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P R O J E C T G.R.E.A.T.

A Cooperative Program
in
Vocational Training and Job Placement

D.C. DEPARTMENT OF CORRECTIONS

Delbert C. Jackson
Director

CO-SPONSORING AGENCIES

Metropolitan Washington
Board of Trade

D.C. Parole Board

July 14, 1976

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ACKNOWLEDGMENTS

The D.C. Department of Corrections wishes to express its appreciation to all of those persons, groups, and organizations whose contributions have helped to make this Project a reality. Without this support, the Project may never have come into being.

A special note of thanks goes to the co-sponsoring agencies; the Metropolitan Washington Board of Trade and the District of Columbia Parole Board whose involvement in the planning and implementation of the program has been extensive from the very beginning. Special acknowledgments also goes to the American Correctional Association for its technical advice and assistance and to the Bureau of Rehabilitation Services of the District of Columbia Department of Human Resources for its valuable and ongoing professional and material support. Individual contributions are too numerous to mention.

The Project proves that the public and private sectors can work together in achieving common goals, and further, that this approach can bring a total impact in problem solving that could not possibly be achieved by the efforts of any one individual or organization. The Department of Corrections is proud to be a part of this undertaking.

PROJECT G.R.E.A.T.

I. OBJECTIVES:

Project G.R.E.A.T. (Guidelines for Rehabilitation Through Education and Applicable Training) is designed to provide vocational rehabilitation and work experience in the automotive repair trade to inmates of the D.C. Department of Corrections, Correctional Complex, based on the concept of maximum community participation. This means that the business community, which will eventually be the employers of the trainees, will be deeply involved in every stage of the training program; first, as participants in the development of the program and then, as advisors; followed by concerted efforts to hire the inmates upon the completion of training. The Parole Board, on the other hand, has committed itself to favorably consider granting parole at the parole eligibility date if all the training and employment requirements are fulfilled.

It is expected that the program will develop within participants the technical knowledge for entrance into skilled technical jobs as advanced learners, academic knowledge to permit participants to continue to develop their innate potential, and sound habits and attitudes in regards to health, safety, finance, and interpersonal communications and interactions, which will carry over into employment and family life following their release.

Specific Objectives Are to:

1. Maintain a training level in the automotive body repair program at 24 residents after the initial start up year. The vocational training program is to be a model of those which currently exist in private industry.
2. Raise the academic level of each student with the minimum goal of a high school diploma or G.E.D. certificate for each graduate.
3. Provide maximum possible assistance in securing employment for all students who successfully complete the program.
4. Provide for each student a trained volunteer counselor while he is in the program.
5. Provide supportive services for the inmate and his family during his incarceration and after his release.
6. Ensure favorable consideration of a parole grant for those inmates who have reached their parole eligibility date and who have successfully completed the training program.
7. Provide as a part of the Project G.R.E.A.T. Training Program, a course of instruction in "survival training" in order that the inmate might develop better coping skills in dealing with exigencies of the outside world.

8. Provide an opportunity for the inmate to train and work with industry-type tools during the initial phase of the program, and an opportunity to purchase a set of basic hand tools, while training in the work release training component.
9. Provide an orientation program for prospective employers to familiarize them with the objectives and mechanics of Project G.R.E.A.T. This will include a briefing on the kinds of problems they might expect and some recommended approaches for handling them.

II. PROJECT OPERATIONS:

Project G.R.E.A.T. will consist of three components: a formal academic or basic education component, a formal vocational education component, and a work release or on-the-job training component. Where possible, an additional apprenticeship training component will be inserted for those with either prior vocational skills or longer sentences. The formal training phase usually will extend over a period of from 20 to 30 months if the participants do not have prior vocational skills. After the initial start up, an effort will be made to maintain a training level in the automotive body repair program at 24 students; 12 students in each of the two sections. New students will be accepted to replace each graduate. If the program is successful, it will be expanded.

The Parole Board will give favorable consideration of a parole grant on their parole eligibility date to all students who successfully complete the program, and whose adjustment in the institution has otherwise been favorable.

The entire project will be guided and reviewed by an Inter-Agency Coordinating Council with members representing the Washington Metropolitan Board of Trade, the D.C. Parole Board, the Department of Corrections and any other public and private agencies making a significant input into the program. The institutional phase of the project will be guided and reviewed by an Intra-Agency Coordinating Council with members representing the various services provided in the institutions.

A. Selection Process:

Participation in Project G.R.E.A.T. is voluntary. All residents meeting the following criteria will be eligible:

- (1) Less than 6 years to parole eligibility*
- (2) Willing to adhere to program requirements within the institution and as a condition of parole,
- (3) Has attained a sixth grade equivalency in educational accomplishment.

*Hopefully, longer-term residents will be eligible for an apprenticeship training component presently being considered as an additional phase of this project.

All interested residents will attend an orientation session prior to submitting their applications. The specific nature of the project and the responsibilities of all respective parties will be specifically detailed at this meeting.

Applications will be accompanied by an evaluation from the caseworker, correctional officers, psychologist, and educational specialist. The potential enrollee will be interviewed by the Institutional Review Board which shall submit its conclusions to the Project Director of Project G.R.E.A.T.

The Project Director, thereupon, shall notify the Bureau of Rehabilitation Services of the Department of Human Resources for vocational testing.

When testing is completed by BRS, the entire application package will be forwarded to the Selection/Termination Committee whose decision on admission will be final.

The Selection/Termination Committee shall consist of representatives from psychological services, the Metropolitan Washington Board of Trade, BRS, and the Parole Board, the Project Director, the supervisor of vocational education, the Chief of the Classification and Parole Section, and the Assistant Administrator for Institutional Programs, who will chair the committee.

At the end of the review by the Selection/Termination Committee, the applicant will be admitted to the program or rejected.

B. Institutional Phase:

Project G.R.E.A.T. administratively will be located in the Vocational Program Division at the Correctional Complex. Students accepted into the program will have the option of living together in one dormitory, which, if under capacity, will be filled by residents participating in the college program. Those students who elect not to move into the separate dormitory, shall assume full responsibility for getting up on time and otherwise meeting all of the schedules of Project G.R.E.A.T. The program will be designed to approach actual work situations (i.e. students will punch in and out daily, will work and/or study eight hours each day, will have limited lunch time breaks, etc.). During the day, students' time will be divided among basic education, counseling, and training activities.

1. Basic Education and Counseling:

The basic education program will include prevocational training, "survival skills" education, and remedial and preparatory coursework needed for obtaining the G.E.D. certificate. Each student accepted into the program will be tested further as needed by the Bureau of Rehabilitation Services and the Department's Psychological Services Center. As a result of these tests, the student, the caseworker, the psychologist, the educational specialist, and the Project Director will jointly determine the specific prevocational, counseling, and academic goals to be

achieved during the initial portion of basic education. The pre-vocational training will include work in basic shop and automotive skills, blue print reading, use of hand tools, etc. The "survival skills" education will include instruction in nutrition, money management, resume writing, interview techniques, loan application procedures, income tax preparation, employee--employer relationships, employee--supervisor relationships, etc.

Although continuation in the academic educational program after the attainment of the G.E.D. certificate is encouraged, further training beyond this point is optional and at the discretion of the enrollee.

The Project's academic instructor will be responsible for developing and teaching the basic educational program curriculum (academic and pre-vocational coursework). Representatives of the Automotive Trade Association-National Capital Area along with those from the General Motors Training Center (representing the Board of Trade) will assist by providing program evaluation and recommendations for course modifications, including teaching equipment, supplies and texts.

A library consisting of paperbacks, trade magazines and study carrels will be set up for students to use for individualized programmed instruction and during class breaks. The study room will be located in the vocational building of the Lorton Correctional Complex.

The counseling program will consist of both individual and group counseling sessions. The purpose of the individual counseling sessions will be to assist the student in developing the proper behavioral orientation needed for continued successful employment and functioning in the society at large.

The purpose of the group counseling sessions will be to provide job counseling and to allow the inmates to discover, discuss and overcome problems that they have in common. The student will meet weekly in appropriate sized groups with the assigned psychologist present.

Each student will meet individually with his caseworker at least every other week to review his progress and to provide an opportunity to air any problems or potential difficulties. Reports of these sessions will be incorporated into the monthly progress reports written by the caseworker and added to the participant's file.

In addition, presentations from industry and the community on various subjects directly related to employment security, job problems, etc. will be offered at appropriate time sequences. These sessions will be arranged by the Project Director.

2. Vocational Training:

Students will receive training based upon current industry training manuals, using up-to-date tools and equipment. The training program will be developed by the Chief of Vocational

Programs at the Complex with the advice and assistance of the Metropolitan Washington Board of Trade, and will be comparable to training programs offered by the private sector. Industry-type individual personal hand tools will be provided to each student as he progresses through the program. A complete set of tools will be made available to each student by his employer upon his entry into the work release training component. A \$10.00 per week deduction will be withheld from the student's weekly wages to pay for these tools.

3. Student Progress:

During the institutional phase, monthly progress reports on each student will be prepared by the student's caseworker, his instructors, and the other concerned personnel, such as psychologist and correctional officer, and submitted to the Project Director for review, with a copy being given to the student. These reports will assess the student's progress in meeting all of his program objectives.

The Project Director will review these monthly reports and meet monthly with all students to discuss the program and any presenting problems. He will also meet with the Intra-Agency (in-house) Coordinating Committee to present student and program progress reports for their review and action, if necessary.

Authority for removing students from the program will lie with the Project Director with review by the Intra-Agency (in-house) Coordinating Committee.

Students who wish to withdraw from Project G.R.E.A.T. for any reason must so notify the Project Director, in writing, before being dropped from the Project. The Project Director will then give formal notification of this withdrawal to the Institutional Review Board and the Selection/Termination Committee.

C. Work Release Phase:

1. General Policy on Release.

The general policy on release for inmates participating in the Project G.R.E.A.T. training program is as follows:

(a) Inmate trainees completing the formal educational phase of training will be eligible for transfer to a community treatment center approximately six months prior to their parole eligibility dates.

(b) Inmates who have successfully completed the formal educational phase (academic and vocational) of their training and have more than seven months to serve before reaching their parole eligibility dates (but who otherwise meet the time in custody and other requirements as contained in Department Order 4920.3, a copy which is attached), will be eligible for consideration of transfer to the Minimum Security Facility for participation in the community phase of the program in a work release status.

(c) Inmates who successfully complete the formal educational (academic and vocational) phase and who are not eligible for release under any existing program, will enter the apprenticeship training component presently being planned within the institutional setting.

2. Operational Procedures.

Inmates enrolled in Project G.R.E.A.T. (including those who are eligible for consideration of direct parole, institutional work release, or community treatment center placement), will be visited and interviewed by representatives of the Automotive Trade Association-National Capital Area for job placement no later than one month prior to the anticipated date of completion of training. Because of time requirements for processing releases and arranging for on-the-job training placement, inmates completing training within seven months of parole eligibility dates will be processed for release through the community center route, although it is realized that inmates cannot be actually released until 6 months before their parole eligibility dates.

In order to facilitate the movement of trainees into a work release status when eligible, the Project Director will maintain a tickler file on each inmate, showing when the trainee will be eligible for release under any existing release program.

When an enrollee has completed training by his release eligibility date, or is progressing at such a rate as to virtually assure completion by his release eligibility date, the Project Director will notify the Selection/Termination Committee two months in advance of the earliest possible release date in order that progress reports and any other required documentary evidence may be prepared in a timely fashion. The Selection/Termination Committee will submit its recommendation to the Institutional Review Board. The student will then be reviewed by the Institutional Review Board for consideration of either institutional work release or the scheduling of a hearing by the Parole Board for parole through community correctional center work release. The Institutional Review Board will send its recommendations to the Administrator of the Central Facility and where appropriate to the Superintendent of Correctional Services. Copies of approvals will be sent by the Superintendent to the Selection/Termination Committee and to the Parole Board. The Parole Board will schedule a hearing for the student and the Metropolitan Washington Board of Trade Member of the Selection/Termination Committee will schedule job interviews with prospective employers. When a trainee becomes eligible for placement in a Community Correctional Center, Community Services shall be notified by the Project Director one month in advance of the date of the eligibility, wherever feasible, in order for Community Services

to began preparing for his admission. When favorable action on transfer by the appropriate body of jurisdiction has been made, whether to a CCC or to the Minimum Security Facility, the Project Director, after consulting with work release officials, will determine the appropriate release date, and every effort will be made to move the inmate on that date.

Once the student is in a Community Correctional Center, or at the Minimum Security Facility, the Facility Administrator shall provide the Project Director with a monthly progress report on the adjustment of the trainee.

The Project Director shall arrange for a rubber stamp with the words "Project G.R.E.A.T." to be situated in his office whereby all progress reports and other materials going to receiving units will be prominently stamped in red in order that the receiving unit will be alerted to the special requirements in the handling of Project G.R.E.A.T. cases.

Students achieving a work release status will be subject to the Department's rules and regulations on work release. During this period, students in placement at and working for the Washington Metropolitan Area Automobile Dealers will receive a minimum wage of \$100.00 a week. After the deduction of minimum amount for necessities, the payment of the required amount to the Department for subsistence, and the payment of any approved amounts for family needs, the balance will be placed in a savings account inaccessible to the trainee until parole has been achieved.

The counseling program during this phase will be provided by individual volunteers as in the "Man-to-Man" program. The volunteers will be recruited, trained, and familiarized with the Project G.R.E.A.T. concept by the Project Director, and will be matched with students approximately one month prior to the community phase so that they can assist with the transition. The volunteer counselors will commit themselves to work with students for a minimum of one year. Upon entry into the community phase, the student, his volunteer counselor, and the community center administrator will review with the student the objectives he is to meet during his six month stay. These will include items such as establishment of a savings account, looking for suitable housing, etc.

Students will be released to parole upon reaching their parole eligibility date and successful completion of the training objectives. Every effort will be made, consistent with staff resources, to assign students to one parole officer. The volunteer counselor remaining in contact with the participant will confer with the parole officer frequently in assessing problem areas and in determining counseling needs. The parole officer will be responsible for feedback regarding these efforts via progress reports at monthly or more frequent intervals. This vital information link will be maintained by the parole officer or the Project Director for up to five years following parole.

3. Job Development and Placement:

Students will be offered jobs at standard wages (minimum of \$100.00 per week) by individual Automotive Dealers at the start of the work release phase. The Department of Corrections will also assist program graduates in finding jobs for the time that they remain on parole if the initial placement(s) prove unsatisfactory.

Prior to actual job placements, potential employers and their foremen supervisors will be oriented to Project G.R.E.A.T., its purposes and operations, and to problems that students may have as well as recommended procedures for coping with them. The orientation program will be developed and conducted by the Project Director. Employers will interview students after completion of the potential employer orientation, and will make the decision as to which students they plan to hire. The Project Director will be responsible for coordinating the development and placement function.

Employer orientation will be held at approximately six month intervals prior to placement for on-the-job work release training. This will allow new dealers and personnel to become involved in the project for a period prior to the actual placement of a student.

4. Student Progress:

During the community phase, progress reports will be prepared each month by the volunteer counselor and parole officer and submitted to the center administrator and Project Director. The authority for removing a person from the center (but not from the program) for violation of work release rules and regulations will lie with the center administrator who will notify the student's employer, volunteer counselor, and Project Director. Students may appeal their removal from the center through the Community Services removal review committee. In instances when a student is automatically removed from the center for violation of work release rules and regulations (e.g., arrest), but the center administrator and the Project Director feel that the student should continue with his OJT employment, upon the approval of the Superintendent of Correctional Services, the student can be transferred to Occoquan so that he can continue working pending final disposition of his case.

A final progress report to the Parole Board will be prepared by the center caseworker prior to his parole hearing date. This will include all information pertinent to the inmate's activities while on work release.

The Project Director will be responsible for maintaining sufficient contact with students in the work release component to provide the Intra-Agency Coordinating Committee with monthly progress reports; and will also be responsible for recalling successful parolees for periodic (i.e. approximately twice a year) feedback reports.

III. INTER-AGENCY (BOARD OF TRADE) COORDINATING COUNCIL:

The coordinating council will consist of representatives of the Metropolitan Washington Board of Trade, the D.C. Board of Parole, Bureau of Rehabilitation Services of the Department of Human Resources, and the Department of Corrections. Its purposes will be to: (1) provide a communication forum for the Department and for outside organizations and groups to publicize and generate support for the project; (2) establish project objectives and agency responsibilities; (3) develop project operating procedures; (4) determine schedules; (5) coordinate with other similar directed efforts - e.g. PACE, Inc.; (6) review project operations and student progress; and (7) implement needed changes. The council will meet at least once every three months. A chairperson will be selected by the council.

IV. INTRA-AGENCY (IN-HOUSE) COORDINATING COMMITTEE:

The Intra-Agency Coordinating Committee will consist of representatives of the various intra departmental units that are cooperating in the operations of, or lending staff support to, the operation of Project G.R.E.A.T. These will consist of, but not necessarily limited to, the following units:

Director, Project G.R.E.A.T.

Assistant Administrator for Programs,
Correctional Complex

Superintendent, Office of Program Development
and Coordination (ex-officio)

Departmental Coordinator for Vocational Programs

Chief Psychological Services,
Correctional Complex

Chief, Classification and Parole

Supervisor, Vocational Training

Principal, Academic School

Senior Captain, Correctional Complex

A Senior Representative, Office of Community Services

This committee shall meet at least once every two weeks and shall have the responsibility for dealing with the day to day operational activities of the project. More specifically, the committee will have the following duties:

- (1) Provide a communication forum for the different intra departmental cooperating units,
- (2) Determine unit responsibility,

- (3) Monitor project activities,
- (4) Recommend program changes,
- (5) Review student progress,
- (6) Coordinate the activities of the cooperating units.

This committee will be chaired by the Associate Administrator for Programs, Lorton Complex.

V. INFORMATION SYSTEM:

An automated information system for the project will be developed by the Department of Corrections with the assistance of the Metropolitan Washington Board of Trade. The information system will be designed to produce reports including: an overall personnel record, monthly progress summaries, and any special outputs desired.

VI. PROJECT EVALUATION:

Evaluation of the project will include input from members of the Inter-Agency Coordinating Council, the Intra-Agency Coordinating Committee, the instructors, the students, and employers.

Evaluation of this program will be conducted by the Coordinating Council at six month intervals. The results of these informal evaluations will be submitted to the Director of the D.C. Department of Corrections for his information and subsequent action.

The more formal and long range evaluation of the project will be done by the Office of Planning and Program Analysis (OP&PA) the Department's arm which carries responsibility for research and program analysis.

VII. STAFFING:

The institutional phase of the project will include:

1-Project Director, 1-Academic Instructor, 2-Auto Body Repair Instructors, and the already assigned caseworkers.

Personnel in the community phase of the project will include a Center Administrator, Project Director, Volunteer Counselor and the Parole Officer.

Coordination of the job development and placement activities including employer orientation, will be handled by the Project Director. Volunteer recruitment and training will be handled by personnel appointed by the Project Director.

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DEPARTMENT OF CORRECTIONS, D. C.
Office of the Director

DO 4920.3
November 11, 1974
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DEPARTMENT ORDER NO. 4920.3

Subject: Work Training, and Higher Education Furlough Programs for
Adult Sentenced Inmates

1. Purpose. The purpose of this Order is to establish the Department's policies governing work training, and higher education furlough programs for adult sentenced inmates in institutional placement, excluding Community Correctional Treatment Centers.

2. Issuances Affected or Referenced.

a. Cancellations. So much of subparagraphs 6a(2) and 6a(3) of Department Order Number 4920.1A, Subject: Policies Governing Inmate Furloughs, dated August 28, 1974, as pertains to work release and higher education is rescinded.

b. References.

(1) Department Order 4920.1A, Subject: Policies Governing Inmate Furloughs, dated August 28, 1974.

(2) Department Order 4920.2, Subject: Furlough Policy for Youth Institutions, dated February 6, 1974.

3. Authority. Section 4082, Title 18. of the U.S. Code and pursuant to delegations of authority originating with the Attorney General (28 C.F.R. 0.99, App. Subpart Q; Org. Order No. 7 D.C. Code, Title 1, App., 1973 ed.) the Director of Corrections is authorized to extend the limits of places of confinement of prisoners in accordance with the above paragraph and other applicable provisions of Title 18 of the U.S. Code.

4. Definitions. For the purpose of this Order the following definitions apply:

a. Sentenced Inmate. A person convicted of an offense against the United States and sentenced by competent authority to be committed to an institution or facility of the District of Columbia Department of Corrections for the service of that sentence.

b. Furlough. The extension of the limits of place of confinement of a sentenced inmate.

DO 4920.3

November 11, 1974

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5. Policy. It is the policy of the Department to grant work training, and higher education furloughs to deserving inmates whom it is believed will honor the trust placed in them and who meet the basic criteria contained herein for such furloughs.

6. Procedures.

a. Eligibility. In order to be eligible for work training, higher education furloughs a sentenced inmate must meet the following criteria:

(1) Must have earned minimum custody status.

(2) Must have formally met institutional performance requirements.

(3) Must have a favorable recommendation by an Institutional Review Committee.

(4) Must have served a specified minimum period of sentence based on the following:

(a) Work training, not under daily supervision and control by Department personnel. Inmates serving a minimum sentence in excess of three years must complete 80 percent of such minimum sentence. Inmates serving a minimum sentence of three years or less must complete 60 percent of such minimum sentence.

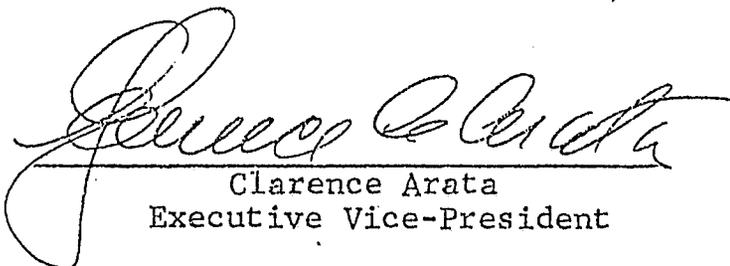
(b) Working training programs under daily supervision and control by Department personnel. Inmates must complete 50 percent of the minimum sentence.

(c) Higher education programs. Inmates serving a minimum sentence of four years or less must complete 60 percent of such minimum sentence. Inmates serving a minimum sentence in excess of four years must be within two years of parole eligibility date. In addition, inmates must satisfy all requirements contained in Departmental guidelines for inmate higher education programs.

b. Institutional Review Committee. The Institutional Review Committee will rely substantially upon consideration of the candidate's disciplinary record, psychological evaluation, work and training participation, and attitudinal and behavior adjustment. Inmates will be eligible for those programs only under exceptional circumstances. This requirement may be met only when the resident (1) has demonstrated complete institutional adjustment; (2) is strongly motivated to benefit from the program; and (3) is considered to have exceptional potential for rehabilitation. Additionally, it must be determined, on the basis of

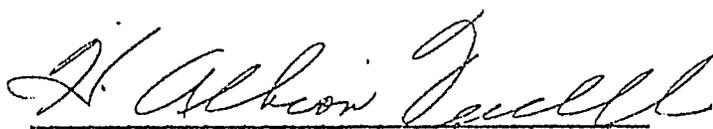
Approved by the Metropolitan Washington Board of Trade

on this 14th, day of July, 1976.


Clarence Arata
Executive Vice-President

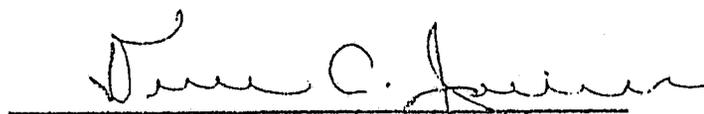
Approved by the District of Columbia Parole Board

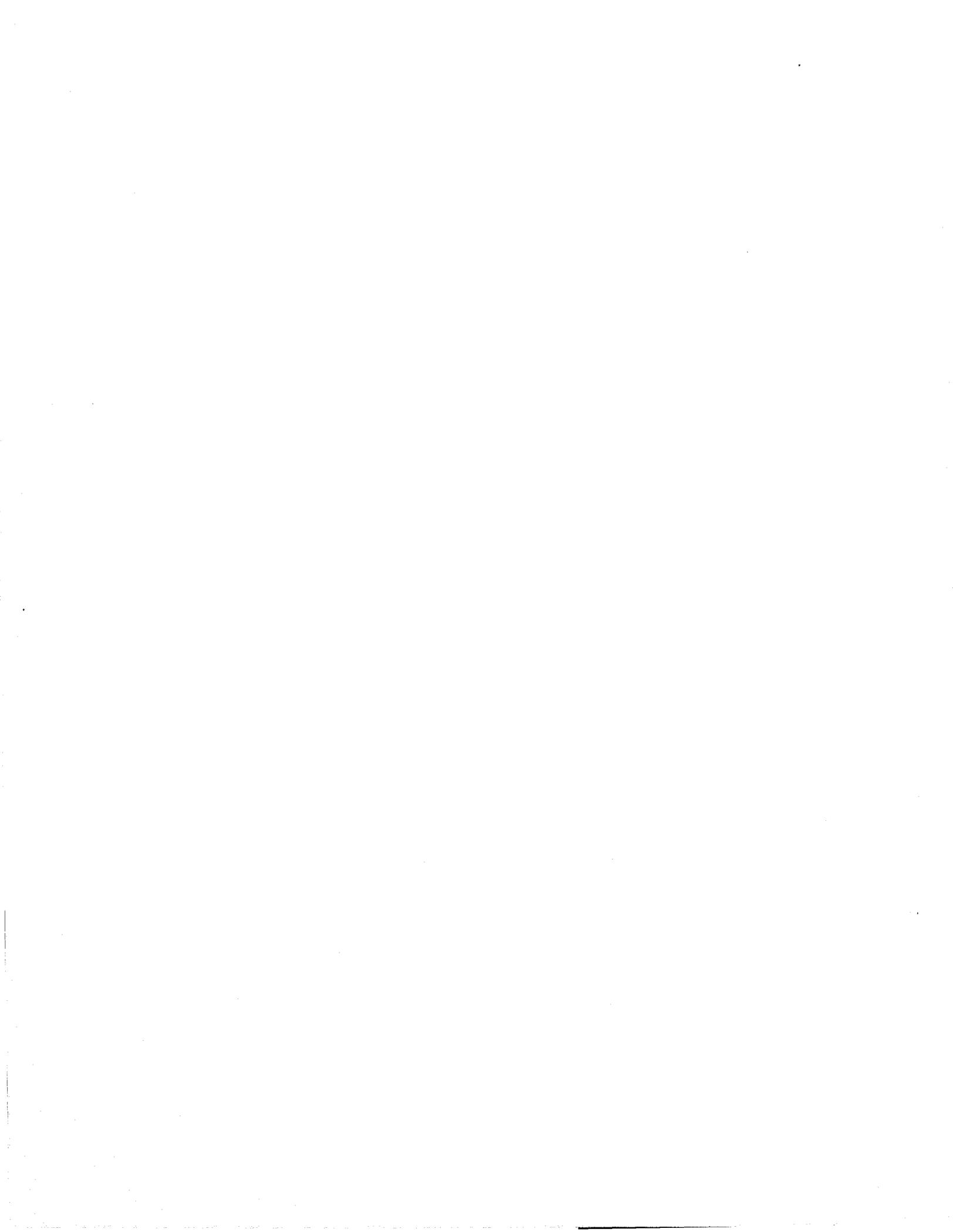
on this 14th, day of July, 1976.


H. Albion Ferrell
Chairman

Approved by the District of Columbia Department of

Corrections on this 14th, day of July, 1976.


Delbert C. Jackson
Director



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