

PRISON-TO-WORK

***An Evaluation of the Early Implementation of
the Career Network Satellite Center at
the Pine Street Probation and Parole Office***

August 2000

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Prepared for
The Departments of Correction and Labor
State of Delaware

Published by
Center for Community Development and Family Policy
College of Human Services, Education & Public Policy
University of Delaware



MEMORANDUM

DATE: August 31, 2000
TO: Lisa Blunt-Bradley, Secretary of Labor
Stanley W. Taylor, Jr., Commissioner, Department of Corrections
THRU: Leslie J. Cooksy, Ph.D., Center for Community Development & Family Policy
FROM: Adrienne M. Clark Bey, MSW

The purpose of this memo is to transmit the attached report **Prison-To-Work: An Evaluation of the Early Implementation of the Career Network Satellite Center at the Pine Street Probation and Parole Office.**

This report summarizes the strengths and weaknesses of the Career Network Satellite Center identified by the officers and consumers who were interviewed for this evaluation. Although only a few officers and consumers participated in the evaluation, the information in this report provides insight into what parts of the Career Network Satellite Center are working well and which parts could be improved.

The perceived strengths of the Career Network Satellite Center are divided into four categories: Staff, Resources, Accessibility, and Administrative Structure. Both officers and consumers identified strengths that pertained to these categories. The resources of the Career Network Satellite Center appear to be the strongest aspect, according to both groups (officers and consumers). For example, both officers and consumers mentioned the telephones and computers that are available in the Center as strengths. For more details, see pages 5-7 of the report.

The perceived weaknesses of the Career Network Satellite Center are divided into five categories: Staff, Resources, Physical Lay-Out, Accessibility, and Administrative Structure. Officers identified weaknesses in all five categories. For example, the officers believed that the physical set-up of the room was a hindrance, as well as the limited Center staff, computers, access to the room, and communication between Center staff and the referral officers. The consumers identified weaknesses in three of the five categories: Staff, Resources, and Administrative Structure. Most of the consumer weaknesses were central to the Career Network Satellite Center staff. The consumers contended that the staff: 1) did not advocate for them (consumers) to employers, 2) did not show them how to use the equipment

and resources in the resource room, 3) did not motivate them enough, and 4) made too much noise at their work stations. Specifics can be found on pages 7-9 of the report.

The officers and consumers made some concrete and practical recommendations for improving the effectiveness of the Center. The officer recommendations are divided into five categories: Staff, Resources, Physical Lay-Out, Accessibility and Outreach, and Administrative Structure. Some of the specific recommendations were:

- The Center needs more staff to provide more 1:1 attention to consumers.
- The Center staff should stay in contact with employers that hire the consumers who have gone through the Job Search Program, so that more can be referred.
- Programs should be implemented (similar to the one implemented July 2000), that will help consumers write their resumes, provide interviewing techniques, etc.
- Issue a certificate to consumers stating that they have completed the orientation process of the Center, to serve as a reference

The consumer recommendations focus more on resource issues. For example, the consumers recommended that:

- The Center should have certain jobs lined-up where they could actually send consumers.
- The Center should have a direct connection with GED and job skill training classes that offer services to older consumers (ages 25+).
- Computer training should be available.
- Outside resources should be brought to the Center. For example, employers to talk to consumers about jobs they have to offer. There should be seminars, guest speakers, and employers should do on the spot interviews.

The recommendations made by the officers indicate their interest in having a successful program to refer their clients. The recommendations made by the consumers and their focus on the Center's resources is not surprising since the consumers are the direct beneficiaries of the services offered. For the complete set of recommendations see pages 10 and 11 of the report.

In addition to the strengths, weaknesses, and recommendations, the report also provides a description of the Center and its newly implemented Orientation program. It also briefly discusses the barriers to employment faced by ex-offenders. While not providing definitive answers, the evaluation has provided information on the early implementation of the Career Network Satellite Center at the Pine Street Office. I hope that you find these results helpful in making program decisions in the future.

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An Evaluation of the Early Implementation of the Career Network

Satellite Center at the Pine Street Probation and Parole Office

In December of 1999, the Department of Correction (DOC) and the Department of Labor (DOL) signed a Memorandum of Understanding (MOU) agreeing to work together to improve the employment status of offenders in the State of Delaware. Under this agreement, DOL agreed to establish five Career Network Satellite Centers throughout the State of Delaware. The Career Network Satellite Center at the Pine Street Probation/Parole Office in Wilmington, Delaware was the first to be established. In this report, the Career Network Satellite Center will be referred to as the Job Search Center (JSC), as employees at the Pine Street office commonly refer to it.

The mission of the JSC is to provide the community with training, workshops, and a multi-faceted resource center that will assist consumers in their job search. To learn how the JSC was being implemented, the DOC and the DOL contracted with the University of Delaware's Center for Community Development and Family Policy to conduct an evaluation of its early implementation at the Pine Street Office. This report summarizes the results of the evaluation. First, the evaluation approach is briefly outlined. Then, the report describes the JSC's physical and organizational structure. After this background, the evaluation findings on the strengths, weaknesses, and recommendations for improvement of the JSC are presented. The report concludes with a summary and discussion of the special challenges of offenders in seeking a job.

Evaluation Methods

I used interviews and observations to collect the evaluation data. The observations and interviews occurred over a period from June 29, 2000 through August 4,

2000, on an average of three to four days per week. Overall, six officers and nine consumers were interviewed. The Senior Probation Officer, who staffs the JSC full-time, identified the officers that were interviewed. The sole criterion used to identify officers to be interviewed was that the officers had to have consistently referred their clients to the JSC so that the evaluation focused on those with experience with the JSC. To identify the consumers to be interviewed, I asked every consumer who came into the JSC if they were willing to be interviewed during the days of observation, and nine people agreed.

Orientation Sessions were started shortly after the evaluation began. Prior to the Orientation Program, Probation/Parole Officers used their discretion in referring their clients to the JSC. The implementation of the Orientation Program mandated Officers to refer new offenders on their caseloads, who were not employed, to the JSC. As a result, the nine consumer interviews are a mix between new consumer referrals who had completed the Orientation Program, old consumer referrals who did not complete the Orientation Program, and consumers who were not referred at all and just walked in.

Given the small number of interviews and observations and the short time-frame, the evaluation cannot provide definitive conclusions about the JSC at the Pine Street Office. In addition, because the Pine Street office was the first office to implement a JSC under the MOU, information on the JSC's implementation from the Pine Street office will not necessarily apply to other Probation/Parole offices in Delaware. Despite these limitations, the interviews and observations provided insight into what parts of the Pine Street JSC are working well and which parts could be improved. The following sections

summarized the strengths and weaknesses of the JSC from the perspectives of the officers and JSC consumers who participated in the evaluation.

The JSC: Lay-Out, Staffing, and Orientation

The JSC is a room located adjacent to the Day Reporting Center, and is open to offenders on supervision by DOC and consumers from the community. It is equipped with eight chairs and six working areas. Three of the areas are equipped with computers that are supposed to be networked with the Virtual Career Network database, provided by DOL. At the time of my observation (June 29th to August 4th), there was only one computer actually working. According to staff, the other two computers were out for repairs. Two of the areas are equipped with phones (three in total), phone books (two in total), and classified ads from The News Journal. The other work area is equipped with a fax machine. Other resources available in the JSC are: copy machine, bus schedules, books on how to write resumes, bulletin board with job search tips and postings of training programs, job postings, and a small cubicle that houses a TV and VCR. Office supplies are available upon request and there are four motivational posters hanging in the room. For example, one poster says, "Improvement Begins with 'I'."

One full-time Senior Probation Officer and one "seasonal" staff member staff the JSC. The Senior Probation Officer is responsible for the daily operations of the JSC. The "seasonal" staff member is responsible for assisting the Senior Probation Officer with her duties. The "seasonal" staff at the Pine Street Office rotate assignments. As a result, there are different "seasonal" staff assigned to the JSC each week.

Shortly after the evaluation began, the Pine Street Probation and Parole Office implemented a group orientation program to assist new consumers in optimizing their job

search and usage of the JSC. The Orientation Program consists of a four-day (Monday through Thursday) workshop that addresses a variety of job search skills needed to optimize ones job search. Each participant is given a workbook to complete assignments that correspond with topics discussed in each session. Session I is an introduction to the Orientation Program and a Personal Skills Assessment is completed. Session II covers resume writing, cover letters, and the application process. Session III covers phone etiquette, appropriate interview attire, and interview techniques. During Session IV, mock interviews are taped and reviewed, and consumers are given an orientation of the JSC. The Sessions are conducted during the day (one session per day) between the hours of 1 p.m. and 4 p.m. Monday through Wednesday, and 8:30 a.m. to 12:30 p.m. on Thursdays. The JSC itself is open 9 a.m. to 4 p.m. on Mondays, 9 a.m. to 6 p.m. on Tuesdays and Wednesdays, and 8:30 a.m. to 3:30 p.m. on Thursdays. The JSC is closed on Fridays.

As part of the Orientation Program, a new mandatory referral process for new offenders under supervision by DOC was implemented. Below is an outline of the mandatory referral procedures for offenders under supervision by DOC (as outlined in the Job Search Procedures handout):

- 1) When an offender is referred to the JSC, a copy of the OSR (probation intake form) must be attached to the referral form.
- 2) Each offender will be required to complete four orientation sessions before beginning to use the JSC. (Outline of Sessions described above)
- 3) After completing the four sessions, each offender must be referred to attend the JSC for a minimum of two days. Three days will be the maximum days to attend unless there is a necessity for more.
- 4) Officers should make the offenders aware that they must schedule a block of time (at least 30 minutes) to use the JSC. This is to ensure productivity in the room. The JSC staff keeps a calendar and offenders are responsible for scheduling their time with the JSC staff.

- 5) Each offender will be required to spend ½ hour in the JSC and make five contacts with employers before leaving. If an offender leaves early, it will be considered a No Show. If an offender fails to make contacts with employers, they will be referred back to their officer.
- 6) Each offender will have a 10-minute weekly session with a JSC employee to determine progress.
- 7) Three No Shows will result in discharge from the program. Officers will be notified in writing after the second No Show. An offender can be referred back to the Orientation Program in writing with Supervisor approval.
- 8) Offenders will be discharged upon receipt of employment or notification from officer.
- 9) JSC employees will provide, for the officer, employer contact sheets for follow-up.

In contrast to the above mandatory referral process, currently there is no referral process for consumers who are not under supervision by DOC. Walk-ins are welcomed.

Perceived Strengths of the JSC

Table 1 lists the strengths of the JSC, as perceived by the consumers and officers interviewed for this evaluation. As one can see, both the consumers and officers believed that the JSC staff, job postings, available resources, experience received from contacting employers over the phone, and the accessibility of the JSC were positive aspects of the JSC. Some other noted strengths were the location of the JSC and the skills obtained from the newly implemented Orientation Program (resume writing and interviewing techniques). Two other strengths that the officers discussed were: 1) the new policy that mandated attendance in the JSC, and 2) they received notification when offenders under their supervision did not show to their scheduled JSC times.

Table 1. Perceived Strengths of the JSC

Officers	Consumers
<i>Staff</i>	
<ul style="list-style-type: none"> - They help with resume development, scheduling interviews, they give information and help motivate the consumers. - The help consumers receive on interview techniques. 	The JSC staff.
<i>Resources</i>	
<ul style="list-style-type: none"> - The resources available: phones, newspapers, and computers (Internet access), and the books on resume writing. - Reasonable jobs (entry-level positions) are posted. - Experience consumers receive in contacting employers over the phone and putting out applications. 	<ul style="list-style-type: none"> - The resources available: phones, newspapers, and computers (Internet access), and the books on resume writing. - Reasonable jobs (entry-level positions) are posted. - There are a variety of jobs posted. The JSC has postings that are not listed in the newspaper. - If you really participate, you can get a job. The JSC has everything available to do so. - The JSC helps you get a resume completed. - The JSC is a lot easier than just looking in the newspaper.
<i>Accessibility</i>	
The JSC is accessible to anyone on probation, if they want it; they (consumers) can come at their discretion; they (consumers) are not limited to ½ hour.	The location is convenient.
<i>Administrative Structure</i>	
Officers are notified when clients do not show.	The rule that you have to contact 5 employers before you leave.

Consumers and officers alike had positive comments about the JSC. Below is a listing of the some of the comments I received:

- “Overall, the Job Center is good because it gives you information that may not be in the newspaper.” [Consumer]
- “They [staff] are doing everything that they can do. You can’t blame them for not trying.” [Consumer]
- “It [JSC] is a God send for me because I have access to a telephone and I am able to contact people back.” [Consumer]
- “It [JSC] gives them [offenders] a job and gets them off of the street and gives them money in their pockets... It [offenders securing jobs] helps to relieve a lot of problems.” [Officer]
- “It [JSC] definitely helps us [officers] out.” [Officer]
- “The Orientation Program they have designed is excellent.” [Officer]
- “For clients who are not motivated, having to go to Job Search [it being mandatory] helps motivate them to come; especially if they don’t want to get a job on their own.” [Officer]

Perceived Weaknesses of the JSC

Table 2 lists the weaknesses of the JSC, indicated by the consumers and officers interviewed for this evaluation. The weaknesses have been grouped into five categories: staff, resources, physical lay-out, accessibility, and administrative structure. Officers had at least one weakness listed in each category. The officers listed the physical set-up of the room as a hindrance, as well as there not being enough JSC staff, computers, access to the room, and communication between JSC staff and the referral officers. Some other weaknesses discussed by the officers were not necessarily inherent in the JSC itself, but had to do with the offenders who were referred to the JSC. Their main issue was that it was hard to sanction someone if they did not comply with the requirement that they attend the JSC. They believed that since attending the JSC is mandatory, there should be consequences for non-compliance.

Table 2. Perceived Weaknesses of the JSC

Officers	Consumers
<i>Staff</i>	
<ul style="list-style-type: none"> - The consumers are alone in the room. They do not get guidance on how to use the equipment. - "Seasonal" staff - there needs to be probation/parole officers staffing the Center. - There are not enough staff to work 1:1 with consumers. 	<ul style="list-style-type: none"> - JSC staff do not advocate for the consumers to the employers. - There is too much noise. JSC staff have no respect for people looking for a job. They (JSC staff) talk and laugh loud at their work stations, while consumers are in the room trying to look for a job. - JSC staff do not motivate the consumers enough.
<i>Resources</i>	
There are not enough computers to access.	JSC staff do not show consumers how to use the computers. There needs to be a class for people who are computer illiterate; need computer training.
<i>Physical Lay-Out</i>	
The physical set-up of the room – consumers do a lot of talking to each other (not related to job search).	
<i>Accessibility</i>	
Office is not open during the evening hours to accommodate those offenders who have court mandated responsibilities during the day.	
<i>Administrative Structure</i>	
<ul style="list-style-type: none"> - Lack of communication between the Center and officers about programmatic issues. - System weakness – it is hard to sanction offenders if they do not participate in the Job Search Center. 	It is mandatory for offenders to attend.

The consumers had at least one weakness listed in three of the five categories.

The consumers did not identify any weaknesses with the physical lay-out of the room or the accessibility of the JSC. As listed in the table, most of the weaknesses discussed by

the consumers were central to the JSC staff. This focus on the JSC staff may be due to the fact that the staff are the consumers' only direct connection to the resources provided by the Center. Consumers have to rely on the JSC staff for everything they gain in using the Center, so their focus on staff functioning is not surprising. One other weakness that was listed, which had nothing to do with the JSC staff, was the mandatory attendance rule for offenders.

As in the Perceived Strengths section of this report, officers and consumers alike had comments regarding the weaknesses of the JSC. Below is a listing of some of the comments I received:

- "They [staff] don't push you hard enough, but you can only push people but so far." [Consumer]
- "Staff are not really trying to help. They just stuck me in here and said, 'Do this.' This is the second time." [Consumer]
- "Everybody I refer to the Center ends-up finding employment on his or her own." [Officer]
- "A lot of offenders will go out on job interviews and the drawback for them is that as soon as they tell a potential employer that they are a convicted felon, then there is a lack of trust." [Officer]

Recommendations

The officers made many more recommendations for the JSC than the consumers did. In addition, they made suggestions about several aspects of the JSC, while consumer recommendations focused on resource issues. The consumers' focus on JSC resources is not surprising since the consumers are the direct beneficiaries of the services offered by the JSC. Their recommendations to add additional resources can only be indicative of their desire to make the JSC more useful to their individual needs. The consumers' specific recommendations are:

- Outside resources should be brought to the JSC. For example, employers to talk to consumers about jobs they have to offer. There should be seminars, guest speakers, and employers should do on the spot interviews.
- Computer training should be available.
- A type-writer should be an available resource in the JSC for people who prefer the "old-fashioned" way.
- There should be a better variety of job postings; currently, most postings are for Laborers.
- There should be more GED classes available.
- There needs to be more phones and more computers.
- The JSC should have certain jobs lined-up where they could actually send consumers.
- Bus tickets should be provided to help consumers get to their jobs; to help them out before they get their first paycheck.
- The Center should have a direct connection with GED and job skill training classes that offer services to older consumers (ages 25+).

In contrast to the consumers, the officers made recommendations not only about resources, but also about the staff, physical lay-out, accessibility and outreach, and administrative structure of the JSC. As the concrete and practical recommendations provided in Table 3 indicate, the officers are interested in having a successful program to serve their clients. With a successful program, more successful discharges from supervision could occur, possibly resulting in an impact on the global recidivism rate.

Table 3. Officers' recommendations for the JSC

Topic	Recommendation
<i>JSC Staff</i>	<ul style="list-style-type: none">- JSC staff should do more follow-up to see how the consumers are doing on the job.- JSC should get statistics to show consumers those consumers who did get a job by using what they learned through participating in the Job Search Program.- JSC staff should stay in contact with employers that hire the consumers who have gone through the Job Search Program, so that more can be referred.- There is a need for "real" Probation Officers to staff the JSC, as opposed to "seasonal" staff.- The JSC staff need to be monitored and trained on how to help consumers use the JSC more effectively. The JSC staff should have representatives from other agencies do the training.- The JSC needs more staff to provide more 1:1 attention to consumers.
<i>Resources</i>	<ul style="list-style-type: none">- Education should be a mandatory part of participating at the JSC.- The JSC should keep a list of employers who do not hire ex-offenders, so that offenders would know where not to apply for jobs.
<i>Physical Lay-Out</i>	<ul style="list-style-type: none">- The JSC needs more structure, more space, and sectioned-off cubicles. There should be a quieter environment.
<i>Accessibility and Outreach</i>	<ul style="list-style-type: none">- The JSC needs to be open 1 to 2 nights per week.- Put fliers around the community to notify people that the JSC is open for their use.
<i>Administrative Structure</i>	<ul style="list-style-type: none">- There needs to be consequences for offenders who do not comply with using the JSC.- Programs should be implemented (similar to the one implemented July 2000), that will help consumers write their resumes, provide interviewing techniques, etc.- Tour other job training centers in other states to see what they use that is effective.- Issue a certificate to consumers stating that they have completed the orientation process of the JSC, to serve as a reference.

Three weaknesses mentioned by officers or consumers were not addressed in the recommendations they made. Those weaknesses are: 1) the lack of communication between the JSC and probation/parole officers about programmatic issues (listed as a weakness by one officer and a strength by another officer), 2) the loud noise by JSC staff

(consumer), and 3) the mandatory attendance clause for consumers (listed as a weakness by a consumer and a strength by an officer). Although neither group (officers nor consumers) made any specific recommendations to address these weaknesses, it does not mean that these issues are not as important as the others are. I suggest these matters be taken into consideration when making programmatic changes.

Summary

As stated earlier in this report, the information above provides insight into the experiences of the officers who have referred their clients to the JSC and the consumers who have used the JSC. In reviewing the Strengths and Weaknesses section of this report, it is evident that within each group (officers and consumers) there have been different experiences. To further illustrate these differences, Table 4 shows how within each group there were differing opinions on what aspects of the JSC are strengths and what aspects of the JSC are weaknesses; this in turn had an effect on each group's recommendations.

In Table 4, it shows how one consumer listed "the variety of jobs posted" as a strength, and at the same time another consumer recommended that "there should be a better variety of job postings; currently, most postings are for Laborers". Other illustrations include, an officer stated that the mandatory clause for offenders to participate in the JSC helps to motivate them. On the other hand, a consumer stated that they did not like coming to the JSC because it was mandatory to attend. One officer stated that the communication between JSC staff and the officers was a strength because they (officers) were always notified when their clients did not attend their scheduled appointments. On the other hand, another officer stated that the communication between

JSC staff and officers is a weakness because they (officers) do not get enough information about programmatic issues to share with their clients.

Table 4. Comparison of JSC Strengths and Weaknesses Identified by Officers and Consumers

Issue	Officers		Consumers	
	Strength	Weakness	Strength	Weakness
Variety of job postings			✓	✓
Mandatory participation of offenders in JSC	✓			✓
Communication between JSC staff and Probation/Parole Officers	✓	✓		
JSC staff	✓	✓	✓	✓

One last illustration, which is a little broader in scope, is that there did not appear to be a collective group consensus on the issue of the JSC staff. Both officers and consumers listed the JSC staff as a strength and a weakness. Some officers believed that the JSC staff was a strength because they were very helpful in teaching the skills needed to develop a resume, do an interview, motivate consumers, and provide information. Other officers believed that the JSC staff was a weakness because there were not enough staff available to give consumers the one on one attention that they needed. Also, the officers strongly believed that the staffing of the JSC should consist of only Probation/Parole Officers; as opposed to “seasonal” staff. An officer stated:

“If officers were here, clients would be more apt to stay [at the JSC] because an officer would let the supervising officer know if clients are not doing what they are supposed to be doing. Clients might feel that they can “push over” on the ‘seasonal’ staff.”

Also on this issue of the JSC staff, some consumers stated that the staff were a strength within themselves. They believed that the strongest aspects of the JSC staff were that they help with resume development and interviewing techniques. On the

contrary, other consumers viewed the JSC staff as a weakness. They stated that the JSC staff did not advocate for them to employers, they did not show them how to use the equipment and resources in the JSC, they did not motivate them enough, and they made too much noise at their work stations (talking and laughing).

Matters for Consideration

Beyond the strengths, weaknesses, and recommendations, an overarching theme emerged in the evaluation. This theme is The Treatment of Offenders in the Job Search Market. During interviews with the officers and offenders, the issue was raised several times. Convicted offenders (especially felony-level offenders) are having a hard time finding employers who are willing to "take a chance" to hire them for jobs. When I asked one consumer what she would add or take away from the JSC, she stated:

"Staff should have employer contact. I am the 'low man' because I am the one seeking the job and I have a felony conviction ... A lot of times, people don't want to hire people who are on probation or have felonies, you can only work at certain limited jobs when you have a felony because you have to be bonded or you have to be finger-printed and background checked. A lot of times when they do these checks and find out what your charge was, they don't want to deal with you."

Similarly, one officer stated:

"A lot of offenders will go out on job interviews and the drawback for them is that as soon as they tell a potential employer that they are a convicted felon, then there is a lack of trust."

While the training and job search preparation provided by the JSC seems to be beneficial, further success may require greater efforts to link offenders with available jobs. This issue is underscored by the recommendations focused on strengthening offenders' connection to employers that are open to hiring them, such as keeping lists of employers who do not hire ex-offenders and staying in contact with employers who have

hired JSC consumers. These provide a beginning to linking offenders (and non-offender consumers) directly to employers who will be interested in hiring this population.

While the difficult job environment for offenders needs to be considered in developing strategies to help them get employed, the officers interviewed for the evaluation were able to describe success stories. For example, one of the officers said:

“One of my clients got off on an early discharge. He was coming to the Center and working on his own. He did get a job and is working. His company called and asked my opinion about his character. I told them that he looks like he’ll be a hard worker and he’ll be beneficial. He got the job within a week. He asked me questions about interviewing skills and how to dress, etc. He received a full-time job.” [I then asked what aspects of the JSC did the client use.] The officer stated, “I’m not sure. He probably used the phone because he had young kids in the house. He probably used the quietness and the professionalism of having a quiet background.”

Another officer stated, “My client was hired through a temporary agency and now the business hired him as a full-time employee and he is doing very well; which is a surprise.” A third example is the following story:

“I had one client who was coming [to the JSC] for a while. He had a lot of pressure on him because he didn’t have a job. He kept applying and applying for jobs and wasn’t accepted because he didn’t have a social security card or his birth certificate. Job search helped him and referred him to apply for his social security card and referred him to vital statistics to get his birth certificate. He got a position with All Staff a temporary agency. He is working full-time and made money to pay off his fines. It took a lot of pressure off of him.”

Conclusion

In short, the officers and consumers who participated in this evaluation had some similar and some different perceptions of the strengths and weaknesses of the JSC; but overall, the feedback they provided was of a positive nature. When given the opportunity to discuss the weaknesses or the negative aspects of the JSC, each group (officers and consumers) relayed their feelings and beliefs in the form of constructive criticism. Based on my interviews and observations, I conclude that the consumers appreciate the JSC

being available to them and the officers welcome a helpful service to which they can refer their clients. However, the generally positive impressions that the officers and consumers have must be considered against the recommendations they make for improving the program and the special challenges faced by offenders seeking employment. It is possible that the unemployment rate of offenders in the State of Delaware will be affected if the JSC facilitates a direct connection to employers who are willing to hire convicted offenders.



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