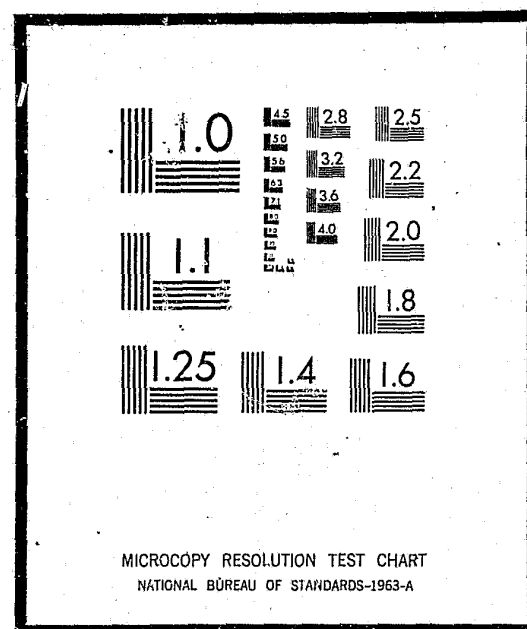


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PH-225-73-

5/14/74

FINAL EVALUATION REPORT

ON

Volunteer Services Program,

Family Court of Philadelphia - 3rd Judicial District

FOR

Governor's Justice Commission  
Philadelphia Regional Planning Council

Submitted by:

Action Planning Associates, Inc.  
610 Delaware Avenue  
Wilmington, Delaware 19801

May 13, 1974



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Project or Program Being Evaluated:

Grant Title: PH-205-73A Volunteer Services Program  
(include grant number)

Grantee: Family Court of Phila.

Brief Description: A volunteer program utilizing the varied skills  
(both project and evaluation effort)  
of interested citizens to augment the comprehensive services of  
the Court

Scheduled date of final Evaluation Report: 5/14/74

Person to contact concerning the Evaluation:

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If completed, is Evaluation Report on file with NCJRS? yes x no

Please mail completed form to:

~~Keith Miles~~  
Office of Evaluation  
LEAA-NILECJ  
Department of Justice  
Washington, D.C. 20530

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I. SUMMARY

1. The evaluation by Action Planning Associates, Inc., took place a little less than midway through the first year of the project. Most of the activities up to this point have been involved with the necessary start-up processes, such as hiring staff, establishing administrative procedures, etc., so it is premature to expect measurable results or concrete indications of success or failure. However, APA has questioned, probed, and analyzed in an attempt to provide an objective evaluation of progress to date and a prognosis for the future. The staff cooperated fully with the evaluators and underwent a thoughtful self-analysis on their own. APA wishes to extend its thanks for the courtesy and cooperation of the staff.
2. The Volunteer Services Program of the Family Court has made more progress in its brief life as a project than have many other first-year programs. There have been problems, which is to be expected; however, the Coordinator has perceived these problems early and has actively participated in their resolution. The administration is basically sound, and the staff appears to be functioning well together. It is these basic factors that underlie APA's confidence in the program's ability to reach its objectives.
3. The primary objective is the involvement of citizens in the Philadelphia Family Court process to expand the public knowledge and understanding of the administration of justice. The program has succeeded in its attempt to obtain this involvement and sensitivity to the juvenile justice system. Throughout the interviews, the volunteers commented that they were very much impressed with the individuals in the Family Court administration and that they really felt the Court staff was trying to have some positive impact on the juveniles.

Although they were still troubled by the many vestiges of the juvenile justice system, they had become aware of the caring side of the system.

4. The administration of a volunteer program can be very demanding. The program coordinator is faced with a continual recruitment process, handling a variety of personal needs of the volunteers, and generally attempting to match the needs of the program with the personal interests of the volunteers, which is extremely difficult. Each of the volunteers has a unique weekly and daily schedule which poses a scheduling problem, and if not managed properly, can turn out to be a waste of time for the volunteers and troublesome confusion for the administrator. As far as the evaluators could determine, the administration has dealt successfully with this particular problem. The evaluators were impressed, in general, with the entire process of administering the volunteer effort in the program. The staff was sensitive to the needs and interests of the volunteers and consciously tried to incorporate the volunteers into the staff activities. From the interviews with the volunteers, it was very evident that this sensitivity had paid off, in that the volunteers felt that they were doing worthwhile activities that had a decided impact and they were an integral part of the staff. This is the major difference in the volunteer program of the Family Court, as contrasted to other volunteer programs that APA has observed.

5. The Information Center has become a valuable information source to the Court personnel as well as to other agencies. A current, up-to-date information system on the community resources that are available is a tremendous asset in providing specific services to the juveniles. As the



year progresses, this resource will be expanded and the use of this service should increase, becoming even heavier than in the past five months. The Job Skills program, after some initial organizational difficulties, is starting to achieve concrete results in job placements. These placements should continue to increase through the balance of the year; and with the addition of specially skilled volunteers, the services can be expanded. The STEPS program is just on the threshold of starting to provide individualized attention to juveniles in the skill development areas. It is our expectation that this program component will come within range of meeting its goals. The recruitment of Black males from the juvenile's neighborhood may take more time than the traditional source of volunteers, but APA expects the results in the long run to justify the effort required to recruit these types of volunteers.

6. During the evaluation process, the evaluators have shared their perceptions and findings with the staff. A number of the recommendations have been instituted already, and several more are being considered. There are a number of recommendations that the evaluators are making which are contained in the appropriate areas of the project results and analysis sections. None of these recommendations involve a major expenditure of time, money, or effort. A number of these recommendations deal with the future evaluation needs of the project so as to build a credible information base that can be used by future evaluators.

7. In summary, APA feels that the Volunteer Services Program of the Family Court of Philadelphia is progressing very satisfactorily towards its

goals, and there is an excellent probability of the project's meeting the stated goals and objectives.

## II. PROJECT ACTIVITIES

### A. Original Goals and Objectives

8. The original goals and objectives of the project and the problem that the project was to alleviate can best be described by excerpting from the original proposal.

#### 1. Problem:

"The administration of justice is the concern and responsibility of all of our citizens. Court volunteer programs enable the citizen to become involved in a meaningful direct service role. In turn, the court can capitalize on a diverse array of skills in support of its services. The public is often unaware of progressive movement taking place in the justice system. By bringing citizens into the Philadelphia Family Court through a volunteer program, public knowledge and understanding of the administration of justice will be enhanced. Open participation in attaining constructive ends increases public confidence in the court system, a basic ingredient in the success of our judicial system. Goodwill is spread by volunteers who learn about the court and its goals and see firsthand the dedication of people working within it and become acquainted with the problems involved.

"Lay people, desiring to provide service, often feel that they have no opportunity to involve themselves in a service that directly affects the community at large. They may have scanty knowledge of how to offer their services or how they will be welcomed.

"The proposed Special Services Office of the Family Court provides the mechanism which will give citizens the opportunity to be part of a program that will bring help to the individual offender, assistance to Court Personnel, personal gratification to the volunteer and the potential to contribute constructively to lessening the problems of crime and delinquency in our city. The proposal has a sound experiential base in the court's past use of volunteers. The projected program, by a broad and imaginative use of volunteers, will enable Philadelphia to continue its leadership in initiating innovative treatment programs."



"In light of the costs of comprehensive court services and the magnitude of the problem, volunteer help, whether in a one-to-one service or in any of the manifold support possibilities, is a welcome contribution. Volunteers are not a substitute for trained professional staff, rather they provide a supplementary facet to treatment, otherwise unavailable. They give the Court the invaluable resource of time; the opportunity to concentrate on a necessary task for the time it takes to effect change or arrive at a solution. The Court client immediately recognizes that here, at last, is an individual prepared to demonstrate continuing concern with his problems."

2. Results Anticipated:

"Three major results are anticipated:

(1) The program, almost by definition, will involve citizens in the Philadelphia justice system. This should result in a new and healthy public relations movement, with information on services and innovations spreading throughout the community. Citizen volunteers should be able to create a new impression of the court as an institution attempting to serve the community and welcoming constructive citizen involvement. In measurable terms, the following numbers of volunteers are anticipated:

- (a) In the first year, approximately 90 one-to-one volunteers should be trained and assigned.
- (b) Thereafter, approximately 150 one-to-one volunteers should be trained and assigned yearly.
- (c) The Information Center and the Vocational Skills program operate on a different time-commitment basis. During one year, the Information Center should involve a minimum of 50 volunteers. The Vocational Skills program should involve a minimum of 25 individual volunteers and a minimum of 10 business groups.

(2) The Volunteer Program should prove beneficial to Court staff in several ways. Top examples are:

- (a) Providing concrete information on resources useful to clients, and to judges for dispositions.
- (b) Providing concrete job placement services for juveniles.
- (c) Providing volunteers to give individualized attention to selected offenders as additional treatment facets to the probation experience.

(3) The Volunteer Program should aid in prevention of delinquency and reduce recidivism. It will test the theory that personal interest in and time devoted to individual offenders provide support and motivation toward positive actions."

"One inherent measure of the success of any volunteer program is the ease of recruitment (i.e., do people seek out the volunteer position?) and commitment of time (i.e., do the volunteers stay as long as or longer than they originally promised?). Records will be kept so as to study these two parameters of success."

"One extra result anticipated is nation-wide interest in the program. As the fourth largest city in the United States, anything that happens in Philadelphia receives publicity. Organizations such as NICOVIC (National Information Center on Volunteers in Courts) and Volunteers in Probation, Inc., are two examples of organizations that would give a great deal of attention to Philadelphia's efforts at voluntarism. Publicity is certain, and the hope would be to become a 'model' for other Courts in urban settings."

B. Project Activities to Date

1. General Activities

9. At the beginning of the project, the staff had to move from the Counseling and Referral Service offices to facilities within the Family Court Building. All the normal administrative problems of starting up a program, such as brochures, letterheads, and procedures, were accomplished during the first six weeks, as well as handling the problems of getting physically organized due to the move and the resulting administrative problems of supplying change of addresses, phone services, etc. All the professional staff were hired and functioning within 60 days of the program start-up date. The entire staff then did some initial program planning, developed goal statements, and established the necessary start-up administrative processes and procedures. The staff then initiated contacts with the Court staff, made presentations on the services to be provided, and generally publicized the program throughout the Court administration. An open house was held and the Court staff invited to visit the facilities and talk to the program staff.



10. Although a few of the volunteers came with the Information Center from the Counseling and Referral Service, a major recruitment effort had to be mounted. A number of agencies were contacted and schools solicited for students in work study programs. In general, an active campaign was initiated to increase the volunteer staff. These efforts were very successful in obtaining the volunteers necessary to get the program off the ground. During the early months of the project, considerable time was spent, primarily by the Coordinator, in interviewing the potential volunteers and providing training to those volunteers selected. Although the recruitment of volunteers is an ongoing activity, this initial period of recruitment was extremely heavy. The volunteers, in general, felt that the orientation and training provided by the staff was extremely helpful in getting them started in the program. They were comfortable with the on-the-job training and support that was provided by the staff.

11. A large portion of the Coordinator's effort has been in getting the program better known, not only throughout the Court administration, but to other community agencies and to the community in general. There have been a number of news releases, radio appearances, conference participations, as well as personal visits that have been extremely useful in promoting the program. A newsletter, the "INSIDER," is distributed to all the Court staff, including the judges. This newsletter contains information on special services that are available as well as other project activities taking place. The activities of the STEPS staff in recruiting volunteers in the Black neighborhoods as well as the contacts with the business community in

Philadelphia by the Vocational Skills staff have also served as effective publicity for the program.

## 2. Information Center

12. The resource file was moved from Counseling and Referral Services over to the Family Court Building. The supervisor has been expanding this resource file, through the use of the volunteers, at approximately 100 new resources each month. A number of special projects have also been initiated to review and update the information in the file. Specific areas of interest, such as recreation, are comprehensively researched for additional resources. The probation officers have been invited to share their resources with the Information Center, and a number have done so. However, there are still a lot more of these resources known to the probation staff that could be shared with the Information Center and thereby made available to all the Court staff.

13. Along with the written response to an individual's request for information, a follow-up form was designed to obtain qualitative information on how the resource suggested worked out. To date, only a few of these follow-up forms have been returned. This is unfortunate as it could provide valuable information on the usefulness of the responses which would in turn aid in improving subsequent responses.

## 3. Vocational Skills

14. In the first months of the program, before the staff was hired, the Information Center was providing resource services to the Court on job requests. With the hiring of the supervisor for this program component, the program was



quickly inundated with job requests. The staff and the volunteers were unable to initially cope with the large number of requests and were not organized to deal effectively with the large volume of requests that were received. The Coordinator actively worked with the Vocational Skills supervisor to organize the job requests into client caseloads that have been assigned to volunteers. A crash program was initiated to eliminate the backlog of dormant cases, and a regular cycle of contacting each of the clients was established to inform each client of the status of his job request. The Court staff was apprised of the progress and remained supportive during the process.

15. The supervisor was particularly active in job development activities. A contact with the Chamber of Commerce was initiated to establish a pilot program. Although this program has been slow in getting off the ground, it appears now that this pilot program will be started up within the next several weeks. In the interim, a large number of businesses were contacted personally, as well as through a volume mailing. Consequently, in March, the component was able to make a number of placements, and even more during April. It appears that momentum is building so the rate of placements should continue increasing throughout the balance of the year.

#### 4. STEPS

16. With the hiring of the supervisor and administrative assistant, the structure of the program was thoroughly thought out and presented to the Court administration for approval. The primary objective in the recruitment of volunteers is to locate Black males from the neighborhood of the youth and to match these volunteers and youth on the basis of interest, hobbies, and skills. This is not the traditional source of volunteers, and the rate of

recruitment has been slow, although it appears it is picking up momentum as the staff becomes more experienced. Extensive field work was begun, and a number of community contacts were made. At this point, a number of volunteers have been recruited, screened, and trained, and a preliminary match made in one instance.

17. The staff has been interviewing a number of volunteers and working closely with the probation staff in trying to recruit additional juveniles for the program. Whereas the initial focus in the recruiting was just to get volunteers, this has now been changed to focus the recruiting on the specific needs of the juveniles. The staff has been involved in community conferences, establishing personal contacts with known people in communities, and generally trying to get the program better known.

#### III. EVALUATION ACTIVITIES

18. The basic process used by APA in this evaluation was intensive on-site investigation and analysis of system documentation, supplemented by interviews of program staff, volunteers, and selected Court personnel. This provided APA with sufficient data to broadly gauge the program's performance and to recommend ways in which performance could be enhanced in the subsequent action year.

19. The purpose of this evaluation was to obtain information which would permit a preliminary assessment of the program's performance and to establish a set of criteria which could be used to evaluate the program at the end of the next funding year. From this perspective, we developed an evaluation design which would allow us to acquire a maximum of information and to evaluate that



information in light of the program plan, on the assumption that prompt feedback would be valuable to the program staff and assist it in improving performance. Since our emphasis was appropriately on performance rather than impact (which would obviously be minimal given the brief period of operation), we set out to:

- a) construct a profile of the personnel and clientele of the various components of the program, and, where appropriate, to compare these profiles to determine if the staff differed from the clientele in any significant ways;
- b) determine the time lag between intake into the Vocational Skills component and the provision of each unit of service;
- c) determine the turnaround time for the Information Center to respond to requests for assistance;
- d) determine the efficacy of the matches between volunteers and clientele in the STEPS component; and
- e) compare the characteristics of the volunteers to those of the city population, to discover whether the program is involving the general community or certain limited segments of that community.

20. In our original proposal, we had also proposed using the individual client "contracts" as a standard against which to measure performance. After becoming more familiar with the program, this no longer seemed feasible as contracts were to be written for only those clients involved in the STEPS component which is currently still in the start-up phase and has consequently

not begun to provide service. To partially circumvent this limitation during this particular evaluation, we instead interviewed several clients of the Vocational Skills component and attended one of the staff training sessions of the STEPS component. APA believes this and other techniques discussed above have provided a reasonably good basis for evaluating the program's performance at this early stage of operation. However, APA also feels that more precise alternative methods for determining the level of performance can and should be devised prior to the next evaluation so that the necessary data can be collected and stored over the course of the year. Recommendations on how this can be accomplished will be discussed in a subsequent section of this report.

21. The evaluation activities were carried out more or less simultaneously as a result of the time constraints placed on us by the contract. One unfortunate consequence of this was an inability to explore the proposed evaluation methodology with the staff of the Special Services Office. This then meant that some of the recommendations might be of limited utility or require some modification before implementation, and so are advanced tentatively. Despite this caveat, we expect most will prove valuable and can be implemented with little or no modification.

22. With respect to the data routinely collected by the Special Services Office, APA was quite pleased with its completeness and accuracy. In the course of our evaluation, we did identify several lacunae in the program's information system and have proposed methods for collecting the necessary data. These are discussed below in the sections dealing with the analysis



of components. But in general, we found the files of the program to be a valuable source of data. As a result, we were able to make extensive use of them and were able to move in directions not anticipated in our proposal. Specifically, the files allowed us to examine response time on requests, the response of various offices of the Court to the service available under the auspices of the program, and flow of clients through the Vocational Skills component. In addition, we were able to interview a number of clients in the Vocational Skills component, and because of the director's cooperation, visit and talk with several employers. Through these techniques, which were not included in the proposal, APA feels it was able to obtain more complete knowledge of the workings of the program than would normally have been the case in such a short period of time. Much of this was possible because of the excellent cooperation by the program's staff and the records they maintained.

23. Throughout the evaluation period, APA has tried to provide feedback to the staff and to compare our preliminary findings to the staff's perception of the program's performance. In addition, at the request of the staff, we have set aside a half-day to discuss this report with the Special Services Office staff. APA feels this is a valid request and is pleased to comply.

#### IV. RESULTS AND ANALYSIS

##### A. Administration

24. The initial planning and organization by the Coordinator appears to have been well conceived and followed up. In comparison to other first-year

programs, the initial start-up problems have been less than what might be expected. The staff appears to be functioning well together with good interaction. A weekly staff meeting is held at which problems are shared and activity progress reported on. The staff has been very sensitive to the needs and interests of the volunteers and is well characterized by a recent event where buttons were distributed with the letters "VIP," meaning Volunteers - Important People. This concept has been basic in the relationship between the staff and volunteers as explained by the Coordinator and was substantiated in the interviews with the volunteers who expressed a feeling of being part of the staff.

25. There is a real sensitivity on the part of the staff to public relations and promotion. This has paid off in making the program better known. The evaluators would hope that the staff does not slack off in these activities, that it remain an integral part of their responsibilities. The "INSIDER" is an excellent public relations communication device, which has been verified in our conversations with the Court personnel as well as in unsolicited comments received by the program from judges as well as other Court staff. Nevertheless, it is suggested that additional meetings, presentations, and primarily personal contacts be made with the Court staff. Further, it is suggested that the staff use the information from the Court staff usage chart in the attachments as the basis for tailoring presentations to selected areas of the Court staff. One particular area in which publicity could be beneficial is in explaining the STEPS concept, as there appeared from our interviews to be some confusion on the part of a few of the probation officers of the nonemotional skill development objectives of the STEPS programs and the Big Brothers concept.



26. The Coordinator is currently undertaking recruitment of summer volunteers as well as doing some interviewing of volunteers for the fall. Public relations activities with other community agencies and other social action groups in the city are being expanded. The Coordinator will be doing some planning and reorganizing over the summer months in preparation for the fall program. She is planning to attend several conferences in the fall as well as to write several articles for publication. It is the evaluator's opinion that a large measure of the program success to date has been due to the administrative and promotional talents of the Coordinator.

27. The monthly reports issued by the Coordinator were succinct and descriptive in the narrative sections of the report. However, the statistics on the first page were somewhat confusing. Attached is a suggested revision to this cover sheet which should minimize the confusion by identifying the changes in the numbers of volunteers and the increase or decrease in the number of the volunteers as well as the total number of volunteer hours. The Coordinator has been trained in Management-by-Objectives concepts, so it was suggested to her that the report might be structured along these conceptual lines. For example, progress against the yearly objectives, progress on last month's plan, problems and recommended solutions to these problems, and plans for next month would be reported on monthly. It was also recommended that the Coordinator use this format in working with her management staff to facilitate the reporting of planning activities and the follow-up actions necessary to support these plans.

28. The Information Center is well managed and functioning according to plan. The volunteer staff was recruited quickly and has been maintained at a level sufficient to handle the request load. The volunteers have been given assignments that are progressively more difficult while a standard of ten days for turnaround on request has been established. The attached chart portrays the average turnaround as having been less than that standard on all requests, but fluctuates above and below that standard on important requests. Although some of the requests have experienced delays, this has been due to delays in receiving information from the agencies contacted, according to the staff's analysis.

29. The supervisor, recognizing that there were a large number of tutoring requests, contacted a number of the schools in the area and was able to initiate an understanding with Temple University to start a remedial reading tutorial program in the fall. This will be publicized to the probation staff, and the Information Center supervisor will coordinate the program. In addition, several volunteers will be sent to Planned Parenthood for specific family counseling training. These volunteers will then be available to the Court staff to do special counseling. Another project modification under consideration is the possibility of computerization of the resources file on a city-wide basis. This project would be spearheaded by the Information Center staff.

30. The Vocational Skills program was inundated with job requests, which complicated the administration of that component at the beginning. The Coordinator has worked closely with the supervisor in organizing and



establishing the administrative process for this component, and the results are starting to show. A deliberate effort is now being made to recruit volunteers who are skilled in vocational guidance or vocational education. Hopefully, these efforts at recruitment will pay off in terms of volunteers for the summer. The establishment of the caseload concept in administering the job applicants and a regular communication process with Court personnel should keep the probation officers informed of the status of the job requests of their clients. More involvement by the probation officers and possible assistance of the Court psychological staff should help ascertain the motivational level of the clients, which has been troublesome, and to provide insights as to how best to meet the needs of the clients.

31. The job development activities are planned to be increased through the rest of the project year. A basic plan of attack is being developed that will deal differently with large companies than with small companies, as well as with training programs in the community. There is the recognition that each of these categories requires different skills and different approaches in the job development activities.

32. The STEPS program has been very carefully planned. Realizing that they were breaking new ground in seeking the Black male volunteers from the youth's neighborhood, the staff has prepared a number of alternative approaches. The progress on the program has been deliberately slow and controlled, which in the evaluator's mind makes a lot of sense. Now that some success has been achieved in recruiting volunteers and a number of youth volunteering for the

program services, the momentum of the program can be increased. In general, the evaluator was very much impressed with the thoroughness in the planning process and the internal self-evaluation of progress.

33. The success of a program is contributed to in great measure by the abilities of the secretarial staff. The program is fortunate in having an excellent person, Mary Hampton, as its secretary. There have been a number of special projects that have been undertaken by the secretary which have contributed to the overall efficiency of the program. The responsibility for recruiting clerical volunteers is the secretary's, as well as supervising and evaluating the activities of the clerical volunteers. In addition, many of the program statistics are maintained by the secretary in a very accessible and usable form. The secretary ably prepares a number of reports to the Court administration that normally would have to be prepared by the Coordinator. She is involved in all staff meetings and is treated as a professional member of the staff and responds accordingly.

#### B. STEPS

34. The program is starting to pick up momentum in the recruitment of volunteers after having experienced some initial problems in the recruitment area. A number of contacts have been made in Black neighborhoods, community meetings attended, presentations made, and, in general, an attempt made to have the program better understood by the community. Through this process, the number of volunteers have increased during the past month, and the total to date is 15. Of these 15, 11 have been trained and one pre-match has been



made. The original goal of 90 one-to-one volunteers by the end of the project year may be a little optimistic. However, it is the evaluator's opinion that at the current rate of recruitment, this component should be within reach of achieving its goal.

35. There has been an unexpected bonus in the recruitment of volunteers. Over half of the volunteers have been through the juvenile justice process themselves. This should enable the volunteers to establish credibility with the juveniles more easily and promote a more easily identifiable role figure. In addition, these volunteers represent an excellent resource to other volunteers in helping them relate to their juveniles. STEPS, according to current plans, will periodically get all the volunteers together to share experiences and problems, which should facilitate this process. It is suggested that one or more volunteers be present at the initial training session for new volunteers. The anxieties of the new volunteers could be dealt with openly by the experienced volunteers and alleviated by knowing of this resource.

36. The staff has recruited six juvenile clients and one potential client to date. It is suggested that many more personal contacts and meetings be held with the probation staff to increase the number of potential clients for this program. Due to the counseling relationship of the probation officer to the juvenile, the STEPS program may appear initially to be overlapping and potentially threatening. Only through working closely with the probation staff will these concerns be resolved. These comments are based upon the interviews with the probation officers. Even though in the evaluator's mind

the promotion of the STEPS program has been thorough and extensive, there still appears to be some confusion about the objectives of the program and what specifically it can do for its clients.

37. The evaluators wish to make several suggestions in the administrative procedures for the activities following the match of volunteer and juvenile client. These suggestions and recommendations should facilitate future evaluations of this program component.

1. a) The matching process should be thoroughly documented, so that in the future, "successful" matches and "unsuccessful" matches can be compared to the original criteria of selection, from which more "successful" matches can be made. Specifically, what were the criteria and emphasis used in each particular match of the skills, interests, hobbies, age, race, neighborhood, etc.?

2. b) A standard monthly reporting format should be developed for the volunteers to report the joint activities with the juveniles during the past month. In this format, it is suggested that the volunteer and the juvenile work out some specific sub-goals that are to be achieved. For example, if the skill development goal is carpentry, then maybe one of the sub-goals is a book case to be built by the end of the month. This will enable the staff to assess the progress of the relationship and quickly gain some indication if any problems are developing. Even more importantly, this becomes a basis of evaluating success or failure in the match. Although it is desirable not to require a lot of reporting by the



volunteers, this monthly activity report with sub-goals or work plans is a bare minimum requirement that should be an integral part of the program. If it is possible, the volunteer should indicate whether there has been any difficulty in setting meetings with the juvenile or any potential problems with the family.

(c) It is also suggested that the juvenile client be contacted periodically--no less frequently than once a month--on his reaction to the volunteer and their activities. The format of this and the relationship to the probation officer in this process should be worked out to continue the involvement of the probation officer and minimize the formality of the reporting. These contacts should be routinely documented so that they become part of the juvenile client's record with the program.

(d) It is also suggested that the STEPS staff routinely make contact with the school, family, and any other reputable outside sources that could provide some indication of how the relationship is working out.

C. Vocational Skills

38. The Vocational Skills component at present is basically concerned with job placement and secondarily with counseling and training of unemployed youth seeking work. Like the other components, services are provided by volunteers under the direction of a full-time director. In the plan, it appears

that the component would focus its efforts on securing part-time jobs and on involving the business community. However, it seems that in practice, full-time jobs are more in demand, and the staff has appropriately redirected its efforts toward finding full-time employment. This suggests that counseling and training should, as a result, receive greater emphasis. However, because of staff limitations, little can or has been done in this regard. As far as the involvement of the business community is concerned, there has been little or no success, again due in part to limited staff. The program has, however, contacted about 196 individual businesses and secured 22 openings during April 1974. Forty (40) clients were referred to these 22 openings and 16 youth were actually placed. During that same period, 83 new applicants entered the program.

39. The staff consists of one full-time director or coordinator and six active volunteers at present. There have been a total of 16 volunteers since January, three of which never participated actively. Of these 16, seven were Black, five of whom were female, and nine were White, five of whom were female. The average age of the volunteers is about 25 and may be decreasing as the mean age of active volunteers is below that of terminated volunteers by six years. (See Table 1.)

40. As stated previously, there have been some 220 referrals since January 1974. Based on data for all those cases terminated through employment and a 10 percent sample of the 170 active cases, it appears that two-thirds of the clientele were Black and two-sevenths were female. It can be inferred



From this that the Vocational Skills component may well have too few male and/or Black volunteers and might wish to concentrate on recruiting volunteers with these characteristics. This is not altogether necessary since volunteers need not necessarily be of the same race or sex as the client they are serving.

41. Given the low and possibly declining mean age of volunteers, it would seem that the Special Services Office might wish to concentrate on recruiting volunteers who are 25 or older, since one goal of the program is to involve a cross-section of the Philadelphia community. From our interviews, it would also seem advantageous for the staff to attempt to recruit volunteers with some expertise in the field of vocational counseling, perhaps on a work study arrangement with local colleges. If recruitment were done in graduate departments, it would help both to increase the mean age of the staff and improve the quality of service.

42. In Tables 2 and 3 we have presented data on the movement of clients through the system and the amount of time this movement requires on the average. It can readily be seen that regardless of whether the client has been employed or withdrawn from the system, it has taken nearly 30 days to reach this final stage. Between referral into the system and departure from it, almost all clients were interviewed but few (approximately 3%) ever received mock interviews, i.e., training in presenting oneself to a prospective employer. Moreover, only 41 percent ever received referrals to potential employers, although about 14% eventually found jobs. Overall, the Vocational Skills component seems to have directly secured employment for 7.3 percent of the total client population.

43. While this would seem to indicate the Vocational Skills component is experiencing difficulties, it is important to note that it received a large number of requests early in its development, that its staff was small and untested, and that it lacked a resource pool of businesses willing to hire. From our interviews of Court personnel, it appears that they tended to refer youth to the Vocational Skills component which they were unable to help. Consequently, the Vocational Skills staff had to deal with the more difficult placement cases in addition to the above problems, and as a direct result of these problems, developed a backlog which they are working diligently to reduce.

44. We were also able to obtain some indication of the response of Court personnel to this service by looking at the number of officers using the service in each office of the Court. Table 6 presents the relevant data. On the whole, it would appear that Court staff sees this as the most valuable of the three services, realizing, of course, that STEPS has yet to go into operation and consequently is at a disadvantage in any comparison. Some 55 percent of the officers have used Vocational Skills services since December 1973, and there is little variation from office to office with two exceptions. Those exceptions are Parole and Pre-hearing. While it is self-evident why Pre-hearing would find Vocational Skills a less valuable service and hence make few referrals, it is harder to understand why only two of the seven parole officers have made referrals. This would seem to be a question deserving of further investigation at some point in the future, either by staff of the Special Services Office or other evaluators.



45. <sup>4th component</sup> Recommendations for improving the performance within this component:

include:

- 1a) Increasing the number of volunteers, particularly Blacks and males.
- 2b) Directing more staff efforts at canvassing businesses and eliciting cooperation from employers.
- 3c) Recruiting volunteers with expertise in the field of vocational counseling, perhaps via work study arrangements with the graduate departments of local colleges.
- d) Formalizing and expanding the "World of Work" component. <sup>This</sup> would include: how to find jobs; how to prepare resumes; the job application process; and "mock" interviews. This should improve the success rate of clients obtaining jobs through the program as well as on their own. This training will provide skills to the juvenile that will be useful throughout his life.
- 4e) We would suggest for public relations purposes, as well as data collection purposes, that the Court staff be given a brief questionnaire biannually. Periodic feedback from Court staff would be of value in maintaining and improving the component's performance.

D. Information Center

46. The Information Center was conceived of as a resource center for Court staff which would allow the quick identification of services needed by the Court clientele. In essence, the Center is a resource file which is cross-indexed and periodically updated and expanded by the volunteer staff

of the component. Beyond the maintenance of this resource file, the component also provides the following services:

- a) On request, it will search its files and provide Court staff with a list of services appropriate to the needs of their client; and
- b) If no suitable services can be identified via the resource file, it will attempt to locate the required services by calling potential suppliers of the services identified through a variety of methods, e.g., the telephone directory, social service directories, suggestions from agencies or community leaders, etc.

47. Since this component does not directly interface with youthful offenders, but rather with Court staff, it seems of little value to compare the characteristics of the youthful offenders to those of the component's staff. What is of more importance is how promptly the component responds to requests and how useful those responses are to those initiating the requests. With regard to the first question, we offer two tables which give some insight into the efficiency of the unit. In Table 4, we present the average turnaround time for all requests and the proportion of all requests taking 11 or more days to the total number of requests. Table 5 is essentially the same except that it is based on those requests the component considered relatively more important and consequently assigned a case number to. A review of Table 4 indicates that most requests are now handled in less than ten days, which was the target the component was striving to reach. However, when we exclude those requests which the staff considered of



relatively minor import, a somewhat different picture emerges. From December through February, the turnaround time is similar in both tables, but in March and April there is considerable divergence. The increased turnaround time on the cases identified as most important would suggest that either staff efficiency is declining somewhat or that the nature of the requests has grown more demanding, hence requiring more time before a response can be made. Regrettably, it is impossible to determine which is the more accurate explanation without an analysis of the requests over time. Since this would have required a significant block of time, it was clearly impossible at this point. However, it is our feeling that this should be done at the next evaluation if adequate time is available.

48. Now let us turn our attention to the reaction of Court staff to the Information Center. There are two ways in which we can determine whether the service is of some value to Court personnel. First, we can interview them, which we did; and second, we can look at the number who over the past five months used the service at least once. From our interviews, we were able to determine that the Court staff viewed the Information Center as a valuable resource through which they could obtain useful information for their client. Information on a variety of feasible alternatives was extremely valuable, as they were personally unable to devote the time necessary to locate resources given their caseloads. This is generally confirmed by an analysis of the number of Court staff utilizing the Information Center.

An examination of Table 6 shows that about 47 percent have used the services.

In most districts, about half the officers at one time or another submitted a request to the Center. The exceptions are the North East District, where five out of every eight members used the services of the Center, and the Central and South Districts, where only one out of every three did so. The office of Family Court least likely to use the services of the Information Center was Parole, where only one officer ever made use of the service.

49. We have prepared a profile of the Information Center's volunteer staff (see Table 1) which is of some interest, given the desire of the project as a whole to involve the general community. This particular component seems to have been quite successful at recruiting both Blacks and Whites. However, very few males have ever been attracted to the component. This is not particularly startling; historically, volunteer programs have found it very difficult to attract males. But, given the goal of reaching out and involving the general community, it would seem that the project should devote more effort in the near future to recruiting males. This is not to say that recruitment of females should subside or become subordinate to the recruitment of males, since the primary goal is to obtain sufficient volunteers to operate the component successfully. Similarly, there is a need to recruit older volunteers as the mean age of the current 19 volunteers is only 18. While the low mean age of the volunteers is not a problem in itself, it does indicate that the older portion of the Philadelphia population is not being tapped. This need is further underscored by the drop in the mean age of volunteers. Consequently, we must conclude that if the program considers it important to involve members from all segments of the Philadelphia



community, it must give greater emphasis to the recruitment of males and those over about 20 years of age. On the other hand, the program may wish to change or eliminate this goal if its experience indicates that males and those over 20 cannot be recruited in proportions close to those that obtain in the larger community.

50. The general types of requests received by the Information Center were examined, and the data is presented in Table 7. However, it should be noted that there were in fact 220 requests from December 1973 to April 1974. However, the staff only compiled data on the more important requests, of which there were 171. Since Table 7 is based on only 138 cases, a word of explanation is due. To construct Table 7, it was necessary to use the Information Center log and another document prepared by the staff which categorized the nature of each of the major requests into 20 classes. When the information in the two documents was collated and summarized, it was discovered that information was lacking for 33% of the requests contained in the log. Consequently, the table should be treated with some caution, although it should nonetheless provide some indication of the requests received over the last five months. From this data, it seems that the bulk of requests are of four kinds: tutoring, testing, education, and jobs, three of which are associated with education.

51. In concluding this section there are several recommendations which we feel would improve the performance of the component and/or make it more manageable. These include:

\*Most of these are requests received in May.

*C. Berenson on Section 5 for Information Center*

- (a) Routinely collecting and aggregating data on the nature of each request. Presently the staff does collect this information on most of the more important requests. However, we would urge that this same procedure be extended to all requests and that the data be compiled on a monthly basis as was done in Table 7, as it will permit the staff to quickly determine which categories of the resource file deserve the most attention. By directing relatively more of the staff's effort at updating and expanding those sections most heavily used by the Court staff, a greater degree of efficiency could be achieved and the usefulness of the file increased.
- b) Since we noted an apparent decline in the turnaround time on the more important requests received by the Information Center, we would suggest that some staff be assigned to the job of reviewing past requests to determine whether the more recent requests differ in any significant manner from earlier requests. In particular, efforts should be made to determine whether the more recent requests entail more work, require the staff to locate new resources, or require the staff to request materials from the resources. Should this be the case, it may well explain the increased turnaround time, thereby allowing the staff to take steps to reduce the response time and/or to forewarn the Court staff of the possibility of a slight delay whenever that seems likely.



3c) Finally, we suggest both for public relations and for feedback purposes that the Court staff be asked to complete a brief questionnaire biannually. This will enable the component to publicize its services and to demonstrate to the Court personnel that it wishes to be responsive to their needs. At the same time, much valuable information can be collected which will indeed help make the component more responsive and thereby effective in meeting the needs of the clients of the Court.

V. FINDINGS AND RECOMMENDATIONS

52. In previous sections of this report, we have dealt with each component separately as this was the most effective way of presenting our analysis. In this concluding section we would like to say a word about the overall cost of the services provided by the total program and then make several recommendations for subsequent monitoring and evaluation of the program. In essence, this program set out to provide certain sorely needed services utilizing a staff consisting predominantly of volunteers. By using the services of volunteers, it follows that there was some savings to the juvenile justice system which would have otherwise been forced to either pay for these same services or do without. While it would be premature to attempt to estimate the savings effected by diverting youth from the juvenile justice system (a procedure which is open to serious question), we can provide an estimate of the savings achieved through the use of volunteers, which has been significant. A conservative value of the services was projected to be worth \$2.50/hour during the first five months of operation. Multiplying this times the estimated number of

hours of volunteer service provided during the first five months of operation yields a total of \$12,000. Assuming an average of 2,000 volunteer hours of service per month for the next seven months of operation, we anticipate that the yearly savings will be on the order of \$47,000. This approximates the total yearly cost of the program! The value of the volunteer services represents both a significant savings to the Court and a significant achievement of the staff.

53. Another aspect of the total program which has been touched on briefly is the ethnic composition of the staff. In general, we found that there was no serious bias in terms of the Black/White ratio. However, it is important to note that there are 26,702 Puerto Ricans in Philadelphia and 36,543 persons whose native tongue is Spanish. Since there are only two volunteers who are identified as Spanish or Puerto Rican, it would appear that this segment of the community has not been tapped as effectively as it might. Since the bulk of the Puerto Rican population has arrived relatively recently, many Puerto Ricans still have some problems with the English language. It follows then that a potentially valuable service would be the recruitment of Spanish-speaking volunteers who could directly, or indirectly in the case of the Information Center, provide for the needs of these youth.

54. To conclude this report, we would like to make two recommendations which will facilitate evaluations in the future and which should serve in the interim as valuable management tools. First, the tables we have used in summarizing the data collected from already existing reports should be



completed on a monthly basis. Periodic analysis of the monthly results would quickly reveal any trends and alert the staff to problems before they reach the crisis stage. Furthermore, at the end of the year or whenever another evaluation is conducted, these monthly results will provide a useful starting point and allow the evaluators to quickly identify potential problems and allocate more of their time to explore these aspects of the program to determine whether a problem actually exists and, if so, what its causes might be. Our second and final recommendation, which applies only to the Vocational Skills and STEPS components, is to begin to gather information on the history of the clients referred to the program, especially information dealing with previous contacts with the juvenile justice system. This seems essential given the program's intention to bring about a reduction in delinquent behavior among the youths served. Once this information is acquired, it will become possible to look at the behavior of the clients over time to see whether there was in fact any change after coming in contact with the program. Obviously this will not provide conclusive evidence of the efficacy of the program's services, but it will provide a reasonably good indicator. In addition, this will encourage the interaction of the program and Court staff and so enhance the delivery of services to the clients. Moreover, when a second evaluation of the program is performed, it will again provide an excellent point of departure since it should provide a rough approximation of the probable impact the program had on the clientele.



TABLE 1

## SEX, ETHNIC, AND AGE CHARACTERISTICS OF VOLUNTEERS

## BY STATUS AND PROGRAM COMPONENT

|                             | Total Volunteers |        |           |       |              |          |  | Active Volunteers |        |           |       |              |          |  | Terminated Volunteers |        |           |       |              |          |
|-----------------------------|------------------|--------|-----------|-------|--------------|----------|--|-------------------|--------|-----------|-------|--------------|----------|--|-----------------------|--------|-----------|-------|--------------|----------|
|                             | Sex              |        | Ethnicity |       |              | Mean Age |  | Sex               |        | Ethnicity |       |              | Mean Age |  | Sex                   |        | Ethnicity |       |              | Mean Age |
|                             | Male             | Female | Black     | White | Puerto Rican |          |  | Male              | Female | Black     | White | Puerto Rican |          |  | Male                  | Female | Black     | White | Puerto Rican |          |
| Administration/<br>Clerical | 4                | 16     | 17        | 3     | 0            | 24.7     |  | 2                 | 9      | 9         | 2     | 0            | 26.3     |  | 2                     | 7      | 8         | 1     | 0            | 20.3     |
| Information<br>Center       | 7                | 24     | 13        | 16    | 2            | 18.9     |  | 4                 | 15     | 9         | 10    | 0            | 18.8     |  | 3                     | 9      | 4         | 6     | 2            | 19.2     |
| Vocational<br>Skills        | 6                | 10     | 7         | 9     | 0            | 24.9     |  | 2                 | 4      | 4         | 2     | 0            | 21.2     |  | 4                     | 6      | 3         | 7     | 0            | 27.2     |
| STEPS                       | 11               | 0      | 7         | 4     | 0            | 34.8     |  | 11                | 0      | 7         | 4     | 0            | 34.8     |  | NA                    | NA     | NA        | NA    | NA           | NA       |

Information incomplete for 9 Admin./Cl., 3 Information Center, and 1 Vocational Skills volunteers. and tables based on only cases where complete information available.

NOTE: Many volunteers did not stay long enough to complete application; therefore, information unavailable.



TABLE 2

## NUMBER OF YOUTH RECEIVING EACH SERVICE OFFERED

## BY VOCATIONAL SKILLS COMPONENT

DECEMBER 1973 TO MAY 1, 1974

|   | EMPLOYED                         |        | NOT EMPLOYED |           |
|---|----------------------------------|--------|--------------|-----------|
|   | Through Direct Effort of Program | On Own | Active*      | Withdrawn |
| Number of Cases Referred to Vocational Skills                   | 16                               | 15     | 170          | 15        |
| Number Interviewed by Vocational Skills Staff                   | 15                               | 9      | 150          | 10        |
| Number Receiving "Mock Interview" Training                      | 3                                | 0      | 10           | 0         |
| Number Receiving One or More Referrals to Prospective Employers | 15                               | 1      | 70           | 5         |
| Number Employed or Withdrawn                                    | 16**                             | 15**   | 0            | 15        |

\*Based on 10% sample.

\*\*Information incomplete on one case.

TABLE 3

## AVERAGE TIME IN VOCATIONAL SKILLS COMPONENT BY STATUS OF YOUTH

DECEMBER 1973 TO MAY 1, 1974

|  | EMPLOYED                         |                              | NOT EMPLOYED                  |           |
|--|----------------------------------|------------------------------|-------------------------------|-----------|
|  | Through Direct Effort of Program | On Own                       | Active*                       | Withdrawn |
| Number of Cases Referred to Vocational Skills                            | 16                               | 15                           | 170                           | 15        |
| Average Number of Days from Referral to Interview                        | $\bar{x} = 9.6$<br>(mode = 0)    | $\bar{x} = .5$<br>(mode = 0) | $\bar{x} = 3.2$<br>(mode = 0) | 10.9      |
| Average Number of Days from Referral to Mock Interview                   | 27.7                             | NA                           | 14                            | NA        |
| Average Number of Days from Referral to First Job Referral               | 23.0                             | 35                           | 13.2                          | 17.4      |
| Average Number of Days from Referral until Client Left System or Present | 29.2                             | 29.6                         | NA                            | 27.7      |

\*Based on 10% sample.



TABLE 4

## INFORMATION CENTER

## TURNAROUND TIME ON SPECIAL REQUEST

|           | Average<br>Turnaround Time | Percent<br>over 10 Days |
|-----------|----------------------------|-------------------------|
| December: | 16 days                    | 57%                     |
| January:  | 8 days                     | 22%                     |
| February: | 9 days                     | 43%                     |
| March     | 9 days                     | 43%                     |

TABLE 5

## INFORMATION CENTER TURNAROUND TIME

## ON THE MORE IMPORTANT SPECIAL REQUESTS\*

|           | Average<br>Turnaround Time                    |       |
|-----------|---|-------|
| December: | 18.3  | 4/7   |
| January:  | 8.6   | 12/49 |
| February: | 8.4   | 10/28 |
| March:    | 14.0  | 14/25 |
| April:    | 6.4 closed<br>25.8 still open**<br>13.9 total | 19/39 |

\*As identified by staff in the log of the Special Services Office.

\*\*Minimum, assuming all were closed by May 10.

TABLE 6

## NUMBER OF COURT STAFF USING SPECIAL SERVICES OFFICE

## SINCE DECEMBER 1972

|                     | Total<br>No. of<br>Staff | Total No.<br>Ever Using<br>Special Ser-<br>vices Office | Total No. Using Each<br>Component of the Special<br>Services Office |       |                 |
|---------------------|--------------------------|---|---|-------|-----------------|
|                     |                          |   | Voc.<br>Skills  | STEPS | Info.<br>Center |
| Probation District  |                          |   |   |       |                 |
| A. West             | 12                       | 10  | 9   | 2     | 6               |
| B. South West       | 14                       | 11  | 8   | 3     | 6               |
| C. North Central    | 13                       | 7   | 6   | 0     | 4               |
| D. North West       | 15                       | 10  | 6   | 1     | 7               |
| E. North East       | 16                       | 14  | 12  | 1     | 10              |
| F. Central          | 14                       | 9   | 7   | 1     | 5               |
| G. South            | 14                       | 8   | 8   | 0     | 4               |
| Parole              | 7                        | 3   | 2   | 1     | 1               |
| Pre-hearing         | 7                        | 4   | 2   | 0     | 3               |
| Community Relations | 18                       | 18  | 11  | 1     | 14              |
| Intensive Problems  | 10                       | 9   | 7   | 1     | 6               |
| TOTAL               | 140                      | 103   | 78  | 11    | 66              |
| Percent of Total    |                          | 73.5  | 55.7  | 7.9   | 47.1            |



TABEE C

ETHNIC COMPOSITION OF PHILADELPHIA SMSA  
AND CITY, 1970\*

|       | SMSA      | City      |
|-------|-----------|-----------|
| Black | 844,300   | 653,791   |
| White | 3,944,884 | 1,278,717 |
| TOTAL | 4,817,914 | 1,948,609 |

\*Source: U.S. Census of Population, 1970

TABLE 9

SEX COMPOSITION OF PHILADELPHIA SMSA  
AND CITY, 1970\*

|        | SMMA      | City      |
|--------|-----------|-----------|
| Male   | 2,323,496 | 918,173   |
| Female | 2,494,418 | 1,030,436 |

\*Source: U.S. Census of Population, 1970

TABLE 7

GENERAL TYPE OF REQUEST RECEIVED BY INFORMATION CENTER  
FROM DECEMBER 1973 to MAY 1974

[illegible]



TABLE 10  
AGE COMPOSITION OF PHILADELPHIA SMSA  
AND CITY, 1970\*

|               | <u>SMSA</u>    | <u>Philadelphia</u> |
|---------------|----------------|---------------------|
| <u>Male</u>   |                |                     |
| Under 20      | 904,235        | 336,975             |
| 20-34         | 453,056        | 183,526             |
| 35-44         | 274,183        | 100,604             |
| 45-54         | 288,578        | 110,476             |
| 55-64         | 215,025        | 95,169              |
| 65 and over   | <u>188,419</u> | <u>91,423</u>       |
| TOTAL         | 2,323,496      | 918,173             |
| <u>Female</u> |                |                     |
| Under 20      | 873,238        | 333,454             |
| 20-34         | 486,807        | 203,945             |
| 35-44         | 294,594        | 111,591             |
| 45-54         | 314,423        | 129,211             |
| 55-64         | 244,600        | 115,510             |
| 65 and over   | <u>280,756</u> | <u>136,725</u>      |
| TOTAL         | 2,494,418      | 1,030,436           |

\*Source: U.S. Census of Population, 1970

QUESTIONNAIRE FOR VOCATIONAL SKILLS CLIENTS

1. Why were you looking for a job?
2. What were you told the program was going to do for you?
3. What has the program actually done for you?
4. A. Employed Via Program:
  - 1) How do you feel about the program?
  - 2) Were the counselors helpful?
  - 3) How do you feel about the job you got through the program?
  - 4) Did the employer provide you any training?
  - 5) Is (Was) there any future to this job?
- B. Not Employed Via Program:
  - 1) How do you feel about the program?
  - 2) Were the counselors helpful?
  - 3) Why <sup>(didn't)</sup><sub>(hasn't)</sub> the program find a job for you (so far)?
  - 4) Do you think they <sup>(were)</sup><sub>(are)</sub> trying to get you a job? Do you think they <sup>(will)</sup><sub>(would have)</sub> succeed(ed)?
5. How many counselors worked with you?
  - A. Do you feel they were skillful?
  - B. How <sup>(did)</sup><sub>(do)</sub> you feel about having more than one counselor?
6. Could you suggest any way in which to make the program better?



INTERVIEW QUESTIONNAIRE FOR VOLUNTEERS

1. How long have you been with the Special Services Program?
2. How long do you plan to stay, and what was the length of your commitment?
3. What were some of the job assignments that you handled?
4. What kind of training assistance and orientation did you receive?
5. Do you feel that the program was explained thoroughly?
6. How did you happen to hear about the program, and what convinced you to volunteer?
7. What were your reasons for volunteering for this program?
8. Is the program satisfying these reasons?
9. How do you feel you are treated by the staff, and what is your reaction to and observation of the other volunteers?
10. What has been your greatest personal satisfaction since being with the program?
11. Are you getting the supervisory support that you need?
12. What are the particular problems and difficulties that you have encountered?
13. What were your perceptions to the Court prior to joining the program, and have they changed?
14. Do you have any specific suggestions or recommendations?
15. What is your overall evaluation of the program?
16. Would you volunteer again for this program?

QUESTIONNAIRE FOR COURT PERSONNEL

1. What do you know about the Special Services Program?
2. What specific components have you used?
3. What has been your experience in using the services?
4. Is there any reason why you have not used the other program components?
5. Do you have any client needs that might be served by the Special Services Program that are not currently being provided?
6. Do you have any recommendations or suggestions that might be of help?
7. What is your overall reaction and impression to the Special Services Program?



Component: \_\_\_\_\_

Date: \_\_\_\_\_

Page \_\_\_\_\_ of \_\_\_\_\_ pages

Period Covered: \_\_\_\_\_

Active Volunteers: 0

| Type | Contin-<br>uing<br><u>This Month</u> | <u>New</u> | Termin-<br>ated | Inac-<br>tive | <u>Active</u> | <u>Hours</u> |
|------|--------------------------------------|------------|-----------------|---------------|---------------|--------------|
|------|--------------------------------------|------------|-----------------|---------------|---------------|--------------|

## Resource Finders

STEPS  
(See attached)

Vocational  
Special-field

Interns:

CRS  
CRIP  
JDIR

Worker Aides

Clerical:

SSO  
CRS

Research Aides:

CRS  
CSC

Administrative:

IC  
STEPS

## Artists

TOTAL:

(%) Increase/Decrease  
from Last Month

Number of Initial Screening Interviews of Prospective Volunteers: \_\_\_\_\_

Submitted by: Susan J. Ellis

[illegible]



● ● ●

[illegible]



**END**