF ELIGIBILITY CRITERIA, VOLUNTEER APPLICATION FORMS INCLUDING A PARTICIPATION CONTRACT FORM, INFORMATIONAL FACE SHEET, CONFIDENTIALITY STATEMENT, TIME KEEPING FORM FOR AGENCY USE IN RECORDING VOLUNTEER WORK HOURS AND FOR REPORTING THEM TO THE REPARATIVE WORK COORDINATOR.

F. DEVELOPMENT OF REPARATIVE WORKSITE CATALOGS

AS IN PHASE I, NOSR HAD SOLE RESPONSIBILITY FOR DEVELOPING POTENTIAL WORKSITES AMONG COMMUNITY AGENCIES AND UNITS OF GOVERNMENT IN FORT WORTH. IN THIS ENDEAVOR NOSR FOLLOWED EXACTLY THE SAME PROCEDURE AS THAT ESTABLISHED IN PHASE I. (SEE PAGES 29-32 OF THE PHASE I REPORT OR APPENDIX B OF THIS REPORT FOR A DETAILED DESCRIPTION OF THE WORKSITE DEVELOPMENTAL PROCESS.) THIS INVOLVED THE PREPARATION OF A LIST OF AGENCY ADMINISTRATORS TO INITIALLY CONTACT, MAKING APPOINTMENTS WITH THEM BY TELEPHONE FOR ON-SITE, FACE TO FACE MEETINGS, EXPLAINING THE PROJECT AND SOLICITING THEIR PARTICIPATION. COOPERATING AGENCIES WERE ASKED TO DESCRIBE ESSENTIAL DETAILS OF THEIR POTENTIAL WORK POSITIONS TO BE FILLED BY VOLUNTEERS. AS THE COMPLETED FORMS WERE RECEIVED FROM THE AGENCIES, NOSR COMPILED A CATALOG OF AVAILABLE FORT WORTH REPARATIVE WORK SLOTS. IN ALL, FIFTEEN AGENCIES WERE CONTACTED. OF THESE, ONE DECLINED TO PARTICIPATE; TWO OTHERS WERE REJECTED BY THE WARDEN, NOT FOR ANY AGENCY SHORTCOMING, BUT FOR THE AGENCY LOCATION IN A VERY "BAD SECTION" OF TOWN.

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AT THE REMAINING TWELVE AGENCIES A MINIMUM OF 40 POTENTIAL VOLUNTEER WORK ASSIGNMENTS WERE MADE AVAILABLE FOR MATCHING. (THIS FIGURE IS NOT EXACT. CITY GOVERNMENT, ANXIOUS TO PARTICIPATE, INDICATED A WIDE BUT VARYING RANGE OF NEEDS FOR VOLUNTEERS AND SO REQUESTED THAT, AS VOLUNTEERS BECAME AVAILABLE, THE CITY BE CONTACTED REGARDING TIMELY MATCHES.)

II. INTAKE

AS NOTED ABOVE (PAGE 10), THERE WAS NO LACK OF INTEREST IN THE REPARATIVE WORK PROGRAM THROUGHOUT THE PRISON ON THE PART OF BOTH STAFF AND INMATES. IT WAS QUICKLY APPARENT THAT RELATIVELY FEW OF THE INMATE POPULATION COULD QUALIFY UNDER THE RESTRICTIVE SELECTION CRITERIA. (FOR INSTANCE, MANY PRISONERS WERE SERVING RELATIVELY SHORT SENTENCES WHICH DID NOT ALLOW SUFFICIENT TIME TO PARTICIPATE. ANOTHER SIZEABLE GROUP, SOME OF WHOSE MEMBERS ARE ALSO A PART OF THE SHORT TERM OFFENDER CATEGORY, WERE ON "MANDATORY RELEASE" STATUS WHICH MEANT THAT THEY WERE REQUIRED TO SERVE THE FULL LENGTH OF THEIR SENTENCES WITHOUT POSSIBILITY OF PAROLE AND SO WERE INELIGIBLE.)

IN A MANNER CHARACTERISTIC OF THE THOROUGHNESS WITH WHICH THE PRISON STAFF TACKLED THIS PROJECT, THE ENTIRE POPULATION WAS SCREENED BY COMPUTER AT REGULAR INTERVALS TO DETERMINE WHICH INMATES WERE ELIGIBLE FOR NEW CLASSES (SEE PAGE 10). THESE ELIGIBLES WERE THEN INTERVIEWED AND OFFERED THE OPPORTUNITY TO ACCEPT/REJECT PARTICIPATION.

A. MAKING PLACEMENTS

SINCE THERE IS NO PUBLIC TRANSPORTATION CONNECTING FCIFW WITH FORT WORTH, IT FELL UPON THE INSTITUTION TO GET THE INMATE VOLUNTEERS TO AND FROM

THEIR PLACEMENTS EACH WORK DAY. ONE VAN WITH A MALE DRIVER WAS PROVIDED FOR MALE VOLUNTEERS AND ANOTHER VEHICLE WITH A FEMALE DRIVER FOR WOMEN VOLUNTEERS. (THE DRIVERS WERE INMATES, BUT THEY WERE NOT VOLUNTEERS IN THE PROJECT. FOR THEIR DRIVING THEY WERE PAID ELEVEN CENTS AN HOUR WHICH RESULTED IN MONTHLY EARNINGS OF ABOUT TEN DOLLARS EACH.)

THE WISDOM OF EXERCISING GREAT CARE IN MAKING VOLUNTEER-WORKSITE MATCHES HAD BEEN DEMONSTRATED IN PHASE I. ACCORDINGLY, THE SAME PLACEMENT PRINCIPLES USED IN PHASE I WERE USED IN PHASE II. (THESE PRINCIPLES ARE PRESENTED ON PAGES 33-35 OF THE PHASE I REPORT. ALSO SEE "DO'S AND DON'TS OF REPARATIVE WORK PLACEMENT," IN APPENDIX H OF THE PHASE I REPORT. THE PRINCIPLES AND DO'S AND DON'TS ARE ALSO PRESENTED IN APPENDIX B OF THIS REPORT).

IN PHASE II ONE VERY SIGNIFICANT CHANGE WAS MADE IN THE PLACEMENT PROCESS USED IN PHASE I.

IN PHASE I IT HAD BEEN THE RESPONSIBILITY OF NOSR TO MATCH VOLUNTEERS WITH POTENTIAL WORKSITES AND TO CONTACT THE WORKSITE REGARDING THE PLACEMENT. THIS WAS LOGICAL SINCE VOLUNTEERS CAME FROM 21 DIFFERENT PRISON FACILITIES TO A DESTINATION IN ONE OF NINE MUNICIPALITIES ACROSS THE NATION. NOSR HAD DEVELOPED AND MAINTAINED A CATALOG OF THE POTENTIAL WORK-SITES IN EACH OF THESE COMMUNITIES AND CAREFULLY CULTIVATED SOUND WORKING RELATIONSHIPS WITH THEM.

IN PHASE II THIS SITUATION WAS GREATLY SIMPLIFIED. ONLY ONE INSTITUTION AND ONE MUNICIPALITY WERE INVOLVED. NOSR DEVELOPED THE WORKSITE CATALOG FOR THE FORT WORTH METROPOLITAN AREA AND PROVIDED A COPY OF IT TO THE FCIFW REPARATIVE WORK COORDINATOR. AMONG THE COORDINATOR'S RESPONSIBILITIES, THEN,

WERE THE MATCHING OF INMATES TO POSITIONS LISTED IN THE CATALOG, CONTACTING THE AGENCY REGARDING THE MATCH, INTRODUCING THE VOLUNTEER TO HIS/HER WORKSITE SUPERVISOR ON THE FIRST WORKDAY, AND MAINTAINING LIAISON WITH THE AGENCY THROUGHOUT THE COURSE OF THE PLACEMENT. IN THIS STUDY OF ONE PRISON, ONE COMMUNITY, THIS WAS A MOST EFFICIENT SYSTEM OF ORGANIZATION.

ONCE THE ASSIGNMENT PROCESS WAS COMPLETED, NOSR AND THE USPC WERE NOTIFIED OF IT FOR THEIR NEEDS IN RECORD KEEPING AND REPORT PREPARATION.

UNIQUE TO THE PHASE II PROJECT, PERHAPS REFLECTIVE OF ITS MANAGEMENT BY THE INSTITUTIONAL DEPARTMENT OF EDUCATION, WAS A PRE-PLACEMENT PREPARATORY PROGRAM. THIS WAS AN ORGANIZED SERIES OF PRESENTATIONS TO EACH GROUP OF VOLUNTEERS OF ABOUT TEN HOURS DURATION WHICH INCLUDED INFORMATION ON JOB INTERVIEWS, RESUMES, JOB ETIQUETTE, MEETING EMPLOYER EXPECTATIONS, AND A MOTIVATIONAL FILM³. SUCH A TRAINING SERIES HAD NOT BEEN ENVISIONED IN THE ORIGINAL REPARATIVE WORK CONCEPT; HERE, IT INDICATES THE LEVEL OF COMMITMENT OF THE FCIFW STAFF TO SPONSOR AND MANAGE A PROGRAM OF EXCELLENCE IN WHICH THE EXPERIMENTAL INMATES WENT OUT AS FULLY PREPARED FOR SUCCESSFUL PERFORMANCE AS POSSIBLE.

B. THE NORMAL PLACEMENT PATTERN

THE FOLLOWING STEPS COMPRISE A PROFILE OF THE PHASE II PLACEMENT PROCESS.

-
3. PETERS, TOM, "PASSION FOR EXCELLENCE," SUPER AVILYN VIDEO CASSETTE
T-120

1. PROGRAM COORDINATOR SCANS THE INMATE POPULATION BY COMPUTER TO DETERMINE ELIGIBLES.
2. THE DETAILS OF THE PROGRAM ARE DISCUSSED WITH THE ELIGIBLES BY THE COORDINATOR OR OTHER CASE MANAGERS; ELIGIBLES MAY THEN VOLUNTEER TO PARTICIPATE OR DECLINE PARTICIPATION.
3. INMATES WISHING TO VOLUNTEER COMPLETE AN APPLICATION FORM. TO DO THIS THE COORDINATOR APPENDS FACE-SHEET INFORMATION, AN INSTITUTIONAL INMATE PROGRESS REPORT AND A CURRENT HEALTH STATEMENT.
4. THE APPLICATION IS REVIEWED BY THE REPARATIVE WORK COORDINATOR, UNIT MANAGER, DIRECTOR OF EDUCATION, ASSOCIATE WARDEN OF PROGRAMS, AND THE WARDEN. IF ALL APPROVE OF THE APPLICATION IT IS FORWARDED TO THE THE USPC WITH A COPY TO NOSR.
5. THE USPC REVIEWS THE APPLICATION AND RESPONDS, GENERALLY WITHIN TWENTY-FOUR HOURS, BY A NOTICE OF ACTION WHICH CONDITIONALLY ADVANCES THE APPLICANT'S PAROLE DATE 60 DAYS.
6. THE COORDINATOR MATCHES THE VOLUNTEER TO A WORK SITUATION AND DISCUSSES IT WITH, AND GETTING THE AGREEMENT OF, THE WORKSITE CONTACT PERSON.
7. DUE TO THE NECESSARY TRANSPORTATION ARRANGEMENTS, VOLUNTEERS WERE GROUPED INTO "CLASSES". THE MEMBERS OF EACH OF THE

CLASSES STARTED THEIR SEPARATE VOLUNTEER ASSIGNMENTS ON THE SAME DATE AND CONTINUED THROUGH THE TEN TO ELEVEN WEEK COURSE OF THEIR CONTRACTS TOGETHER. AS CLASS 1 TERMINATED AFTER ABOUT ELEVEN WEEKS, CLASS 2 BEGAN ETC. (THE STUDY INVOLVED THREE SEPARATE CLASSES; TWO CLASSES HAD TEN MEMBERS AND ONE CLASS HAD TWELVE MEMBERS.)

8. EACH CLASS MEMBER IS PROVIDED WITH A PERSONALIZED I.D. CARD.
9. EACH MORNING, MONDAY THROUGH FRIDAY, THE VOLUNTEERS ASSEMBLE AT THE FRONT HALL OF THE ADMINISTRATION BUILDING FOR CHECK OUT; THEY RECEIVE A SACK LUNCH AND ARE PERMITTED TO CARRY UP TO TWO DOLLARS OF THEIR OWN MONEY.
10. INMATE DRIVERS DELIVER THEIR RESPECTIVE CLASS MEMBERS IN TWO VANS TO THEIR ASSIGNED WORK AGENCIES--ONE VAN WITH A WOMAN DRIVER FOR FEMALES AND THE OTHER FOR MEN WITH A MALE DRIVER. IN CASE OF ILLNESS OR OTHER LEGITIMATE REASON FOR ABSENCE FROM WORK, THE REPARATIVE WORK COORDINATOR OR HIS DESIGNEE MUST NOTIFY THE WORK AGENCY PROMPTLY. IN THE AFTERNOON THE DRIVERS PICK UP THEIR RESPECTIVE RIDERS RETURNING THEM TO THE "MARSHALL'S GATE" OF THE PRISON WHERE THEY ARE ADMITTED AND SEARCHED.
11. THE INMATE VOLUNTEERS REGULARLY REPORT TO WORK FOR A SERIES OF TEN TO ELEVEN WEEKS UNTIL THEIR 400 HOURS OF SERVICE HAVE BEEN PERFORMED. UNLIKE PHASE I, NO OVERTIME OR WEEKEND WORK IS

PERMITTED BECAUSE OF THE TRANSPORTATION PROBLEMS AND INSTITUTIONAL SECURITY RESTRICTIONS.

12. EACH WEEK EACH VOLUNTEER RECEIVES TWO COPIES OF THE TIME RECORD MAINTAINED BY THE AGENCY, KEEPING ONE FOR HIS/HER PERSONAL RECORDS AND DELIVERING THE OTHER TO THE REPARATIVE WORK COORDINATOR.
13. FROM THE TIME STUBS, THE COORDINATOR KEEPS AN OFFICIAL TIME RECORD FOR EACH VOLUNTEER.
14. THE COORDINATOR MAKES AT LEAST TWO WORKSITE VISITS DURING THE PLACEMENT PERIOD AND AT LEAST EVERY OTHER WEEK CONTACTS THE WORKSITE SUPERVISOR BY TELEPHONE. EITHER THE COORDINATOR OR A DESIGNATED SUBSTITUTE IN HIS ABSENCE IS TO BE AVAILABLE BY PHONE TO THE WORK SITE SUPERVISOR AT OTHER TIMES TO ANSWER QUESTIONS OR TO DEAL WITH PROBLEMS WHICH MIGHT ARISE. FEW QUESTIONS AROSE.
15. WHEN AN INMATE COMPLETES 400 HOURS OF REPARATIVE WORK THE PLACEMENT TERMINATES AND THE COORDINATOR CERTIFIES THAT FACT TO THE USPC.
16. THE USPC ISSUES A NOTICE OF ACTION CONFIRMING THE ADVANCED PAROLE DATE PREVIOUSLY ISSUED (OR MODIFIES THE ORIGINAL NOTICE TO REFLECT A PRO-RATED ADVANCEMENT OF THE PAROLE DATE REFLECTIVE OF THE ACTUAL HOURS OF REPARATIVE WORK ACHIEVED IF LESS THAN 400.)

17. INMATE VOLUNTEERS RESUME REGULAR PRISON PROGRAMMING PENDING THEIR PAROLE OR RELEASE TO A HALF-WAY HOUSE.

IN PHASE I THE TIME PERIOD IN WHICH THE GOAL OF 400 REPARATIVE WORK HOURS WAS TO BE ACHIEVED BY EACH VOLUNTEER WAS LIMITED TO TEN WEEKS. THIS RIGIDITY WAS REQUIRED BY TIME/COST FACTORS INVOLVED IN HALF-WAY HOUSE (CTC) PLACEMENT. IN THE INSTITUTIONAL SETTING GREATER FLEXIBILITY COULD BE ALLOWED IN THIS REGARD. HENCE, WHEN THERE WERE WORK INTERRUPTIONS DUE TO HOLIDAYS OR ILLNESS, THE TIME COULD BE MADE UP IN A FEW ADDITIONAL DAYS BEYOND THE TEN WEEK PERIOD. AS A RESULT, ALL OF THE PROJECT VOLUNTEERS COMPLETED 400 HOURS OF REPARATIVE WORK. (ALTHOUGH FCIFW COULD BE FLEXIBLE IN THIS REGARD, IT WAS, ON THE OTHER HAND, MORE RIGID IN PERMITTING THE PERFORMANCE OF REPARATIVE WORK ONLY FOR EIGHT HOUR DAYS MONDAY THROUGH FRIDAY. IT WAS GENERALLY NOT POSSIBLE FOR VOLUNTEERS TO WORK MORE THAN FORTY HOURS PER WEEK.)

III. RESEARCH PLAN

PHASE II WAS CONDUCTED AS A FEASIBILITY STUDY RATHER THAN A FORMAL RESEARCH PROJECT. PHASE I HAD ALREADY ESTABLISHED REASONABILITY OF THE CONCEPT OF REPARATIVE WORK: INMATES DID VOLUNTARILY PARTICIPATE, THERE WAS NO SERIOUS RISK TO THE PUBLIC, AND COMMUNITY AGENCIES WERE WILLING TO USE INMATE VOLUNTEERS IN THEIR DAILY OPERATIONS. FOR PHASE II IT WAS CORRECTLY ANTICIPATED THAT, DUE IN PART TO THE BRIEF TIME PERIOD AVAILABLE FOR THE STUDY, THERE WOULD NOT BE A SUFFICIENT NUMBER OF EXPERIMENTALS (AT LEAST 100) TO PERMIT STATISTICAL ANALYSIS. ALSO, THERE COULD BE NO CLASSICAL RESEARCH DESIGN AS THERE WAS NO POSSIBILITY OF A CONTROL OR COMPARISON GROUP. RATHER, PHASE II WAS INTENDED AS AN EXPLORATION AND DESCRIPTION OF THE APPLICATION AND

MANAGEMENT OF THE REPARATIVE WORK CONCEPT FROM A PRISON BASE RATHER THAN A HALF-WAY HOUSE BASE. QUESTIONS TO BE ANSWERED WERE:

1. WHAT IS THE NECESSARY INSTITUTIONAL ORGANIZATION TO MANAGE THE PROGRAM?
2. IS THE PUBLIC ENDANGERED BY SUCH A PROGRAM?
3. IS THE INSTITUTION ENDANGERED BY SUCH A PROGRAM?
4. IS AN "IN-HOUSE" REPARATIVE WORK PROGRAM COST EFFECTIVE?
5. HOW DOES THE PROGRAM AFFECT THE RELATIONSHIP OF THE INSTITUTION WITH COMMUNITY?

A. DATA COLLECTION

INMATE INFORMATION. THE DATA COLLECTED RELATE SIMPLY TO THE DEMOGRAPHICS OF THE VOLUNTEER INMATE POPULATION: AGE, SEX, RACE, LEVEL OF EDUCATION, SALIENT FACTOR SCORE, LENGTH OF TIME SERVED, NATURE OF OFFENSE, MARITAL STATUS AND EMPLOYMENT RECORD AT TIME OF CONVICTION. THIS WAS ALL READILY AVAILABLE FROM CASE RECORDS.

THE AGENCY DATA. INFORMATION COLLECTED ABOUT VOLUNTEER AGENCIES INCLUDED THE NUMBER INITIALLY CONTACTED, THE NUMBER OF INITIAL CONTACTS AGREEING TO PARTICIPATE, THE NUMBER OF WORK SLOTS AVAILABLE AT EACH SITE, AND THE FREQUENCY OF PLACEMENT AT EACH OF THEM.

STATISTICAL FINDINGS

I VOLUNTEER POPULATION

THIRTY-TWO INMATE VOLUNTEERS WERE ACCEPTED INTO THE PROGRAM. THEIR VARIOUS CHARACTERISTICS ARE SUMMARIZED ON THE PAGES WHICH FOLLOW. AS THIS DATA WAS RECORDED IT BECAME CLEAR THAT THE PHASE II POPULATION VARIED CONSIDERABLY FROM THE PHASE I POPULATION. FOR EXAMPLE, 3 OUT OF 100 VOLUNTEERS IN PHASE I WERE WOMEN; IN PHASE II NEARLY HALF OF THE VOLUNTEERS WERE WOMEN. THERE ARE FEW MEANS OTHER THAN SIMPLE SPECULATION FOR INTERPRETING THE DIFFERENCES IN THE TWO POPULATIONS. WHILE THE DIFFERENCES ARE A MATTER OF GENERAL INTEREST, THEIR IMPORTANCE SEEMS TO BE THAT THEY SHOW THAT TWO RATHER DIFFERENT POPULATIONS WERE SUCCESSFUL IN DEMONSTRATING THE APPLICABILITY OF A COMMON CONCEPT WHILE BASED IN DIFFERENT RESTRICTIVE ENVIRONMENTS.

A. . AGE

THE MEDIAN AGE OF THE PHASE II REPARATIVE WORKERS WAS 41.5 YEARS WITH A RANGE FROM 26 YEARS TO 65 YEARS. THIS IS ALMOST SIX YEARS OLDER THAN THE MEDIAN AGE OF THE TOTAL FEDERAL PRISON POPULATION (35.8) AND IS 3.5 YEARS OLDER THAN THE MEDIAN AGE OF FCIFW POPULATION (37.) IT IS 4.75 YEARS OLDER THAN THE PHASE I EXPERIMENTALS.

CHART 1

AGE OF PHASE I AND PHASE II EXPERIMENTAL GROUP MEMBERS

		UNDER 25	26-35	36-50	51 AND OVER	TOTAL
PHASE I	NUMBER	8	40	39	13	100
	PERCENTAGE	8	40	39	13	
PHASE II	NUMBER	0	10	15	7	32
	PERCENTAGE		31.2	46.9	21.9	

B. SEX

OF THE 32 VOLUNTEER WORKERS IN PHASE II, THIRTEEN WERE WOMEN AND NINETEEN WERE MEN, REFLECTING THE "CO-EDUCATIONAL" POPULATION OF FCIFW. THIS IS A CONSIDERABLE DIFFERENCE FROM PHASE I IN WHICH ONLY THREE OF 100 VOLUNTEERS WERE FEMALE.

CHART 2

SEX OF PHASE I AND PHASE II EXPERIMENTAL GROUP MEMBERS

		FEMALE	MALE	TOTAL
PHASE I	NUMBER	3	97	100
	PERCENTAGE	3	97	
PHASE II	NUMBER	13	19	32
	PERCENTAGE	40.6	59.4	

C.. RACIAL-ETHNIC BACKGROUND

TWENTY-SEVEN OF THE 32 FCIFW VOLUNTEERS WERE NON-HISPANIC WHITES, FOUR WERE BLACK AND ONE WAS HISPANIC WHITE. THIS REPRESENTS A CONSIDERABLE DIFFERENCE FROM THE PHASE I POPULATION AS SHOWN IN CHART 3.

CHART 3

RACIAL-ETHNIC BACKGROUND OF PHASE I AND PHASE II
EXPERIMENTAL GROUP MEMBERS

		WHITE NON-HISPANIC	HISPANIC WHITE	BLACK	TOTAL
PHASE I	NUMBER	47	28	23	98
	PERCENTAGE	47.96	28.57	23.47	
PHASE II	NUMBER	27	1	4	32
	PERCENTAGE	84.4	3.1	12.50	

D. LEVEL OF EDUCATION

THE EDUCATIONAL LEVEL OF PHASE I AND PHASE II REPARATIVE WORKERS WAS ROUGHLY SIMILAR. APPROXIMATELY ONE THIRD OF EACH GROUP HAD LESS THAN A HIGH SCHOOL EDUCATION AND TWO THIRDS HAD A HIGH SCHOOL OR COLLEGE EDUCATION.

CHART 4

LEVEL OF EDUCATION OF PHASE I AND PHASE II EXPERIMENTALS

		LESS THAN HIGH SCHOOL DIPLOMA	HIGH SCHOOL DIPLOMA OR ADVANCED DEGREE	TOTAL
PHASE I	NUMBER	30	70	100
	PERCENTAGE	30	70	
PHASE II	NUMBER	11	21	32
	PERCENTAGE	34.4	65.6	

E. SALIENT FACTOR SCORE

THE SALIENT FACTOR SCORE IS AN ACTUARIAL DEVICE DEVELOPED AND USED BY THE USPC AS A PREDICTIVE TOOL IN ASSESSING THE LIKELIHOOD OF RECIDIVISM. THE DEVICE INCLUDES SIX ITEMS WHICH, WHEN ADDED TOGETHER, PRODUCE A SCORE WITH A RANGE FROM ZERO TO TEN POINTS. THE HIGHER THE SCORE, THE HIGHER THE LIKELIHOOD OF A FAVORABLE BEHAVIORAL PERFORMANCE ON PAROLE. CHART 5 PRESENTS THE SALIENT FACTOR SCORES OF THE REPARATIVE WORK VOLUNTEERS. IN PHASE II ALL BUT ONE OF THE VOLUNTEERS CAME FROM THE "GOOD," OR "VERY GOOD," CATEGORIES. THE ONE EXCEPTION WAS FROM THE "FAIR" CATEGORY; NO "POOR" RISKS WERE INCLUDED. THIS REPRESENTS A SIGNIFICANTLY MORE RISK FREE POPULATION OF VOLUNTEERS THAN IN PHASE I WHERE 15 OUT OF 100 REPARATIVE WORKERS WERE OF THE "POOR" - "FAIR" CATEGORIES.

CHART 5

SALIENT FACTOR SCORES OF PHASE I AND PHASE II
EXPERIMENTAL GROUP MEMBERS

SALIENT FACTOR SCORE		0-3	4-5	2-7	8-10	TOTAL
		POOR	FAIR	GOOD	VERY GOOD	
PHASE I	NUMBER	7	8	22	63	100
	PERCENTAGE	7.	8.	22.	63.	
PHASE II	NUMBER	0	1	7	24	32
	PERCENTAGE	0	3.	22.	75.	

F. TIME SERVED

"TIME SERVED" IS A CATEGORIZATION OF INMATES BY THE AMOUNT OF TIME WHICH THEY HAVE SPENT IN PRISON UP TO THE TIME OF THEIR ACCEPTANCE INTO THE REPARATIVE WORK PROGRAM. IT IS A ROUGH INDICATOR OF THE SEVERITY OF PARTICIPANTS' OFFENSES I.E., THE LONGER THE SENTENCE THE MORE SERIOUS THE OFFENSE. THE MAJORITY (21 CASES, 65.6%) OF PHASE II VOLUNTEERS HAD SERVED LESS THAN 24 MONTHS; FIVE HAD BEEN IN FOR 25-36 MONTHS; THREE HAD SERVED 37-45 MONTHS AND THREE HAD SERVED OVER 49 MONTHS.

CHART 6

TIME SERVED BY PHASE I AND PHASE II EXPERIMENTAL GROUP MEMBERS

		LESS THAN 24 MONTHS	25-36 MONTHS	37-48 MONTHS	49 AND ABOVE	TOTAL
PHASE I	NUMBER	50	27	12	11	100
	PERCENTAGE	50	27	12	11	
PHASE II	NUMBER	21	5	3	3	32
	PERCENTAGE	65.6	15.6	9.4	9.4	

G. NATURE OF OFFENSE

ONE OF THE SELECTION CRITERIA OF BOTH PHASES OF THE REPARATIVE WORK STUDY EXCLUDED INMATES WITH A HISTORY OF VIOLENCE. THE FCIFW STAFF WAS METICULOUS IN SCREENING OUT OF CONSIDERATION ANY APPLICANTS WHOSE RECORDS PRESENTED ANY EPISODES OF VIOLENCE. ACCORDINGLY, ALL 32 PHASE II VOLUNTEERS WERE "NON-VIOLENT." (IN PHASE I NINE OF 95 VOLUNTEERS WERE CATEGORIZED AS HAVING A HISTORY OF VIOLENCE. GENERALLY, THESE CASES HAD INVOLVED THE USE OF A WEAPON IN THE COURSE OF THE COMMISSION OF A CRIME. FOR VARIOUS REASONS, PRISON STAFF MEMBERS REVIEWING THOSE APPLICANTS DETERMINED THAT NONE OF THEM POSED A SERIOUS RISK.) CHART 7 PRESENTS A COMPARATIVE SUMMARY OF CASES CATEGORIZED AS "VIOLENT" OR "NON-VIOLENT."

CHART 7

ORIGINAL OFFENSE OF PHASE I AND PHASE II EXPERIMENTAL GROUPS

		VIOLENT	NON-VIOLENT	TOTAL
PHASE I	NUMBER	9	86	95
	PERCENTAGE	9.5	90.5	
PHASE II	NUMBER	0	32	32
	PERCENTAGE		100	

IN CHART 7A IS PRESENTED A MORE DETAILED LISTING OF THE OFFENSES OF THE
VOLUNTEER REPARATIVE WORKERS OF PHASE II.

CHART 7 A

NATURE OF OFFENSES OF PHASE II EXPERIMENTALS

CONSPIRACY	
TO IMPORT DRUGS	1
TO HARBOR ALIENS	1
COUNTERFEITING	1
DRUGS	
COCAINE DISTRIBUTION	3
DISTRIBUTION OF DRUGS	5
DISTRIBUTION OF MARIJUANA	2
MANUFACTURING DRUGS	1
POSSESSION OF DRUGS	2
EMBEZZLEMENT	1
FORGERY	1
FRAUD	1
BANK	2
MAIL	5
TAX	1
WIRE	1
KIDNAPPING, AIDING AND ABETTING	1
POSSESSION OF STOLEN PROPERTY	1
STOLEN VEHICLES	1
TRANSPORTATION OF STOLEN PROPERTY	
ACROSS STATE LINES	<u>1</u>

32

H. EMPLOYMENT RECORD

AN INDIVIDUAL'S EMPLOYMENT RECORD IS GENERALLY TAKEN AS AN INDICATOR OF DEGREE OF STABILITY. THOSE WHO HAVE GOOD WORK HISTORIES OR SHOW EMPLOYMENT STABILITY ARE LIKELY TO BE BETTER PAROLE RISKS THAN THOSE WITH ERRATIC OR NON-EXISTENT WORK HISTORIES. FOR THIS STUDY THE RECORDS WERE EXAMINED TO ASCERTAIN THE WORK HISTORY OF VOLUNTEERS IN THE SIX MONTHS JUST PREVIOUS TO IMPRISONMENT. TWENTY-NINE OF THE VOLUNTEERS HAD BEEN EMPLOYED DURING THAT SIX MONTH TIME PERIOD; ONLY THREE HAD BEEN UNEMPLOYED DURING THAT TIME.

CHART 8

EMPLOYMENT RECORD OF PHASE I AND PHASE II EXPERIMENTALS

		NOT EMPLOYED	EMPLOYED FOR THE SIX MONTHS PRIOR TO ARREST	TOTAL
PHASE I	NUMBER	15	85	100
	PERCENTAGE	15.0	85.0	
PHASE II	NUMBER	3	29	32
	PERCENTAGE	9.4	90.1	

I. MARITAL STATUS

CHART 9 SHOWS THE MARITAL STATUS OF THE VOLUNTEERS OF PHASES I AND II. THERE IS NO REMARKABLE DIFFERENCE BETWEEN THE TWO GROUPS.

CHART 9

MARITAL STATUS OF PHASE I AND PHASE II EXPERIMENTALS

		MARRIED	OTHER	TOTAL
PHASE I	NUMBER	48	51	99
	PERCENTAGE	48.5	51.5	
<hr/>				
PHASE II	NUMBER	15	17	32
	PERCENTAGE	46.9	53.1	

J. SUMMARY OF EXPERIMENTAL RESULTS

CHART 10 SUMMARIZES THE PRINCIPAL FACTORS OF EXPERIMENTAL PLACEMENT AND PERFORMANCE. THIRTY-TWO VOLUNTEERS WERE ACCEPTED FOR PARTICIPATION IN THE PROGRAM. ALL OF THESE COMPLETED 400 HOURS OF REPARATIVE WORK FOR A TOTAL OF 12,800 HOURS IN ELEVEN DIFFERENT AGENCIES. THIS WORK IS CONSERVATIVELY VALUED AT \$55,040. (THIS INCLUDES NO ESTIMATE OF FRINGE BENEFITS WHICH MIGHT BE PROVIDED FOR PAID EMPLOYEES.) NO VOLUNTEERS FAILED IN THEIR PLACEMENTS AND THERE WERE NO DISCIPLINARY INFRACTIONS.

CHART 10

SUMMARY OF EXPERIMENTAL RESULTS

VOLUNTEERS ACCEPTED	32
VOLUNTEERS COMPLETING CONTRACT	32
PROGRAM FAILURES	0
ADVANCEMENT OF PAROLE TIME IN DAYS	1,920
TOTAL REPARATIVE HOURS WORKED	12,800
AGENCIES TO WHICH WORK ASSIGNMENTS WERE MADE	9
ESTIMATED EARNINGS HAD WAGES BEEN PAID (NO FRINGE)	\$ 55,040.

THE ADVANCEMENT OF PAROLE TIME OF 1920 DAYS REPRESENTS A SAVING OF PRISON BED SPACE OF THE SAME NUMBER OF DAYS.

II. PROGRAM COSTS

WHILE IT IS CLEAR THAT THE REPARATIVE WORK PROGRAM RESULTS IN BOTH REAL AND SYMBOLIC REPARATIONS TO SOCIETY IN THE VALUE OF THE VOLUNTEER WORK PERFORMED, THE PRISON ADMINISTRATOR MUST WEIGH THAT OUTCOME AGAINST COSTS, BOTH TANGIBLE AND INTANGIBLE, OF PROVIDING SUCH A PROGRAM.

TANGIBLE EXPENSES FOR THE REPARATIVE WORK PROGRAM WERE THE SALARY AND FRINGE BENEFITS OF THE FULL TIME POSITION OF THE REPARATIVE WORK COORDINATOR. THIS WAS A CLEAR AND REAL EXPENSE WHICH HAD TO COME FROM SOME PLACE IN THE INSTITUTIONAL BUDGET. OF LESSER IMPACT, BUT NEVERTHELESS A DIRECT OUTLAY, WAS THE PAY FOR THE TWO INMATE DRIVERS OF ABOUT TEN DOLLARS EACH PER MONTH. COST OF THE MAINTENANCE AND OPERATION OF THE TWO VEHICLES IS LESS IDENTIFIABLE; IT WAS NOT PAID IN CASH AND THE VEHICLES WERE USED FOR OTHER PURPOSES THAN REPARATIVE WORK. ALSO INTANGIBLE IS ADMINISTRATIVE SUPPORT AND THE CUSTODIAL WORK INVOLVED IN CHECKING INMATES OUT IN THE MORNING AND BACK IN THE EVENING. THIS WAS DONE BY EXISTING STAFF IN ADDITION TO REGULAR DUTIES. SIMILARLY, THE FOOD SERVICE DEPARTMENT PREPARED SACK LUNCHES FOR EACH OF THE VOLUNTEERS. AGAIN, THIS WAS NOT A MAJOR TASK, BUT IT WAS AN ADDED RESPONSIBILITY WHICH REQUIRED ATTENTION.

ON JANUARY 2, 1987 THE FCIFW PER DIEM COST PER INMATE WAS \$36.65. THE EARLY RELEASES OF THE 32 VOLUNTEERS WHICH SAVED 1920 PRISON DAYS INITIALLY MIGHT APPEAR AS RESULTING IN SAVINGS OF \$70,368., A FIGURE WHICH WOULD HANDILY COVER THE ABOVE EXPENSES. HOWEVER, THE PER DIEM COSTS ARE VIRTUALLY ALL "FIXED" EXPENSES WHICH ARE LITTLE ALTERED BY THE PRESENCE OR ABSENCE OF ONE OR SEVERAL INMATES; HENCE, NO TANGIBLE SAVINGS ACCRUE FROM THIS SOURCE.

THE FACT IS, THEN, THAT A REPARATIVE WORK PROGRAM DOES ENTAIL SOME ADDITIONAL REAL COST FOR THE SPONSORING INSTITUTION. WHEN BUDGETS ARE TIGHT, INSTITUTIONAL MANAGEMENT WILL WEIGH THE REAL, OUT-OF-POCKET COSTS AGAINST THE LESS TANGIBLE BUT VERY REAL POSITIVES OF SUCH A PROGRAM.

III PERCEPTIONS OF THE PROGRAM

A. INMATE PERCEPTIONS

THERE IS NO WAY OF KNOWING WHAT INMATES SAID AMONG THEMSELVES ABOUT THE PROGRAM. IT IS KNOWN THAT WHEN THE PROGRAM WAS ANNOUNCED THERE WAS A GREAT DEAL OF INTEREST IN IT. EVEN THOUGH IT WAS QUICKLY RECOGNIZED THAT MANY INMATES COULD NOT QUALIFY FOR THE STUDY IT WAS OBSERVED BY STAFF THAT POSITIVE INTEREST IN THE PROGRAM'S PROGRESS CONTINUED. AS WOULD BE ANTICIPATED, THERE WAS NEGATIVE RESPONSE FROM THOSE INMATES WHO MIGHT OTHERWISE QUALIFY EXCEPT FOR THEIR "MANDATORY RELEASE" STATUS. A SIZABLE PORTION OF THE FCIFW POPULATION FALLS IN THIS CATEGORY; MANY OF THESE INDIVIDUALS HAD BEEN INITIALLY HOPEFUL THAT THEY TOO MIGHT EARN A SIXTY DAY EARLIER RELEASE FROM THE PRISON THROUGH THEIR INVOLVEMENT IN THE PROGRAM.

PERCEPTIONS OF THE PROGRAM FROM THE VIEWPOINT OF THE VOLUNTEERS WITH TWO EXCEPTIONS WERE STRONGLY FAVORABLE. SEVERAL OF THEM REQUESTED THAT THEY BE ALLOWED TO CONTINUE IN VOLUNTEER WORK BEYOND THEIR CONTRACTED TIME AND WITHOUT

FURTHER ADVANCEMENT OF THEIR PAROLE DATES. THOSE WHO WERE POSITIVE ABOUT THE PROGRAM LIKED THE "CHANGE OF SCENERY", ENJOYED THE WORK THEY WERE DOING AND ENJOYED THE RELATIONSHIPS AT THE VOLUNTEER SITES. THEY FELT APPRECIATED AND RESPECTED.

THERE WERE COMPLAINTS ABOUT SOME ASPECTS OF THE PROGRAM: THERE WAS SOMETIMES A DELAY IN THE EVENING RETURN TO THE PRISON; RANDOM STRIP SEARCHES WERE NOT POPULAR. INITIALLY, THERE HAD BEEN PROBLEMS WITH THE SACK LUNCHES; THESE WERE RESOLVED BY APPROPRIATELY RESPONSIVE STAFF.

B. FCIFW STAFF PERCEPTIONS

THE FCIFW STAFF, FOLLOWING THE LEAD OF THE WARDEN SHOWED NOTHING BUT STRONG INTEREST AND FULL COOPERATION WITH THE REPARATIVE WORK STUDY. IF THERE WERE ANY "POCKETS OF RESISTANCE," TO A NEW, EXPERIMENTAL VENTURE, THEY WERE NOT IN EVIDENCE. THE FOOD SERVICE, MEDICAL SERVICE, THOSE WITH CUSTODIAL/SECURITY RESPONSIBILITIES ALONG WITH COUNSELING AND EDUCATIONAL STAFF, DEMONSTRATED NOTHING BUT FULL SUPPORT. THE ANGER AND FLAGRANT RESISTANCE PRESENTED TOWARD THE PHASE I STUDY AT SOME PLACES DID NOT SEEM TO EXIST AT FCIFW. OR, IF IT DID EXIST, IT WAS NOT EXPRESSED. THE DEPARTMENT OF EDUCATION WHICH HAD BEEN DELEGATED THE RESPONSIBILITY OF MANAGING THE PROGRAM WAS THOROUGH IN ITS PREPARATION, DILIGENT IN ITS CONDUCT AND ENTHUSIASTIC ABOUT ITS RESULTS. IT IS HARD TO SEE HOW ANY PROGRAM COULD HAVE BEEN MORE RESPONSIBLY CONDUCTED.

C. WORK AGENCY PERCEPTIONS

AS IN PHASE I, THE POTENTIAL REPARATIVE WORK AGENCIES RESPONDED FAVORABLY IN MOST INSTANCES TO NOSR'S INITIAL PRESENTATION, AGREEING TO MAKE WORK PLACEMENTS AVAILABLE FOR INMATE VOLUNTEERS. AS IN PHASE I, THE AGENCIES WERE ASSURED THAT ASSIGNMENTS WOULD BE CAREFULLY MADE AND THERE WOULD BE ONGOING CONTACT WITH THE REPARATIVE WORK COORDINATOR IN CASE OF ANY PROBLEMS WHICH MIGHT ARISE. AT LEAST THREE OF THE AGENCIES HAD SISTER AGENCIES WHICH HAD BEEN INVOLVED WITH PHASE I IN NEARBY DALLAS AND THEREBY KNEW OF THE PROGRAM AND WERE ANXIOUS TO BE INVOLVED. OTHERS WERE MORE PRECAUTIONARY, AGREEING TO "TRY IT AND SEE HOW IT WORKS." BY THE CLOSE OF PHASE II, AS IN PHASE I, THE COMMUNITY AGENCIES HAD BECOME THE MOST ENTHUSIASTIC SUPPORTERS OF THE CONCEPT.

CONCLUSIONS

THE ASSUMPTIONS BASIC TO THE CONCEPT OF REPARATIVE WORK THAT PRISON INMATES WOULD VOLUNTEER TO DO REPARATIVE WORK AND THAT COMMUNITY AGENCIES WOULD ACCEPT THEM IN A CREDIBLE PROGRAM WERE ONCE AGAIN BORNE OUT IN PHASE II. AFTER A METICULOUS SCREENING PROCESS CONDUCTED BY THE INSTITUTIONAL STAFF ON SELECTION CRITERIA SIMILAR TO PHASE I, A TOTAL OF 32 VOLUNTEERS WERE APPROVED FOR PLACEMENT IN ONE OF THREE "CLASSES" OVER A PERIOD OF SIX MONTHS.

BEYOND ASCERTAINING THE ACCURACY OF THE BASIC ASSUMPTIONS THE STUDY SOUGHT TO ACHIEVE SEVEN OBJECTIVES.

OBJECTIVE 1. DETERMINE THE FEASIBILITY OF A REPARATIVE WORK PROGRAM IMPLEMENTED IN A PRISON SETTING.

THE GREAT DIFFERENCE BETWEEN PHASE I AND PHASE II WAS THE FOCUS OF THE PROGRAM OPERATION AND THE HOUSING OF VOLUNTEERS, I.E., HALF-WAY HOUSE OR PRISON.

ON THE BASIS OF THE EXPERIENCE AT FCIFW IT IS CLEAR THAT THE REPARATIVE WORK CONCEPT IS ADAPTABLE TO A PRISON SETTING. THE ELEMENTS OF SUCCESS AT FCIFW APPEAR TO HAVE BEEN:

- O FULL ADMINISTRATIVE SUPPORT
- O A GENERAL ADMINISTRATIVE AND STAFF COMMITMENT TO EXCELLENCE WITH REGARD TO ANY INSTITUTIONAL UNDERTAKING

- O DELEGATION OF THE PROGRAM MANAGEMENT TO ONE FULL TIME PROJECT COORDINATOR
- O CAREFUL REVIEW OF INMATE VOLUNTEER QUALIFICATIONS
- O WELL PLANNED AND COORDINATED PROCEDURES FOR CHECKING VOLUNTEERS OUT AND BACK INTO THE INSTITUTION ALONG WITH TRANSPORTATION TO THE WORKSITE
- O CAREFUL PREPARATION OF THE VOLUNTEERS FOR THE EXPERIENCE
- O STAFF SENSITIVITY AND RESPONSIVENESS TO SUCH PROBLEMS AS AROSE
- O CAREFUL MATCHES OF VOLUNTEERS WITH WORKSITES
- O ON-GOING MONITORING OF VOLUNTEER PERFORMANCE AND SUPPORTIVE LIAISON WITH WORK AGENCY SUPERVISORY PERSONNEL

FROM THE OUTSET IT WAS CLEAR THAT THE FCIFW INTENDED THIS TO BE A SUCCESSFUL VENTURE. THIS AROSE PARTLY FROM PRIDE AS A CAN-DO TEAM, PARTLY FROM CONCERN FOR POSITIVE PROGRAMMING FOR INMATES AND PARTLY FROM THE DESIRE (NECESSITY) TO MAINTAIN THE RESPECT OF THE COMMUNITY. INSTITUTIONAL CAUTION IS TO BE SEEN IN THE CAREFUL SCREENING PROCESS TO WHICH ALL INMATES WERE SUBJECTED IN ADVANCE OF VOLUNTEERING AND IN THE GENERALLY "SAFER" QUALITY OF THE PHASE II VOLUNTEERS (COMPARED TO PHASE I) AS OBSERVED IN THE CATEGORIES OF AGE, EDUCATION AND EMPLOYMENT HISTORIES, SALIENT FACTOR SCORE, TIME SERVED, AND NATURE OF OFFENSE AND PRIOR EMPLOYMENT.

IN ADDITION TO CONCERN ABOUT "COMMUNITY IMAGE", A PRISON MUST BE VIGILANT IN MAINTAINING ITS OWN SECURITY. ONE LIABILITY IN TEMPORARILY SENDING INMATES "OUTSIDE THE WALLS," IS THE POSSIBILITY THAT SOME OF THEM MAY ATTEMPT TO BRING BACK CONTRABAND UPON THEIR RETURN. PROHIBITIONS AND EXPECTATIONS OF THE VOLUNTEERS IN THIS REGARD WERE MADE VERY CLEAR AND IN SIGNING THE PERFORMANCE

CONTRACTS INMATES WERE AWARE OF RIGID REQUIREMENTS FOR SECURITY AND COMPLIANCE WITH THE RULES OF THE PROGRAM. VOLUNTEERS ALSO KNEW UP FRONT THAT THEY WOULD BE "PAT" SEARCHED AND RANDOMLY STRIP SEARCHED UPON RETURN. THE SEARCHES WERE THE ONE ELEMENT OF THE PROGRAM LEAST LIKED BY THE VOLUNTEERS, BUT THEY GENERALLY ACCEPTED THEM AS A FACT OF PRISON LIFE. THE DEPARTURE AND RETURN OF THE VOLUNTEERS REQUIRED ESTABLISHING A CUSTODIAL ROUTINE; ONCE ESTABLISHED IT PROCEEDED SATISFACTORILY.

THERE WERE NO SERIOUS RULES INFRACTIONS BY ANY OF THE VOLUNTEERS. THE SINGLE MOST SERIOUS INCIDENT OF THE PROJECT OCCURRED WHEN ONE OF THE INSTITUTIONAL VANS WAS "REAR ENDED" IN FORT WORTH TRAFFIC RESULTING IN SEVERAL MINOR INJURIES. RESPONSIBILITY FOR THE ACCIDENT DID NOT LIE WITH THE INMATE DRIVER. ONE OF THE INJURED VOLUNTEERS WAS EXAMINED AT A LOCAL HOSPITAL EMERGENCY ROOM, THEN RELEASED TO FCI WHERE HE WAS OFF DUTY FOR SEVERAL DAYS. HE WAS LATER ABLE TO MAKE UP FOR THE WORK TIME MISSED.

ONLY TWO SUPERVISORY PROBLEMS OCCURRED AT THE WORKSITES. IN ONE INSTANCE THE VOLUNTEER WAS INITIALLY PANICKED IN FEAR OF NOT PERFORMING ADEQUATELY; WITH SUPPORTIVE REASSURANCE THE INMATE WAS ABLE TO GAIN CONFIDENCE AND DO WELL; ANOTHER INMATE WITH A SERIOUS HEALTH PROBLEM HAD TO BE PLACED IN A LESS PHYSICALLY DEMANDING SITUATION.

CLEARLY, THE REPARATIVE WORK PROGRAM IS FEASIBLE FOR INSTITUTIONAL IMPLEMENTATION.

OBJECTIVE 2. ASSESS THE TYPES OF JOBS AND WORK SETTINGS MOST SUITABLE FOR REPARATIVE WORK CONDUCTED FROM AN INSTITUTIONAL SETTING.

BY AND LARGE THE WORK AND WORK SETTINGS APPROPRIATE FOR PHASES I AND II ARE IDENTICAL. MANY COMMUNITY AGENCIES ARE DEPENDENT UPON VOLUNTEER ASSISTANCE; THEY KNOW HOW TO FIT VOLUNTEERS INTO THEIR WORK SLOTS AND HOW TO GIVE ON-GOING SUPERVISION. UNITS OF LOCAL GOVERNMENT MAY OR MAY NOT HAVE EXPERIENCE WITH VOLUNTEER HELP. IN EITHER CASE, THE KEY ELEMENTS ARE REAL WORK--NOT BUSY WORK--AND ADEQUATE SUPERVISION. THE OTHER CRUCIAL ELEMENT IS PROPER MATCHING OF A VOLUNTEER TO WORK WHICH IS APPROPRIATE FOR HIS/HER SKILLS, EXPERTISE AND INTEREST.

AS NOTED ELSEWHERE, TWO OF THE WORK SITES DEVELOPED IN FORT WORTH WERE REJECTED BY THE WARDEN OF FCIFW BECAUSE OF THEIR "BAD LOCATION" IN THE CITY. THIS WAS NO DOUBT A WISE PRECAUTIONARY MEASURE AS PLACEMENT IN THAT DISTRICT MIGHT HAVE ENCOURAGED OR ENABLED A VOLUNTEER'S INVOLVEMENT IN ILLICIT ACTIVITY. THE WARDEN'S KNOWLEDGE OF THE CITY WAS IMPORTANT IN THIS SITUATION. (ONE PLACEMENT HAD SIMILARLY BEEN REJECTED IN PHASE I BY A BOP COMMUNITY PROGRAM MANAGER.)

A MAJOR PROBLEM FOR FCIFW CONCERNED TRANSPORTATION. SINCE THERE WAS NO PUBLIC TRANSPORTATION SERVING THE PRISON, THE PRISON HAD TO TAKE THE VOLUNTEERS TO AND FROM WORK-SITES. HENCE IT WAS DESIRABLE THAT THE WORK SETTINGS NOT BE TOO WIDELY SCATTERED INCREASING THE DISTANCE AND TIME OF TRAVEL.

OBJECTIVE 3. DETERMINE THE VALUE TO THE COMMUNITY OF THE WORK PERFORMED BY OFFENDERS PLACED IN THE PROGRAM.

THE SIMPLEST STATEMENT OF VALUE TO THE COMMUNITY OF THE REPARATIVE WORK

IS SEEN IN THE ESTIMATE OF \$55,040., WORTH OF WORK PERFORMED. THIS FIGURE WAS DEVELOPED BY ASCERTAINING THE HOURLY RATE WHICH WOULD BE REASONABLE FOR EACH OF THE REPARATIVE WORK SLOTS. THE RATES RANGED FROM THE MINIMUM WAGE OF \$3.35 TO \$9.00 PER HOUR. THE HOURLY RATE X 400 HOURS GIVES AN APPROXIMATION OF THE MARKET VALUE OF THE WORK OF A GIVEN VOLUNTEER.

IN ADDITION TO THIS MEASURABLE EVIDENCE OF VALUE, THE ENTHUSIASM OF THE AGENCIES FOR THE WORK PERFORMANCE OF THEIR RESPECTIVE VOLUNTEERS WAS IMPRESSIVE. ALL OF THE AGENCIES PARTICIPATING IN THE PROGRAM LAMENTED ITS TERMINATION AND STRONGLY URGED ITS CONTINUATION. UPON LEARNING THAT A MAJOR REASON THAT REPARATIVE WORK AT FCIFW WOULD NOT BE CONTINUED BEYOND THE STUDY WAS FINANCIAL LIMITATIONS, SEVERAL OF THE AGENCIES OFFERED TO CONTRIBUTE TO THE FUNDING OF A CONTINUING PROGRAM.

OBJECTIVE 4. ASCERTAIN THE RISK TO THE COMMUNITY OF NEW OFFENSES COMMITTED BY VOLUNTEERS IN THE PROGRAM.

AS THIS PROGRAM WAS CONDUCTED THE COMMUNITY WAS RISK FREE. THERE WERE NO LAW VIOLATIONS OR EVEN ANY SERIOUS SUPERVISORY PROBLEMS PRESENTED BY ANY OF THE VOLUNTEERS.

OBJECTIVE 5. ASSESS THE RISK OF THE PROGRAM TO THE FCIFW.

THE REPARATIVE WORK PROGRAM NEITHER RESULTED IN, NOR CONTRIBUTED TO, ANY KNOWN PROBLEMS IN THE INSTITUTION, VIOLATION OF PRISON RULES OR BREACHES OF SECURITY. OBVIOUSLY, MANY CORRECTIONAL PROGRAMS PRESENT A RISK IF NOT PROPERLY MANAGED. THE MANAGEMENT OF THIS PROGRAM BY FCIFW STAFF WAS EXEMPLARY; NO UNTOWARD INCIDENTS OCCURRED.

OBJECTIVE 6. DETERMINE THE WILLINGNESS OF QUALIFYING INMATES TO VOLUNTEER AND THE OPTIMUM NUMBER OF VOLUNTEERS TO PARTICIPATE.

IT HAS BEEN CLEARLY ESTABLISHED THAT INMATES WILL VOLUNTEER FOR REPARATIVE WORK. THIS HAS BEEN DEMONSTRATED IN BOTH PHASE I AND PHASE II.

LESS CLEAR IS THE OPTIMAL NUMBER OF PARTICIPATING VOLUNTEERS. FOR THIS STUDY THE THREE CLASSES OF 12, 10 AND 10 VOLUNTEERS RESPECTIVELY WAS QUITE SATISFACTORY. IT ENABLED CAUTIOUS DEVELOPMENT AND CAREFUL LEARNING. HOWEVER, A GREATER NUMBER WOULD BE MORE COST EFFECTIVE. THE PROGRAM COORDINATOR AT FCIFW INDICATES THAT, WERE THE PROGRAM TO CONTINUE AS A REGULAR FEATURE, HE WOULD RECOMMEND CLASSES OF 20 TO 30. THERE ARE AMPLE PLACEMENTS FOR THIS NUMBER IN THE COMMUNITY. A PRINCIPAL PROBLEM INHERENT IN LARGER CLASSES WOULD BE THE LOGISTICS OF TRAVEL.

OBJECTIVE 7. ASSESSMENT OF THE ATTITUDES OF PARTICIPATING INMATES, THE REPARATIVE WORK AGENCIES AND COMMUNITY LEADERS TOWARD THE PROGRAM.

INMATES AND COMMUNITY AGENCIES WERE ENTHUSIASTIC ABOUT THE PROGRAM. TOP ADMINISTRATIVE OFFICERS OF TARANT COUNTY AND THE CITIES OF FORT WORTH AND FOREST HILL HAVE BEEN HIGHLY SUPPORTIVE OF THE PROGRAM. THERE WAS NO OPPOSITION FROM LAW ENFORCEMENT.

AS ORIGINALLY CONCEIVED, THE CONCEPT OF REPARATIVE WORK EMBODIED A MELIORATIVE PUNISHMENT TO BE USED FOR QUALIFYING INMATES NEAR THE END OF THEIR IMPRISONMENT. IT IS DESIGNED TO CONTRIBUTE MODEST SAVINGS IN PRISON BED SPACE WHILE SIMULTANEOUSLY PROVIDING SOCIETY WITH BOTH TANGIBLE AND SYMBOLIC REPARATIONS--"JUST DESERTS"--FOR FELONIOUS OFFENSES, BUT STILL MARKEDLY RESTRICTING THE FREEDOM OF THE OFFENDER.

EACH OF THE STUDIES OF REPARATIVE WORK--PHASE I AND PHASE II--HAS DEMONSTRATED THE PLAUSIBILITY OF THE CONCEPT. IT IS ADAPTABLE TO A BASE IN COMMUNITY HALF-WAY HOUSES OR PRISONS. IN EITHER SETTING THE PARTICIPATING INMATE'S DAY TO DAY BEHAVIOR IS RESTRICTED AND CLOSELY MONITORED; HOWEVER IN THE FORMER THE INMATES HAVE A SOMEWHAT GREATER DEGREE OF FREEDOM AND PERSONAL RESPONSIBILITY (GETTING THEMSELVES TO AND FROM THEIR WORK STATIONS, FOR INSTANCE) THAN THE LATTER. AND, ALTHOUGH THE CONCEPT IS ONE OF AN ALTERNATIVE PUNISHMENT, IT IS AMENABLE TO COLLATERAL EMPHASIS WITHOUT SACRIFICE OF THE RESTRICTIVE ELEMENTS. AT FORT WORTH, FOR EXAMPLE, AN EDUCATIONAL COMPONENT WAS INTRODUCED IN THE PRE-PLACEMENT SERIES OF MOTIVATION AND INSTRUCTIONAL LECTURES REGARDING JOB PERFORMANCE.

TO REPEAT, REPARATIVE WORK IS A PLAUSIBLE CONCEPT, FEASIBLE OF IMPLEMENTATION. BUT, WORD OF CAUTION, IT IS NOT A PROGRAM TO BE WOUND UP AND THEN ALLOWED TO RUN BY ITSELF. IT HAS WORKED BECAUSE IT HAS BEEN WELL MANAGED.

INMATE VOLUNTEERS WERE CAREFULLY SCREENED. MATCHES TO WORK SLOTS WERE CAREFULLY MADE. RULES WERE CLEARLY STATED AND FIRMLY ENFORCED. LIAISON WITH PARTICIPATING AGENCIES WAS CONSCIENTIOUSLY MAINTAINED. THESE ARE THE ELEMENTS OF FEASIBILITY, AND, WHERE THEY EXIST WITHIN A SUPPORTIVE ADMINISTRATIVE FRAMEWORK, REPARATIVE WORK IS AN ALTERNATIVE PUNISHMENT WORTHY OF CONTINUING APPLICATION.

APPENDIX

APPENDIX A

FORMS USED IN PHASE II, REPARATIVE WORK STUDY.

ELIGIBILITY CRITERIA

1. MUST HAVE A PRESUMPTIVE PAROLE DATE WHICH FALLS WITHIN THE PROJECT STUDY PERIOD.
2. MUST BE FREE OF EMOTIONAL OR MENTAL DISORDERS.
3. MUST HAVE NO AFFILIATION WITH ORGANIZED CRIME.
4. MUST BE OTHERWISE CONSIDERED BY INSTITUTIONAL STAFF TO QUALIFY FOR A NORMAL COMMUNITY TREATMENT CENTER PLACEMENT.
5. ACCEPTANCE BY THE BUREAU OF PRISONS.
6. ACCEPTANCE BY THE U.S. PAROLE COMMISSION.
7. NO HISTORY OF SEXUAL OFFENSES.
8. NO HISTORY OF CHILD ABUSE.
9. NO CRIMES OF NOTORIETY.

APPLICATION - REPARATIVE WORK PROGRAM

NAME _____ REG. # _____ AGE _____ UNIT _____

I HEREBY REQUEST TO BE PLACED IN THE REPARATIVE WORK PROGRAM AND HEREBY AUTHORIZE THAT MY OFFICIAL RECORDS, OR ANY PORTION THEREOF, BE REVEALED TO PROSPECTIVE EMPLOYERS AT THEIR REQUEST, AND HEREBY EXEMPT THOSE PERSONS AND FEDERAL PRISON SYSTEM STAFF FROM ANY AND ALL LIABILITY THEREOF. I AGREE TO ABIDE BY ALL REGULATIONS OF THE REPARATIVE WORK PROGRAM.

I UNDERSTAND THAT LEAVING MY PLACE OF EMPLOYMENT WITHOUT PERMISSION FROM THE WARDEN OR HIS AUTHORIZED REPRESENTATIVE OR FAILRE TO RETURN TO THE INSTITUTION WITHIN THE TIME PRESCRIBED MY BE DEEMED AN ESCAPE FROM THE CUSTODY OF THE ATTORNEY GENERAL.

DATE _____
INMATE _____

WITNESS _____

(TO BE COMPLETED BY UNIT)

OFFENSE _____ SENTENCE _____ DATE OF SENTENCE _____

ARRIVED AT FORT WORTH _____ CUSTODY _____

DATE OF RELEASE _____ ANTICIPATED RELEASE DATE _____

GUIDELINES _____

(TO BE COMPLETED BY COORDINATOR)

NAME OF EMPLOYER/FIRM _____

ADDRESS _____ CONTACT _____ TELEPHONE _____

LOCATION OF WORK _____ TYPE OF WORK _____

DAYS PER WEEK _____ SCHEDULE OF HOURS _____

REPARATIVE WORK COORDINATOR _____ DATE _____

ASSOCIATE WARDEN-PROGRAMS _____ DATE _____

SUPERVISOR OF EDUCATION _____ DATE _____

WARDEN _____ DATE _____

UNIT MANAGER OR DESIGNEE _____ DATE _____

CONTRACT AGREEMENT

REPARATIVE WORK PROGRAM
FEDERAL CORRECTIONAL INSTITUTION
FORT WORTH, TEXAS

IF I AM ACCEPTED FOR PARTICIPATION IN THE REPARATIVE WORK PROGRAM, I WILL NOT REQUEST A FURLOUGH WHICH WILL INTERFERE WITH MY WORK PARTICIPATION. AFTER I HAVE BEEN IN THE PROGRAM FOR 160 HOURS, I MAY REQUEST A FURLOUGH. I WILL REQUEST FURLOUGHS ONLY ON MY OFF-DAYS (SATURDAY, SUNDAY). IF A 36 HOUR FURLOUGH IS REQUESTED OR IN CASE OF EMERGENCY (INTERPRETED AS A DEATH IN THE FAMILY OR CRITICAL ILLNESS DOCUMENTED BY EITHER A PHYSICIAN OR HOSPITAL PERSONNEL), I WILL NOTIFY THE PROJECT COORDINATOR AND PETITION MY EMPLOYER. I UNDERSTAND THAT THE COORDINATOR AND/OR THE EMPLOYER HAVE THE RIGHT TO DENY MY REQUEST.

INMATE SIGNATURE

REG #

DATE

I UNDERSTAND THAT I WILL BE ALLOWED TO HAVE \$2.00 IN CHANGE IN MY POSSESSION EACH DAY. I ALSO UNDERSTAND THAT I MAY REQUEST A SACK LUNCH TO BE PREPARED BY FOOD SERVICES.

INMATE SIGNATURE

REG #

DATE

REPARATIVE WORK COORDINATOR

DATE

APPLICATION FOR VOLUNTARY REPARATIVE WORK PROJECT

I _____ WISH TO BE
(PRINT FULL NAME) (REGISTRATION NUMBER)

CONSIDERED FOR THE UNITED STATES PAROLE COMMISSION/BUREAU OF PRISONS' EXPERIMENTAL REPARATIVE WORK PROJECT WHICH IS TO BE CONDUCTED BY THE NATIONAL OFFICE FOR SOCIAL RESPONSIBILITY . IF MY APPLICATION IS ACCEPTED BY THE BUREAU OF PRISONS, THE UNITED STATES PAROLE COMMISSION AND THE NATIONAL OFFICE FOR SOCIAL RESPONSIBILITY, I AGREE TO CONTRIBUTE 400 HOURS OF UNCOMPESATED REPARATIVE WORK. I UNDERSTAND THAT THE WORK MUST BE PERFORMED WHILE I AM AN INMATE OF FCI, FORT WORTH, AND THAT FAILURE TO ABIDE BY THE RULES AND THE CONDITIONS OF THE REPARATIVE WORK PROJECT, AS STATED ON THE ATTACHED FORM, MAY RESULT IN MY BEING REMOVED FROM THE PROGRAM AND/OR RESCISSION OF MY PRESUMPTIVE PAROLE DATE BY THE UNITED STATES PAROLE COMMISSION. I UNDERSTAND THAT MY PRESUMPTIVE PAROLE DATE WILL BE ADVANCED BY TWO MONTHS PROVIDED THAT I SATISFACTORILY COMPLETE 400 HOURS OF REPARATIVE WORK. SINCE THE REPARATIVE WORK PROJECT WILL BE DEVELOPED BY THE NATIONAL OFFICE FOR SOCIAL RESPONSIBILITY, I AGREE TO ALLOW ACCESS TO MY PAROLE FILE, MEDICAL RECORDS, OTHER BUREAU OF PRISONS FILES, BY EMPLOYEES OF THE NATIONAL OFFICE FOR SOCIAL RESPONSIBILITY. I FURTHER UNDERSTAND THAT MY PLACEMENT IN A REPARATIVE WORK ASSIGNMENT WILL BE DEPENDENT IN PART UPON THE NUMBER OF REPARATIVE WORK POSITIONS WHICH NOSR HAS AVAILABLE. I UNDERSTAND THAT PLACEMENT IN THIS PROGRAM IS NOT DEPENDENT UPON SPECIAL SKILLS, BUT I DO HAVE THE FOLLOWING SPECIAL SKILLS WHICH MAY BE WORTHY OF CONSIDERATION IN MY PLACEMENT:

DATE

SIGNATURE

CASE MANAGER

I KNOW THE FOLLOWING LANGUAGES:

	SPEAK	READ	WRITE
ENGLISH	_____	_____	_____
SPANISH	_____	_____	_____
OTHER	_____	_____	_____

7/3/86

United States Department of Justice
Federal Correctional Institution
Fort Worth, Texas

REPARATIVE WORK PROGRAM RULES AND REGULATIONS

I agree as a participant in the Reparative Work Program to obey the following rules and regulations:

1. Immediately notify the Reparative Work Coordinator (or, if unavailable, the Supervisor of Education) of any circumstances which might prevent compliance with the regulations. The institution phone number is (817)535-2111, the Coordinator's extension is 202 or 190.
2. Depart and re-enter the institution according to the established procedures and time. I understand that Custodial will not wake me for work. It is my responsibility to be punctual.
3. I understand that I am responsible for notifying the Coordinator and my employer if I am unable to attend my assignment for any reason.
4. No changes in transportation, work schedule, or place of employment may be made except through the Coordinator. Driving an automobile, or any other motor vehicle on any public street or highway is not permitted without specific written permission from the Coordinator. Purchase of or investment in an automobile is not permitted.
5. Remain at the designated place of employment during the hours specified, except when officially instructed otherwise. Unauthorized shopping or eating in restaurants is not permitted.
6. Arrangements for lunches and meals must be made with the Coordinator and be strictly adhered to. Any changes must have prior approval of the Coordinator. No food of any kind may be brought into the institution.
7. Purchase, possession, or use of alcohol (intoxicants) and/or drugs is not permitted. I understand that I am subject to complete searches, including body cavity searches, urinalysis, and breathalyzer examinations at any time while in the program.
8. Sexual activity of any kind is not permitted.
9. Enter into no contracts, personal or otherwise, except those required by employment conditions and approved by the Coordinator.

- 10. The borrowing or lending of money among co-workers is not permitted. I understand that I will be allowed daily withdrawals from my account of a maximum of \$2.00 per day.
- 11. Working hours are limited to a maximum of 40 hours per week (Monday through Friday, 8:00 am - 5:00 pm).
- 12. In the event of an on-the-job accident, any claims arising will be a matter between employee and employer; the Federal Government assumes no responsibility for the injury, but may provide medical treatment while I remain in the custody of the Attorney General.
- 13. I realize that I may be removed from the Reparative Work Program at any time for any violation. Any incident report will cause me to be placed on "hold" status until the report is resolved.
- 14. To withdraw from the program for any reason, I understand that I must consult with the Coordinator prior to any other action.
- 15. Telephone calls and contact with family and visitors will not be permitted.
- 16. Participation in this program is not for the purpose of establishment of release plans in the local area for purpose of parole supervision and relocation.

READ THE FOLLOWING BEFORE SIGNING:

In accordance with the Work Release Law, you are subject to prosecution for escape for failure to return to the institution within the time limits authorized when you check out. You may be granted extensions of your check-in time if circumstances warrant. It is your responsibility to notify the institution should an emergency arise which would make it impossible for you to return on time. Otherwise, you will be regarded as being on escape status.

It is a violation of the law to introduce or attempt to introduce into this institution or it's grounds, or to take or to attempt to take or send from this institution, any article without the knowledge and consent of the Warden, or his duly authorized representative. Violators are subject to criminal prosecution and prison sentences under Title 13, United States Code.

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Inmate Signature	Reparative Work Coordinator

-----	-----
Date	Date

Registration #

TIME SHEET

Name of Worker _____

Week Five

5

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

I certify that _____
worked a total of _____ hours during the
week of _____.

WORK SITE: _____

Signature: _____
Work Site Supervisor

Week Four

4

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

I certify that _____
worked a total of _____ hours during the
week of _____.

WORK SITE: _____

Signature: _____
Work Site Supervisor

Week Three

3

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

I certify that _____
worked a total of _____ hours during the
week of _____.

WORK SITE: _____

Signature: _____
Work Site Supervisor

Week Two

2

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

I certify that _____
worked a total of _____ hours during the
week of _____.

WORK SITE: _____

Signature: _____
Work Site Supervisor

Week One

1

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

I certify that _____
worked a total of _____ hours during the
week of _____.

WORK SITE: _____

Signature: _____
Work Site Supervisor

Name of Worker _____

Week Five

5

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

I certify that _____
worked a total of _____ hours during the
week of _____.

WORK SITE: _____

Signature: _____
Work Site Supervisor

Week Four

4

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

I certify that _____
worked a total of _____ hours during the
week of _____.

WORK SITE: _____

Signature: _____
Work Site Supervisor

Week Three

3

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

I certify that _____
worked a total of _____ hours during the
week of _____.

WORK SITE: _____

Signature: _____
Work Site Supervisor

Week Two

2

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

I certify that _____
worked a total of _____ hours during the
week of _____.

WORK SITE: _____

Signature: _____
Work Site Supervisor

Week One

1

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

I certify that _____
worked a total of _____ hours during the
week of _____.

WORK SITE: _____

Signature: _____
Work Site Supervisor

Name of Worker _____

Week Five

5

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

I certify that _____
worked a total of _____ hours during the
week of _____.

WORK SITE:

Signature: _____
Work Site Supervisor

Week Four

4

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

I certify that _____
worked a total of _____ hours during the
week of _____.

WORK SITE:

Signature: _____
Work Site Supervisor

Week Three

3

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

I certify that _____
worked a total of _____ hours during the
week of _____.

WORK SITE:

Signature: _____
Work Site Supervisor

Week Two

2

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

I certify that _____
worked a total of _____ hours during the
week of _____.

WORK SITE:

Signature: _____
Work Site Supervisor

Week One

1

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

I certify that _____
worked a total of _____ hours during the
week of _____.

WORK SITE:

Signature: _____
Work Site Supervisor

Name of Worker _____

Week Ten

10

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

I certify that _____
worked a total of _____ hours during the
week of _____.

WORK SITE: _____

Signature: _____
Work Site Supervisor

Week Nine

9

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

I certify that _____
worked a total of _____ hours during the
week of _____.

WORK SITE: _____

Signature: _____
Work Site Supervisor

Week Eight

8

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

I certify that _____
worked a total of _____ hours during the
week of _____.

WORK SITE: _____

Signature: _____
Work Site Supervisor

Week Seven

7

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

I certify that _____
worked a total of _____ hours during the
week of _____.

WORK SITE: _____

Signature: _____
Work Site Supervisor

Week Six

6

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

I certify that _____
worked a total of _____ hours during the
week of _____.

WORK SITE: _____

Signature: _____
Work Site Supervisor

Name of Worker _____

Week Ten

10

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

WORK SITE: _____

I certify that _____
worked a total of _____ hours during the
week of _____.

Signature: _____
Work Site Supervisor

Week Nine

9

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

WORK SITE: _____

I certify that _____
worked a total of _____ hours during the
week of _____.

Signature: _____
Work Site Supervisor

Week Eight

8

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

WORK SITE: _____

I certify that _____
worked a total of _____ hours during the
week of _____.

Signature: _____
Work Site Supervisor

Week Seven

7

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

WORK SITE: _____

I certify that _____
worked a total of _____ hours during the
week of _____.

Signature: _____
Work Site Supervisor

Week Six

6

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

WORK SITE: _____

I certify that _____
worked a total of _____ hours during the
week of _____.

Signature: _____
Work Site Supervisor

TIME SHEET

WORKSITE COPY
NOSR Form D

Name of Worker _____

Week Ten

10

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

I certify that _____
worked a total of _____ hours during the
week of _____.

WORK SITE: _____

Signature: _____
Work Site Supervisor

Week Nine

9

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

I certify that _____
worked a total of _____ hours during the
week of _____.

WORK SITE: _____

Signature: _____
Work Site Supervisor

Week Eight

8

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

I certify that _____
worked a total of _____ hours during the
week of _____.

WORK SITE: _____

Signature: _____
Work Site Supervisor

Week Seven

7

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

I certify that _____
worked a total of _____ hours during the
week of _____.

WORK SITE: _____

Signature: _____
Work Site Supervisor

Week Six

6

DATE:

MON	TUE	WED	THU	FRI	SAT	SUN

HOURS WORKED:

I certify that _____
worked a total of _____ hours during the
week of _____.

WORK SITE: _____

Signature: _____
Work Site Supervisor

REPARATIVE WORK PROJECT
AGENCY CONFIDENTIALITY STATEMENT

THIS IS TO ACKNOWLEDGE THAT I HAVE AGREED TO MAINTAIN IN STRICTEST CONFIDENCE THE INFORMATION PROVIDED TO ME CONCERNING INDIVIDUALS PARTICIPATING IN THE NOSR REPARATIVE WORK PROJECT, THE INFORMATION PROVIDED TO ME BY NOSR OR BY THE FEDERAL CORRECTION INSTITUTION, FORT WORTH, HAS BEEN PROVIDED ONLY FOR THE PURPOSE OF THE REPARATIVE WORK STUDY AND WILL NOT BE RELEASED OR UTILIZED FOR ANY OTHER PURPOSE.

(NAME)

(AGENCY)

(DATE)

APPENDIX B

PRINCIPLES OF REPARATIVE WORKSITE DEVELOPMENT AND "DO'S
AND DON'TS OF REPARATIVE WORK MANAGEMENT," (FROM PHASE I REPORT).

MAKING PLACEMENTS

1. PLACEMENT PRINCIPLES

GREAT CARE IN MAKING VOLUNTEER-WORKSITE MATCHES WAS CONSIDERED TO BE CRITICAL. THE GUIDING PRINCIPLES FOR MAKING MATCHES WERE:

- A. ANY WORKER IS LIKELY TO OFFER HIS/HER BEST EFFORT WHERE THE WORK IS SATISFYING;
- B. IT IS WASTEFUL TO ASSIGN A PERSON OF SPECIAL SKILLS TO AN UNRELATED TASK; THE WORKER SHOULD BE PLACED WHERE THE GREATEST CONTRIBUTION AND JOB SATISFACTION CAN BE REALIZED;
- C. WHERE THERE IS A JOB SATISFACTION SUPERVISORY PROBLEMS ARE MINIMIZED;
- D. INSOFAR AS POSSIBLE, SPECIAL WORK SITES SHOULD BE SOUGHT FOR VOLUNTEERS WITH SPECIAL CAPABILITIES;
- E. ONCE A PLACEMENT IS MADE IT WILL BE CHANGED ONLY IN THE RAREST OF CIRCUMSTANCES.

2. BASIC PLACEMENT INFORMATION ABOUT VOLUNTEERS

NOSR SOUGHT TO HAVE AS MUCH INFORMATION ABOUT A VOLUNTEER AS POSSIBLE, INCLUDING SKILLS, WORK HISTORY, EDUCATION LEVEL, SPECIAL TRAINING RECEIVED IN OR OUT OF PRISON, QUALITY OF RELATIONSHIPS WITH STAFF AND INMATES IN PRISON, FAMILY SITUATION, PERSONAL APPEARANCE, HEALTH, LEISURE TIME INTERESTS, LANGUAGE SKILLS, DRIVER'S LICENSE, AGE, MILITARY AND OFFENSE HISTORY. THIS INFORMATION CAN GENERALLY BE GLEANED FROM THE PRISON RECORD AND PAROLE FILE. WHEN THERE IS

INSUFFICIENT INFORMATION IT IS APPROPRIATE TO CONTACT THE PRISON CASE MANAGER. (PRISON CASE MANAGERS CAN BE HARD TO REACH BECAUSE OF BUSY PRISON SWITCHBOARDS, IRREGULAR SCHEDULES AND OTHER INTERNAL FACTORS.) SOME OF THIS INFORMATION IS OF A CONFIDENTIAL NATURE AND THE MATCH-MAKER MUST BE CAREFUL NOT TO DISCLOSE IT, BUT THE MORE INFORMATION THE MATCH-MAKER HAS AT HAND THE BETTER "FEEL" IS HAD OF THE CASE.

3. INFORMATION ABOUT WORKSITES

WITH THE ABOVE INFORMATION IN MIND THE CATALOG OF WORK SITES IN THE PERTINENT CITY WAS SCANNED FOR POTENTIAL MATCHES. THE MATCH-MAKER SHOULD HAVE AS THOROUGH AN UNDERSTANDING OF THE EXPECTATIONS, POTENTIAL AND UNIQUE QUALITIES OF WORK SITES AS POSSIBLE. IN SOME INSTANCES WHERE NO SATISFACTORY PLACEMENT APPEARED, AN APPROPRIATE SITE WAS SPECIFICALLY DEVELOPED.

4. AGENCY CONTACT

WHEN A LIKELY MATCH IS DETERMINED THE AGENCY IS CONTACTED BY TELEPHONE AND A PRESENTATION OF INFORMATION ABOUT THE POTENTIAL VOLUNTEER IS MADE. IT IS IMPORTANT TO BE FULLY HONEST IN THIS CONTACT. THE VOLUNTEER SHOULD NEVER BE "OVER-SOLD." IN MOST INSTANCES THE REFERRAL WAS ACCEPTED.

5. FORMAL NOTICE

ONCE THE PLACEMENT IS AGREED UPON BY NOSR AND THE WORK AGENCY, NOSR

GETS FORMAL APPROVAL OF THE PAROLE COMMISSION AND SENDS OUT A NOTICE OF THE PLACEMENT AND THE PLACEMENT DATE TO THE INMATE, THE INSTITUTIONAL CASE MANAGER, THE CPM, THE WORK AGENCY AND THE CTC. A FORM LETTER IS USED WHICH ASSURES THAT EACH OF THESE PERSONS KNOWS THE NAME, ADDRESS AND PHONE NUMBER OF EACH OTHER.

6. FOLLOW UP

AFTER THE VOLUNTEER HAS BEEN ON THE JOB FOR TWO OR THREE DAYS NOSR MADE A COURTESY CALL TO THE AGENCY TO ASCERTAIN THAT THE PLACEMENT WAS EFFECTIVE AND IN PROGRESS. THIS CALL MUST BE MADE IN SUCH A WAY THAT IT DOES NOT INFRINGE UPON, OR USURP THE AUTHORITY OF, THE CTC WHOSE RESPONSIBILITY IT IS TO MAINTAIN LIAISON WITH THE AGENCY REGARDING THE VOLUNTEER'S PERFORMANCE.

DO'S AND DON'TS FOR REPARATIVE WORK MANAGEMENT

PREPARED BY
NATIONAL OFFICE FOR SOCIAL RESPONSIBILITY
UNDER NIJ GRANT No. 84-IJ-CX-0081

6/4/86

IN THE COURSE OF DEVELOPING AND IMPLEMENTING THE REPARATIVE WORK PROJECT NOSR MADE CONTACT WITH REPRESENTATIVES OF OVER 300 COMMUNITY VOLUNTEER AGENCIES AND LOCAL UNITS OF GOVERNMENT, RECRUITING SITES FOR INMATE VOLUNTEER WORK. FROM THESE CONTACTS THERE RESULTED COMMITMENTS FROM 92 AGENCIES TO PARTICIPATE IN THE PROGRAM. SINCE SOME AGENCIES LISTED MORE THAN ONE "SLOT" THERE WERE MORE POTENTIAL PLACEMENTS THAN AGENCIES. (THE RANGE OF POTENTIAL SLOTS PER AGENCY WAS FROM ONE TO, "WE WILL TAKE ALL OF THE REFERRALS YOU CAN SEND TO US",) THE AGENCIES WERE ASKED TO DESCRIBE THE WORK TO BE PERFORMED IN EACH SLOT ALONG WITH MINIMUM QUALIFICATIONS SUCH AS BI-LINGUAL CAPABILITY, TYPING SKILLS, COMPUTER EXPERIENCE, ETC. IT WAS CLEARLY AGREED THAT NOSR WOULD CAREFULLY MATCH VOLUNTEER CAPABILITY WITH AGENCY NEED. BECAUSE OF THE VARIETY OF AGENCY NEEDS AND TOTAL NUMBER OF SLOTS NOT EVERY POSITION COULD BE USED; ON THE OTHER HAND, SOME POSITIONS WERE FILLED REPEATEDLY. LEARNING HOW TO PROPERLY MEET AGENCY NEEDS AND SUSTAIN AGENCY INTEREST ^{WAS} ~~WAS~~ IMPORTANT, IF UNDERLYING, PRODUCTS OF THIS STUDY. THE RESULTS HAVE APPLICABILITY TO EXTENDING THE CASE OF REPARATIVE WORK AS AN ADJUNCT OF A CORRECTIONAL SYSTEM.

WHILE SUCH PRACTICALITIES MAY SEEM RATHER OBVIOUS THEIR IMPLEMENTATION IS NOT AUTOMATIC. MANAGEMENT MUST DILIGENTLY ASSURE THEIR USE. ACCORDINGLY, CERTAIN "RULES OF THE ROAD" ARE OUTLINED AS GUIDANCE IN REPARATIVE WORK PROGRAMMING. THEY DEAL WITH ADMINISTRATIVE REQUIREMENTS, WORK SITE DEVELOPMENT, MAINTENANCE OF WORK SITE INTEREST, THE ROLE OF THE HALF WAY HOUSE, MAKING MATCHES, AND SUPERVISION.

ADMINISTRATIVE REQUIREMENTS

ADMINISTRATIVE TALENT IS A RELATIVELY SCARCE ITEM. ITS QUALITY AND AVAILABILITY ARE CRUCIAL TO EVEN SO MODEST A PROGRAM AS REPARATIVE WORK AS WITH ANY OTHER HUMAN ORGANIZATION. WHILE GENERAL ADMINISTRATIVE PRINCIPLES PREVAIL, THE FOLLOWING CONSIDERATIONS MERIT SPECIAL EMPHASIS IN THE ADAPTATION OF REPARATIVE WORK TO STATE CORRECTIONAL SYSTEMS.

1. THE SPONSORING/COLLABORATING ORGANIZATIONS (DEPARTMENT OF CORRECTIONS, PAROLE AUTHORITY) MUST BE COMMITTED TO THE PROGRAM AND TO COOPERATION WITH ONE ANOTHER.
2. THE PROGRAM SHOULD BE MODESTLY INITIATED IN A FEW TEST SITES AND THEN EXPANDED.
3. THE DESIGNATED PROGRAM MANAGER MUST BELIEVE IN THE CONCEPT AND BE DILIGENT IN ITS IMPLEMENTATION. THE MANAGEMENT OF A PILOT PROGRAM MAY NOT REQUIRE FULL-TIME ATTENTION, BUT IT REQUIRES FULL-TIME AVAILABILITY. ANY SUBORDINATE ADMINISTRATORS MUST MAINTAIN SIMILAR COMMITMENT.

WORK SITE DEVELOPMENT

POTENTIAL WORK SITES MAY BE DRAWN FROM EXPERIENCE, REFERRAL FROM OTHER SOURCES, CHAMBERS OF COMMERCE, YELLOW PAGES ETC. IN THE RECRUITMENT OF POTENTIAL SERVICE SITES THE FOLLOWING POINTS ARE OF IMPORTANCE.

1. MAKE AN APPOINTMENT IN ADVANCE FOR PERSONAL INTERVIEW WITH AN AGENCY DIRECTOR BY TELEPHONE. (SENDING A LETTER AHEAD OF A PHONE CALL MAY PREPARE THE WAY FOR THE PHONE CALL IN SOME CASES).
2. ESTABLISHING THE CREDIBILITY OF THE PRESENTER IS BASIC. IF THE AGENCY ADMINISTRATOR FINDS THE PRESENTER "BELIEVABLE" HE/SHE WILL BE MORE APT TO FIND THE PROGRAM WORTH CONSIDERATION.
3. THE PRINCIPLES OF THE PROGRAM SHOULD BE PRESENTED SUCCINCTLY, DETAILING THE RATIONALE OF A JUST DESERT, INMATE VOLUNTEERISM, CTC SUPERVISION OF THE INMATE VOLUNTEERS, THE NATURE AND DURATION OF THE SERVICE TO THE AGENCY AND "WHAT'S IN IT" FOR EACH OF THE PARTIES.
4. THE PRESENTATION MUST BE CLEAR; NO OVERSELL.
5. QUESTIONS MUST BE FORTHRIGHTLY ANSWERED; NO BLUFFING. SHOULD A QUESTION BE ASKED FOR WHICH AN ANSWER IS UNKNOWN THIS SHOULD BE ACKNOWLEDGED WITH A PROMISE TO GET THE ANSWER AND REPORT BACK PROMPTLY BY PHONE OR IN WRITING. KEEP THE PROMISE.
6. SOME VOLUNTEER AGENCY MANAGERS HAVE AUTHORITY TO MAKE A COMMITMENT ON THE SPOT; OTHERS MUST DISCUSS THE PROGRAM WITH THE BOARD OF DIRECTORS. IT IS USUALLY REASONABLE TO INQUIRE WHEN A DECISION MIGHT BE MADE.

7. AN INFORMATIONAL KIT OF BACKGROUND MATERIALS SHOULD BE PRESENTED. DEPENDING UPON THE "FLOW" OF THE INTERVIEW THE PRESENTATION MAY BE STRUCTURED AROUND THE ELEMENTS OF THE KIT. IN ANOTHER SITUATION THE KIT MAY SIMPLY BE LEFT FOR SUBSEQUENT AGENCY USE. THE KIT SHOULD CONTAIN THE FORMS WHICH MUST BE USED BY THE AGENCY: THE JOB DESCRIPTION SHEET AND THE TIME KEEPING SHEET AND AN ASSURANCE OF CONFIDENTIALITY IF THIS IS REQUIRED. A STAMPED, ADDRESSED ENVELOPE SHOULD BE INCLUDED IN THE KIT FOR RETURN OF COMPLETED JOB DESCRIPTION SHEETS.
8. KEEP PAPER WORK MINIMAL.
9. SOME AGENCIES HAVE INQUIRED WHETHER OR NOT THEY MAY HAVE AN OPPORTUNITY TO INTERVIEW A PROPOSED VOLUNTEER. SUCH INTERVIEWS HAVE NOT PROVEN FEASIBLE UNDER THE FEDERAL STUDY.

MAINTENANCE OF WORK SITE INTEREST

1. NOT ALL AVAILABLE WORK POSITIONS WILL BE FILLED AT ONCE. AGENCIES HAVE AN UNDERSTANDABLE INTEREST IN KNOWING WHAT IS GOING ON WITH THE PROGRAM ESPECIALLY IF THEY DO NOT RECEIVE ASSIGNMENTS RIGHT AWAY. IT IS IMPORTANT TO MAINTAIN AGENCY AWARENESS OF THE PROGRAM AND ITS PROGRESS. THIS CAN BE DONE BY MAILING A PERIODIC NEWS LETTER. IN SOME INSTANCES AGENCIES MAY BE CONTACTED BY PHONE TO KEEP THE LINE OF COMMUNICATION OPEN AND TO INFORM THE AGENCY WHY NO PLACEMENTS HAD YET BEEN MADE WITH THEM.

2. VOLUNTEER WORK SITES ARE A PRECIOUS COMMODITY; IT IS IMPORTANT THAT THEY RECEIVE UNDERSTANDING, COURTESY AND RESPONSIBILITY. THIS MUST BE UNDERSTOOD AND PRACTICED BY INDIVIDUALS AT EVERY POINT ALONG THE PARTICIPATORY CHAIN.

ROLE OF THE HALF-WAY HOUSE

IN ADDITION TO PROVIDING A RESIDENCE FOR THE INMATE VOLUNTEERS, THE HALF-WAY HOUSE IS THE PRINCIPAL AGENT OF AUTHORITY SUPERVISING INMATE CONFORMITY WITH OFFICIAL EXPECTATIONS. (THE INMATE IS STILL ON PRISONER STATUS ALBEIT IN A SOMEWHAT MORE OPEN SETTING THAN A PRISON.) IT IS ESSENTIAL THAT:

1. HALF-WAY HOUSE STAFF HAVE A THOROUGH UNDERSTANDING OF THE REPARATIVE WORK PROGRAM, ITS PHILOSOPHY, PURPOSE AND EXPECTATIONS; EACH STAFF MEMBER MUST BE INDOCTRINATED WITH THESE BASICS IN FACE-TO-FACE MEETINGS AS A PART OF PROGRAM START-UP;
2. HALF-WAY HOUSE STAFF MUST BE GENUINELY RECEPTIVE AND SUPPORTIVE OF THE PROGRAM;
3. HALF-WAY HOUSE STAFF MUST CLEARLY DELINEATE TO THE INMATE VOLUNTEER THE PROGRAM RULES AND EXPECTATIONS OVER AND ABOVE NORMAL HALF WAY HOUSE REGULATIONS AT THE TIME OF THE INMATE'S ENTRANCE INTO THE FACILITY;

4. PROGRAM REGULATIONS MUST BE FIRMLY, FAIRLY AND CONSISTENTLY ENFORCED;
5. IT IS DESIRABLE THAT A HALF-WAY HOUSE STAFF MEMBER BE DESIGNATED AS THE PRINCIPAL COUNSELOR FOR REPARATIVE WORK VOLUNTEERS;
6. THE REPARATIVE WORK PROGRAM MANAGER SHOULD VISIT CTC'S FROM TIME TO TIME TO HELP MAINTAIN ENTHUSIASM, ANSWER QUESTIONS AND INDOCTRINATE NEW COUNSELORS WHEN STAFF CHANGES HAVE OCCURRED;
7. THE COUNSELOR SHOULD TAKE THE VOLUNTEER FOR THE INTRODUCTORY CONTACT WITH HIS/HER WORK SUPERVISOR AT THE VOLUNTEER AGENCY; REGULAR ON-GOING TRANSPORTATION ARRANGEMENTS SHOULD BE MADE AT THE SAME TIME;
8. THE COUNSELOR SHOULD CONTACT THE VOLUNTEER AGENCY BY TELEPHONE AT LEAST ONCE EVERY TWO WEEKS AND SHOULD "DROP IN" THE AGENCY AT LEAST TWICE DURING THE TEN WEEK PLACEMENT;
9. OPEN COMMUNICATION BETWEEN THE COUNSELOR AND THE WORK AGENCIES IS EXTREMELY IMPORTANT; THE HALF-WAY HOUSE PERSONNEL MUST BE SEEN AS COOPERATIVE AND SUPPORTIVE BY VOLUNTEER AGENCY FIGURES;
10. THE INMATE MUST PERFORM 400 HOURS OF REPARATIVE WORK IN NO LONGER TIME THAN TEN WEEKS; HOWEVER, IF LEGITIMATE WORK IS AVAILABLE THE HOURS MAY BE COMPLETED IN A SHORTER LENGTH OF TIME; WHEN THE WORK AGENCIES MAKE SPECIAL, LEGITIMATE OVERTIME

OR WEEKEND WORK REQUESTS, HALF-WAY HOUSE STAFF SHOULD MAKE REASONABLE EFFORT TO ACCOMODATE THEM;

11. THE HALF-WAY HOUSE MUST REQUIRE THE PROMPT SUBMISSION OF TIME STUBS BY THE INMATE VOLUNTEERS AND MUST MAINTAIN AN ACCURATE ACCOUNTING OF THE TIME OF SERVICE; UPON COMPLETION OF THE REQUIRED 400 HOURS THE PAROLE COMMISSION MUST BE PROMPTLY NOTIFIED;
12. BASIC WARNING: VOLUNTEER AGENCIES CAN BE LOST BY HALF-WAY HOUSE STAFF INCOMPETENCE, FAILURES TO CLARIFY POLICY, BY RUDENESS, LACK OF CONSIDERATION OR INADEQUATE COOPERATION.

MAKING "MATCHES" OF VOLUNTEERS AND WORK SITES

SUCCESSFUL MATCHES ARE A COMBINATION OF SCIENCE, INTUITION AND LUCK. A FEW AGENCIES WHICH HAVE HAD EXTENSIVE EXPERIENCE WITH OFFENDERS AND A WIDE RANGE OF WORK SLOTS MAY REQUIRE VERY MINIMAL INFORMATION ABOUT VOLUNTEER BACKGROUND OTHER THAN THEIR MOST LIKELY WORK SKILLS. MOST AGENCIES, HOWEVER, WISH TO HAVE MORE INFORMATION THAN THAT.

1. IT IS IMPORTANT THAT THE MATCH-MAKER (MM) KNOW THE INFORMATIONAL EXPECTATIONS OF EACH AGENCY. THIS AWARENESS WILL HELP ASSURE THAT THE MM HAS ALL OF THE INFORMATION NEEDED CONCERNING A VOLUNTEER AT THE TIME OF THE PLACEMENT PHONE CALL.
2. THE MM SHOULD HAVE AS MUCH INFORMATION ABOUT A VOLUNTEER AS POSSIBLE, ESPECIALLY ABOUT SKILLS, WORK HISTORY, EDUCATION

LEVEL, SPECIAL TRAINING RECEIVED IN OR OUT OF PRISON, QUALITY OF RELATIONSHIPS WITH STAFF AND OTHERS IN PRISON, FAMILY SITUATION, APPEARANCE, HEALTH, LEISURE TIME INTERESTS, LANGUAGE ABILITY, DRIVER'S LICENSE, AGE, OFFENSE HISTORY. THIS INFORMATION MUST BE GLEANED FROM THE PRISON RECORD AND PAROLE FILE. WHEN THERE IS INSUFFICIENT INFORMATION OR ELUCIDATION IS REQUIRED IT IS APPROPRIATE TO CONTACT THE PRISON CASE MANAGER, (PRISON CASE MANAGERS CAN BE HARD TO REACH BECAUSE OF BUSY PRISON SWITCHBOARDS, IRREGULAR SCHEDULES, AND OTHER INTERNAL FACTORS.)

3. AS THE MM BECOMES FAMILIAR WITH THE REQUIREMENTS OF POTENTIAL JOB SLOTS A "FEEL" WILL DEVELOP FOR THE UNIQUE ABILITIES OF SOME PLACEMENTS TO WORK WITH CERTAIN KINDS OF INMATES.
4. NO VOLUNTEER SHOULD EVER BE "OVER-SOLD," IF AN AGENCY APPEARS RELUCTANT TO TAKE AN INMATE FOR SOME REASON IT IS BETTER TO GRACIOUSLY BACK OFF AND SAVE THAT PLACEMENT FOR ANOTHER DAY.
5. THERE MAY BE LEGAL LIMITATIONS ON WHAT BACKGROUND INFORMATION CAN BE SHARED. (PORTIONS OF OFFENSE RECORD, ASPECTS OF SOCIAL HISTORY.) THE MM SHOULD BE FAMILIAR WITH THESE RESTRICTIONS.
6. IT HAS BEEN SUGGESTED THAT, SINCE REPARATIVE WORK IS A PUNISHMENT, AN INMATE SHOULD BE EXPECTED TO TAKE ANY ASSIGNMENT AND PERFORM IT ACCEPTABLY. THIS POSITION IS NOT SUPPORTABLE IN PRACTICE FOR SEVERAL REASONS:

- A. A WORKER IS LIKELY TO OFFER HIS/HER BEST EFFORT WHERE THE WORK IS SATISFYING;
 - B. IT WOULD BE A WASTE TO ASSIGN A PERSON OF SPECIAL SKILL TO SOME ROUTINE OR MENIAL TASK; THE WORKER SHOULD BE PLACED WHERE THE GREATEST CONTRIBUTION AND JOB SATISFACTION CAN BE REALIZED;
 - C. WHERE THERE IS JOB SATISFACTION SUPERVISORY PROBLEMS ARE MINIMIZED;
 - D. THERE ARE REAL NEEDS FOR ALL KINDS OF VOLUNTEER TALENT AND ABILITY: IN SO FAR AS POSSIBLE SPECIAL WORK SITES SHOULD BE SOUGHT OUT FOR VOLUNTEERS WITH SPECIAL CAPABILITIES;
7. ONCE A PLACEMENT IS MADE IT WILL BE CHANGED ONLY IN THE RAREST OF CIRCUMSTANCES;
8. A FEW DAYS AFTER A PLACEMENT IS UNDERWAY THE MM SHOULD MAKE A COURTESY PHONE CALL TO THE AGENCY TO ASCERTAIN THAT ALL IS WELL, BEING CAREFUL NOT TO USURP OR TO INFRINGE UPON THE HALF-WAY HOUSE'S SUPERVISORY ROLE;
9. AS EACH PLACEMENT IS COMPLETED A NOTE OF THANKS SHOULD BE SENT TO THE AGENCY. (NOT INFREQUENTLY A WORD OF APPRECIATION FOR THE VOLUNTEER'S SERVICE WILL BE RECEIVED FROM THE AGENCY.)

SUPERVISORY CONSIDERATIONS

IT IS THE ROLE OF THE HALF-WAY HOUSE STAFF TO SUPERVISE INMATE VOLUNTEERS EXCEPT WHEN THEY ARE ACTUALLY ON THE JOB (WHERE THEY ARE SUPERVISED BY THE AGENCY WITH BACK-UP, IF NEEDED, FROM HALF-WAY HOUSE STAFF.)

THE FOLLOWING STATEMENTS DESCRIBE IMPORTANT SUPERVISORY CONSIDERATIONS.

1. THE VOLUNTEERS ARE MORE RESTRICTED AND HAVE LESS PRIVILEGES THAN MOST REGULAR HALF-WAY HOUSE RESIDENTS. THEY MUST BE GIVEN A CLEAR UNDERSTANDING OF THIS IMMEDIATELY UPON ARRIVAL AT THE HOUSE, THEN THE RULES MUST BE FIRMLY, CONSISTENTLY ENFORCED.
2. HALF-WAY HOUSE STAFF MUST BE ASSURED THAT INMATES ARRIVE AT WORK ON TIME AND PERFORM SATISFACTORILY. THIS REQUIRES RESPONSIBLE CONTACT WITH THE VOLUNTEER AGENCY.
3. TRAVEL ARRANGEMENTS TO AND FROM WORK MUST BE REALISTICALLY MADE AND FOLLOWED THROUGH.
4. IF NOON LUNCHEES OR A LUNCH ALLOWANCE ARE REQUIRED THE REQUIREMENT MUST NOT BE DEFAULTED.
5. CRUCIAL POINT: ONCE A PLACEMENT IS MADE IT WILL BE CHANGED FOR ONLY THE MOST EXCEPTIONAL CIRCUMSTANCES. (ANYTHING LESS THAN RIGID ENFORCEMENT OF THIS RULE INVITES MANIPULATION.)

6. WHERE UNUSUAL PROBLEMS INVOLVING POLICY OCCUR THE HALF-WAY HOUSE STAFF MUST BE ABLE TO CONTACT SOMEONE WITH AUTHORITY TO CONTRIBUTE TO THE SOLUTION.

OBVIOUSLY, MUCH OF THE FOREGOING IS A REITERATION OF BASIC ADMINISTRATIVE PRACTICE/Common sense AS IT APPLIES TO A SPECIALIZED PROGRAM. UNFORTUNATELY THESE SIMPLE ELEMENTS BECOME FREQUENT CASUALTIES OF BUREAUCRATIC PROCEDURE. VIGILANCE IN THEIR APPLICATION IS THE RESPONSIBILITY OF THE REPARATIVE WORK ADMINISTRATOR AND HIS SUBORDINATES. WITHOUT SUCH VIGILANCE THE PROGRAM CAN QUICKLY COLLAPSE.