

EXCEL

in

INDIANA

EIGHTEEN MONTH REPORT
AUGUST 1971 - JANUARY 1973



PROGRAM OF THE
STATE OF INDIANA
DEPARTMENT OF CORRECTION

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ADMINISTERED BY
PALMER/PAULSON ASSOCIATES, INC.
CHICAGO, ILLINOIS

ACKNOWLEDGEMENTS

It seems fitting that upon completion of this 18 month report the EXCEL program should extend its gratitude and sincere thanks to all the State officials with whom we have worked in helping the program serve the State of Indiana.

A special word of thanks should go to Commissioner Robert Heyne whose foresight made the program possible and to the Executive Director of Field Services, Mr. Leopold Day whose persistence and perseverance kept the program operating. Special thanks should also go to Mr. Frank McAlister of the Indiana State Chamber of Commerce; to our many contacts with Indiana State Employment Service; to the entire State Indiana Division of Parole; and particularly to the many businessmen throughout the State of Indiana who have shown their concern in a positive way. The aid and cooperation of the staff of the Indiana Criminal Justice Planning Agency, especially Mr. George Stultz has also been deeply appreciated.

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 Indianapolis Urban League, Inc.
 Indianapolis Jaycees
 Indiana State Chamber of Commerce
 Urban Coalition
 Delaware Circuit & Juvenile Court
 Danners, Inc.
 Duncan Electric Company, Inc.
 The News Blue Streak
 Journal - Courier
 South Bend Tribune
 The Times - Calumet Region
 Lebanon Reporter
 Sunday Courier and Press
 Christian Science Monitor
 Chicago Sun-Times
 Letters of Appreciation
 Indianapolis Magazine Insert - "From Convict to
 Craftsman Through EXCEL"

INTRODUCTION

EXCEL (Ex-offenders' Coordinated Employment Lifeline) in Indiana is a federally funded program under the U. S. Department of Justice, Law Enforcement Assistance Administration. A grant for the first year from August 1, 1971 to July 31, 1972 was secured for \$277,900. The program was refunded for a second year for \$249,000. Palmer/Paulson Associates, Inc. put together the program in conjunction with the Department of Correction and is under contract to the Indiana Department of Correction to operate this innovative program which secures meaningful employment for the Indiana ex-offender, work releasee and parolee.

During the period from August 1, 1971 to January 31, 1973 some 1,609 individuals have been released to adult parole supervision from Indiana institutions. An additional 311 have come to Indiana through the Interstate Compact. Comparatively EXCEL has interviewed over 1,200 ex-offenders and placed 606 in 762 job placements in the first eighteen months of operation between August 1, 1971 and January 31, 1973. Of the 606 individuals, 63.5% had been arrested and/or convicted of a felony two or more times.

Those released are predominately under 30 years of age, unskilled, have less than a high school education, and were unemployed or underemployed both prior to and after incarceration.



Introduction (Continued)

Until the introduction of EXCEL in August 1971, only one formal assistance program was available exclusively to the ex-offender. PACE (Public Action in Correctional Effort) is a volunteer program designed to meet and maintain contact with inmates through volunteers. Occasionally inmates and volunteers became personally acquainted and the volunteer was able to assist in finding employment for the inmate. The only other option to an inmate was his family or parole officer.

In nearly every major city in the State of Indiana, there are various programs available to the disadvantaged. However, in most instances, the inmate neither knows about the program, nor any other community resource that might be available to him.

In September 1972 an EXCEL in Indiana Pre-release Program was initiated at the Indiana Reformatory. The pre-release staff intervenes at the institution to offer individual and group counseling, motivational training, reality orientation, etc. Upon completion of pre-release, an inmate evaluation is forwarded to the respective field office to begin efforts to locate employment.

It is the thrust of the EXCEL field staff to secure positive policy decisions from the private business sector, secure specific job openings, arrange training programs

Introduction (Continued)

either through OJT (on job training) or other resources, and remain informed of all other community resources available to the ex-offender and his family upon his release. In addition, EXCEL smooths the transition from inmate life to the productive citizen role in the community by individual counseling before and after job placement.

EXCEL has two priority groups who receive immediate consideration. They are work releasees and parolees. EXCEL has secured employment for and placed 155 work releasees and 267 parolees from August 1, 1971 to January 31, 1973. Also placed in meaningful jobs were 103 county probationers, 35 federal ex-offenders, and 204 discharged individuals.

EXCEL IN INDIANA CONCEPT

EXCEL is an acronym for:

EX-offender - one who has committed an offense against the statutes.

Coordinated - to bring together, private business and ex-offender.

Employment - actual job placement.

Lifeline - the cord that ties man to his job and livelihood.

The EXCEL concept is one of selling of benefits by one businessman to another. It encompasses the many benefits that can be derived by the businessman in the private sector by hiring an ex-offender. Some included are loyalty of the ex-offender, strong motivation to prove himself, a complete personal, employment, and criminal history, a free follow up service for both ex-offender and employer by a trained coordinator, assistance in providing information about federal training moneys, and a professional screening of candidates.

Once a man is released to the free community, finding meaningful employment is a key factor in discouraging his return to criminal activity. Many of those returning to a life of crime, do so because the stigma of a criminal record kept them from finding employment commensurate with their

EXCEL Concept (Continued)

abilities. In fact, many experts claim this is the largest single cause of recidivism.

The manner in which a man views himself also plays a great role in success. It may well go back to Cooley's "looking glass self" theory - if a man sees himself as a failure, he will be. If a man sees himself as able to help himself, he will help himself. EXCEL is the catalyst that helps a man help himself by making it possible for him to secure meaningful employment.

EXCEL GOALS & FUNCTION

YEAR ONE

The goals and function of the EXCEL in Indiana program for the first year include:

1. Securing positive policy decisions from the private business sector at top management levels in favor of hiring ex-offenders and enlisting cooperation, support, and continuing interest of employers.
2. Developing jobs for ex-offenders with priority being given to work releasees and parolees.
3. Developing training opportunities and programs and making them available to industry.
4. Building effective working relationships with trade, civic, and professional organizations who can contribute to employment for ex-offenders.
5. Counseling with both the employer and ex-offender after he is placed in a job to assure a smooth transition for each.
6. Providing public information about the job opportunities available and promoting through the news media a better understanding of the ex-offender/employment problems.

EXCEL Goals & Function - Year One (Continued)

7. Developing capabilities of work release, parole and institutional officers in counseling and assisting ex-offenders in obtaining and succeeding in gainful employment upon release.

YEAR ONE GOALS MET

The goals spelled out for year one were met in the following manner:

1. Positive policy decisions were secured from 812 companies across the State of Indiana. Of those, 357 pledged openings and/or hired one or more ex-offenders from the EXCEL program.
2. Over half of all jobs developed went to work releasees and parolees.
3. Training opportunities have been developed through the cooperation of the unions, private employers, and public service programs. Additional job training was secured through the OJT (on job training) program of Indiana Employment Security.
4. Linkage has been made with a number of trade organizations such as the Manufacturer's Association, Foreman's Organization, and many others. The Jaycees have taken on work release as a top priority in coordination with the EXCEL program.

Year One Goals Met (Continued)

5. A regular counseling program has been developed with each client and employer on a regular basis, with no less than five contacts per year.
6. Appendix includes articles from the news media. The media has been cooperative and willing to publish and broadcast information about the EXCEL program and the thrust to place ex-offenders in quality jobs.
7. Seminars were conducted for the Indiana Department of Correction on three separate occasions. The concept of placing an ex-offender in a quality job was discussed. An effective manner in contacting the private business sector was discussed and tried. Those attending the seminars and participating in actual field work were parole officers, work release counselors, and institutional staff.

EXCEL GOALS

YEAR TWO

The second year of the EXCEL program involves a continuing effort of the first year goals, an addition of a pre-release program, and a refinement in coordination with the Department of Correction. Year two goals include:

1. Continuing to enlist the cooperation, support and continuing interest of employers in Indiana in employing ex-offenders and especially participating with the new work release program and pre-release program.
2. Building on the working relationship with trade, civic, and professional organizations already established to organize training programs to assist in employment of ex-offenders.
3. Broadening an effective delivery system of ex-offenders to job placements concentrating in areas where the State is opening work release centers within the year (Gary - Evansville).
4. Initiating a 30-day intensive pre-release program for approximately 100 inmates a month at the Indiana Reformatory.
5. Supplying field training in job development to selected department field officers.

PROGRESS ON YEAR TWO GOALS

As of January 31, 1973 the following is the status of goals for year two:

1. An additional 516 employers have been contacted personally by an EXCEL Job Developer/Area Manager in the first six months of the second year. This makes a total of 1,328 employers who have been made aware not only of EXCEL, but of the current status of the work release program, the parolee-employment situation, and general direction of the Department of Correction. Without exception, employers have been not only receptive, but interested in the entire correctional situation. Several corporate presidents have become members of the Work Release Advisory Board due to EXCEL contacts and efforts.
2. The training programs available to ex-offenders has increased as has public attention to the needs of the ex-offender. For the first time in history, the NAB (National Alliance of Businessmen) has been asked by the President of the United States to take as their fourth

Progress On Year Two Goals (Continued)

priority the employment of ex-offenders.

An MDTA contract was finalized with Keen Foundry for 58 job slots. In addition, the AFL-CIO Human Resources Development Institute has set aside a specified number of job slots throughout the State for ex-offenders. They have requested that ex-offender hiring be done through EXCEL. The Homebuilder's Association is in the process of creating a carpentry training program with federal moneys and several slots will go to ex-offenders. There are many additional training programs at this time in all areas of employment that are setting aside a specific number of slots for the ex-offender.

3. Delivery system for ex-offenders has become more sophisticated in the second year of operation. The employers are more aware of the problems facing an ex-offender and are more familiar with the services of not only EXCEL, but the Parole Division. Work release participants continue to be top priority, and as knowledge of the program increases, confidence on the part of prospective employers increases.

Progress On Year Two Goals (Continued)

4. The pre-release program at the Indiana Reformatory has been initiated and is currently functioning. There were a few delays due to institutional regulations that were imposed by the superintendent of the Indiana Reformatory, and a lack of priority and inaccessability to the inmate population for the pre-release classes. With the cooperation of the Parole Board, obstacles have been overcome and the pre-release program is operational.
5. Seminars were conducted during the first year of operation of the EXCEL in Indiana program. During the second year, EXCEL personnel have spent time working with parole officers individually helping them obtain techniques in working with business and industry. This field effort will take place more intensively during the last 60 days as the project is being transferred to State personnel.

OPERATION OF THE PROGRAM

The EXCEL in Indiana program is a task oriented development and delivery system involving three components including pre-release, job development and job placement. Intertwined is public education, a vital part of the entire operation.

In essence, the program operates in two modes. First, those individuals participating in the pre-release program are interviewed and selected for the limited classes. During the 30-day period of enrollment, inventory of an inmate's background, work experience, and occupational interest is taken. Upon nearing completion of pre-release, the information is forwarded to the respective field office for continued efforts toward job placement. The application is evaluated by the area manager and area coordinator. Work is begun to secure the necessary interviews for the type of employment desired by the ex-offender. If training is desired, the same basic approach is taken.

Second, those individuals who are paroled or discharged without benefit of pre-release counseling, are first in contact with the field office by means of written communication while still incarcerated or by personal contact at the field office upon release. This calls for a background inventory by the coordinator and the same procedure ensues.

There are many "walk-ins" requesting assistance from EXCEL. Due to limited staff, priority is given to work

Operation Of The Program (Continued)

releasees and parolees. After the initial inventory is taken, the job developer/area manager contacts the appropriate type of employer or business. The job opening is turned over to the coordinator for final arrangements for interview and placement.

All efforts are directed toward placing ex-offenders in the jobs for which they have interest and are qualified. Follow up counseling for the client and employer is provided and ancillary services either direct or by referral, to assure that the ex-offender meets with success.

After an individual is placed with an employer, follow up counseling sessions are conducted at the end of one week, two weeks, one month, three months, six months, and one year. Additional follow up service is provided as needed by the client and/or employer.

CLIENT SELECTION

The EXCEL in Indiana program has several methods of client selection. First, our contractual priority is with work releasees and State parolees. As of January 31, 1973 89.6% of the EXCEL clients placed were male, 36.1% on parole and 21.9% on work release. At the beginning of the second year of operation, the pre-release program was added to serve the Indiana Reformatory. Thus, we have a third priority of pre-release graduates, most of whom already fall into the

Operation Of The Program - Client Selection (Continued)

work release or parole category. After priorities are met, referrals are accepted from the U. S. Bureau of Prisons, County Probation Offices, Police Departments and Sheriff's Offices, and other social service agencies having contact with ex-offenders. Many clients are "walk-ins" who have heard about EXCEL through the news media or other ex-offenders.

The project is based on employment and personal counseling aimed at eliminating obstacles to successful employment. Therefore, it has been necessary to eliminate the acute alcoholic, heavy drug user, and persons who are so severely mentally defective as to be unable to hold simple employment. Individuals with the above mentioned problems are referred to other agencies who are able to meet their specific needs effectively.

The client should be willing to make a sincere effort to help himself. It is difficult to measure motivation and due to limited staff, the subjective evaluation of the coordinator must suffice. The coordinator can discuss job skills, future of client, personal problems, how to present himself at an interview, and arrange interviews, but the client must discipline himself to be at the interview on time, properly attired, and willing to work. At no time do we want to impart to a client that we are "giving" him a job, but rather that upon selling himself, he earns the job.

Operation of the Program - Client Selection (Continued)

Also the client must have been convicted of a felony or serious misdemeanor so that he is officially an ex-offender to receive help from EXCEL under terms of the grant.

The above are not hard and fast rules, but rather a set of guidelines from which we work. There is always the man who is 56 years old and a good worker, or the retarded individual or handicapped person a specific company has asked for. There is a client who initially isn't motivated, but becomes motivated. Each client is looked upon as an individual, and deserving of individual attention to his needs.

JOB DEVELOPMENT

In the past, individuals leaving a penal institution returned to the community with the "ex-con" stigma tattooed to every application they filled out for employment. This was translated into being an outcast, or more succinctly as not worthy of decent employment, living conditions, respect or consideration. Add to this that 52.1% of the EXCEL clients leave penal institutions with neither a saleable skill, work history, nor means of obtaining either, and it becomes understandable just how difficult the work situation becomes to the ex-offender. His opportunity to secure meaningful and challenging employment commensurate with his ability becomes nil. Thus, the professional job developer plays a significant

Operation Of The Program - Job Development (Continued)

role with the private business sector in seeking out employers who will participate in the program.

The job developer, an individual trained and skilled in sales, approaches the employer with the concept that the ex-offender represents an untapped manpower resource and that he can derive benefits from hiring such an individual and participating in the EXCEL program. The basic task of the job developer is to create a job reservoir to which clients could be referred. The reservoir includes large and small companies, public and private employers. Although larger companies can predict their needs, the smaller employers leave an open door policy and encourage re-contact when individuals with skills applicable to their respective industry are available. In addition to creating a cadre of employers, the job developer is charged with the responsibility of seeking out other resources that could be of benefit to the ex-offender. Thus has evolved a cordial and working relationship with the Indiana Employment Security Division who encourages the utilization of the IES resources such as the testing and evaluation program, the Department of Labor training programs, and the federal bonding program. IES is particularly interested in the job developer promoting the MDTA on-job-training program with industry.

Specific training resources are developed for those in need of training such as agri-business with Vincennes University

Operation Of The Program - Job Development (Continued)

carpentry classes through the Homebuilder's Association, electrician apprenticeship through the unions and private employers. The AFL-CIO has also set aside job slots for ex-offenders. The need for such job slots was presented to the union at a statewide meeting in 1972.

Job training, jobs, and the like make it possible for an ex-offender to learn a skill or be employed; however, when other problems are pressing the ex-offender, they too must be handled. As a result, the job developer has established contacts with many social service organizations designed to meet such specific needs as related to drug or alcohol problems; housing, food, clothing needs; transportation assistance; dental and medical needs; and many other related concerns that might effect a man on the job. Sometimes the physical needs of an ex-offender and his family must be met so that he can concentrate on succeeding on the job.

Educational services have been developed by the job developer and range from a skill center, a vocational college, an industry related training program, to enrollment in a State supported college or university. Although educational services have always been available to any individual, heretofore there has not been a centrally located source of information available to the ex-offender as to what course he could or should take along these lines. The developer has made available information about each opportunity and the

Operation Of The Program - Job Development (Continued)

requirements of each. For those individuals wishing to pursue a college education, but who cannot be admitted on a regular basis due to deficiencies, the "Upward Bound" program is available. Upon proving himself, an individual may be then accepted into the university program on a regular basis.

During the course of initial impact on the State of Indiana, contacts were established with the State and local chambers of commerce in each area of the State. Endorsements were secured from the Jaycees, Kiwanis, Foreman's Club, Optimist Clubs, Manufacturer's Association, Urban League, Community Action Commission, and many other organizations too numerous to mention. In the securing of endorsements, presentations were made to the memberships as a whole, and many job contacts and openings were secured as a result.

The news media has been a significant and tremendous asset in promoting the ideals of the program. Periodic television coverage has been given, radio spots announced, guest show appearances, and general newspaper and magazine articles routinely provided to the public. Each has indicated not only the needs of the ex-offender, but also the problems inherent in the job market and what EXCEL is doing to meet both.

Operation Of The Program - Job Development (Continued)

Upon securing a positive policy decision from top management, the job developer makes the initial contact with the personnel department. After the initial job openings are secured, the area coordinator carries the ball with the employer. Each employer has available to him information about the client's background, criminal record, work pattern and history, and any other information requested or desired.

As can be seen, several alternatives are available to the job developer and area coordinator in the placing of a client. First is the repeat employer who is familiar with the program; second, the new contacts constantly being established; third, contacts resulting from news media or community presentations; fourth, local governmental training programs designed for the disadvantaged; fifth, continued educational services.

COUNSELING

The area coordinator provides the in-depth counseling component of the program. The area coordinator is the individual most often having first contact with the client, interviews and evaluates the client, ascertains the client's needs and desires, matches the client with the job openings,

Operation Of The Program - Counseling (Continued)

prepares the client for the interview situation, and makes arrangements for the job interview. It is the area coordinator who ascertains if the client is job ready or needs referral to another social agency for medical, dental, optical needs; for housing, food, clothing; for transportation moneys or tokens. It is the area coordinator who establishes rapport - the first and formal link - with the client, earns the client's respect, trust, and cooperation....a first and important step for many. The coordinator also provides the regular follow up service for client and employer.

As a first step in job placement, the client is thoroughly screened and evaluated. During the course of the initial interview, the client's long range goals are discussed in terms of bridging the gap from where he is now, to where he hopes to be five years from now. The client's dreams, ambitions, and future plans are covered in detail. If the client is without goals, he is encouraged to set goals rather than live from day to day. Upon completion of the interview, the coordinator verifies information secured in terms of job history, criminal record, and other pertinent information. At this point, a selection of job, company, and wage is made from the job reservoir. The specific job (or jobs) is discussed with the client advising him of the type of job, wage, hours, benefits, location, requirements, and expectations of the employer. If the client is interested

Operation Of The Program - Counseling (Continued)

in a specific job, the employer is contacted. The employer is advised of the client's qualifications, background, and future plans. Providing the client's qualifications are satisfactory with the employer, and the employer's job meets with approval of the client, the area coordinator arranges a time and place for the job interview. The coordinator next discusses the actual job interview situation with the client. On many occasions, a mock interview is conducted. The coordinator asks questions that the prospective employer will be asking the client. This enables the client to prepare himself and offers insight to the coordinator as to how the client will respond. This enables the coordinator to counsel the individual in presentation of self, what to say, what not to say, how to best handle specific questions, etc. It provides confidence to the client by virtue of the fact that he feels prepared to answer questions presented to him by the prospective employer. In order that his first impression, which may well be the lasting impression, be positive, the coordinator discusses appropriate dress, handshake, posture, and related areas with the client before sending him to the interview.

It is estimated that approximately 80% of the EXCEL clients are placed on the first job interview. This is attributed to the fineline screening, which although time

Operation Of The Program - Counseling (Continued)

consuming, leaves a positive image with the employer and promotes the employer's confidence in the EXCEL program. When the client has provided as much information as possible about himself, it makes possible for the coordinator to screen in and out factors relating to various industries and narrows the job selection process. In turn, because the client is advised of the job expectations, future with the job, and company, he is armed with information making it possible for him to have specific questions ready at the time of the interview. This process saves the time of both the employer and the client. It also eliminates the frustration to the client of being turned down time and again for a job. It bolsters his confidence prior to the interview, and when hired, the client has a feeling of accomplishment. Through this succession of events, the client has been made subtly aware that preparation reaps reward.

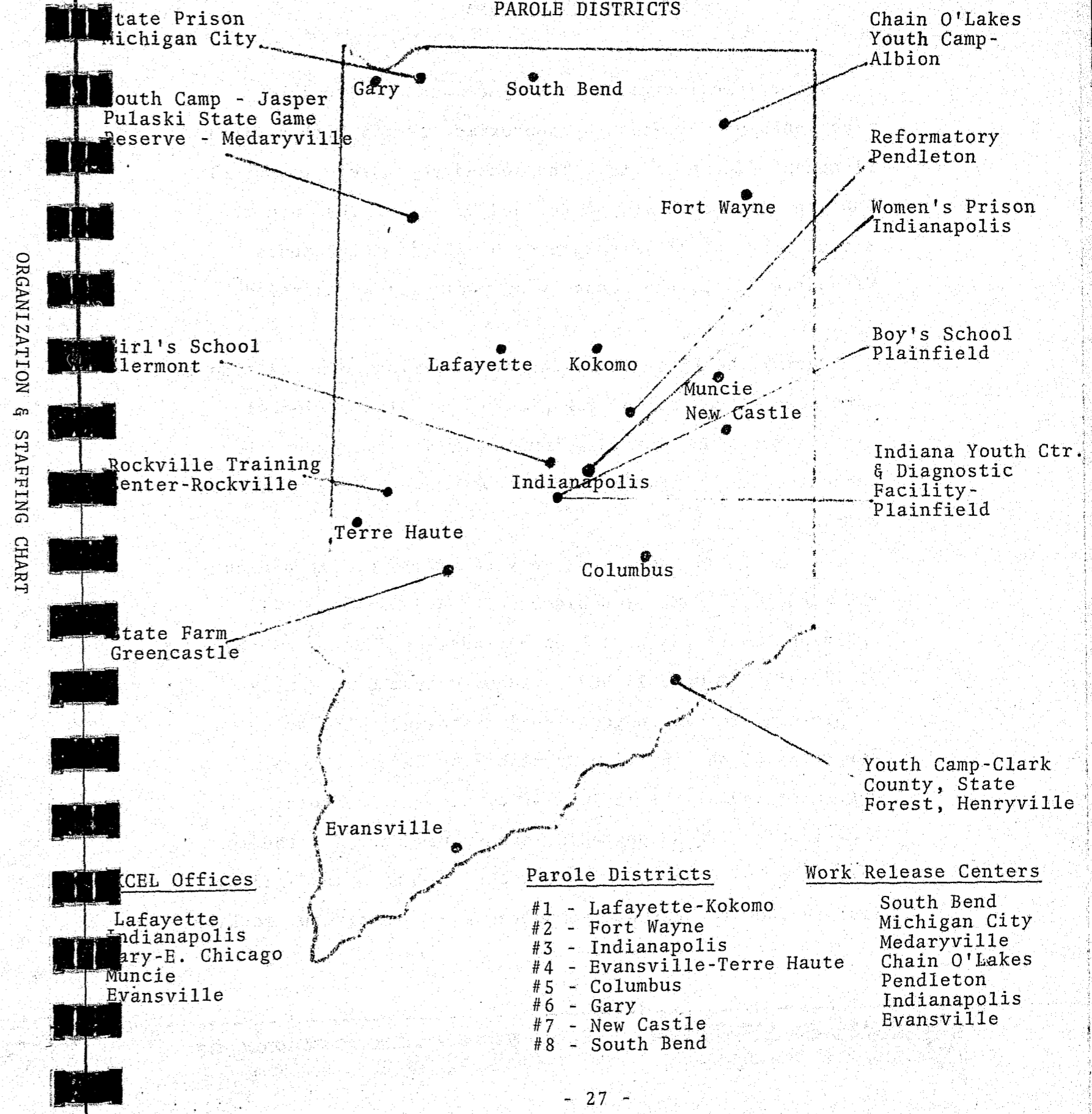
Counseling is one of, if not the most important part of, the entire job placement procedure. Those clients who do not succeed on the original interview contact the coordinator immediately following the interview to advise of the results. Because the job is not secured, either by choice of the client or employer, it is rehashed to ascertain the reason. This serves three purposes: 1) If the client rejects the job, it may be because the job had some aspect displeasing to the client. It further gives insight into what the client does or does not want. 2) It may provide additional insight into

Operation Of The Program - Counseling (Continued)

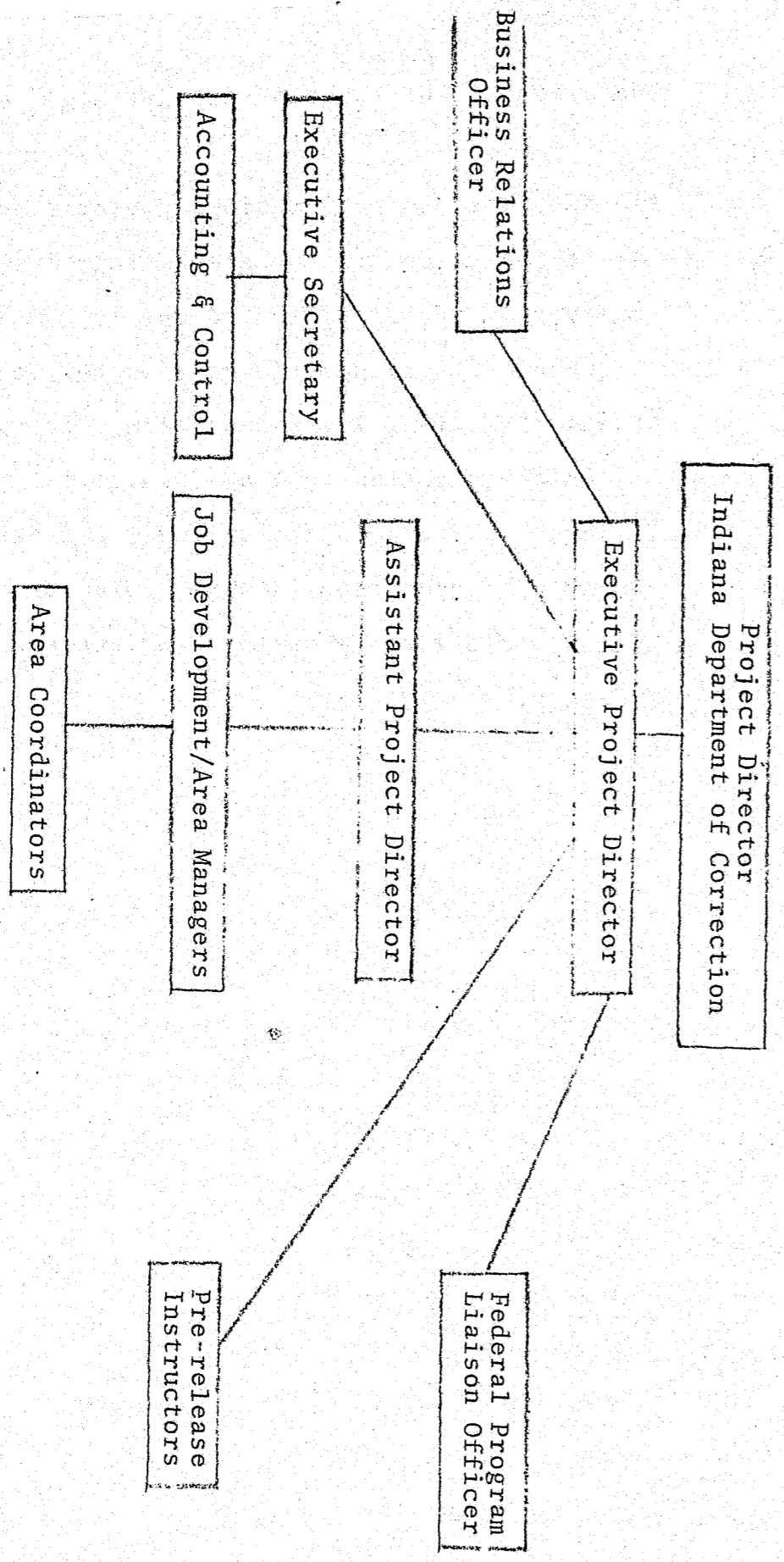
the specific job not previously mentioned by the employer.
3) If the client is not presenting himself adequately, the employer interviewing the client is contacted by the coordinator, and thus the coordinator is in a position to assist the client in strengthening his employment interview.

After placement and at regular intervals, the coordinator follows up with both the employer and the client to assure the smooth transition into the world of work. The regular follow up service seems to be unique and most appreciated by industry.

INDIANA
STATE PENAL & CORRECTIONAL INSTITUTIONS
&
PAROLE DISTRICTS



ORGANIZATION & STAFFING CHART



The director administers the program statewide and coordinates with the Indiana Department of Correction. The assistant director prepares reports, supervises field personnel, and maintains contact with field operations. The function of the job developer/area manager is to secure positive policy decisions from the private business sector, develop jobs, provide information to the news media, supervise the coordinators, and develop training programs in the private sector. The coordinator interviews ex-offenders, reviews applications and matches to job openings, performs follow up with ex-offender and employer after placement, and assists the employer with any problems related to the ex-offender. The executive secretary manages the office, performs usual clerical duties, maintains files, and performs such other duties as assigned.

STATISTICAL REPORT

EXCEL IN INDIANA

The original first year project goal of 350 job placements was exceeded by approximately 45% with a final placement figure of 506. The second year project goal of 350 job placements is, at the end of six months into the second year, at 73.1% completed or 256 job placements. Without a doubt, the second year goal will be exceeded again.

During the first 18 months of operation, 606 individuals have been placed in 762 job placements. The difference between the number of individuals and job placements is accounted for by 101 individuals who were placed more than once.

Of the total individuals placed, 45.5% or 276 are on their original EXCEL job placement. An additional 44 individuals or 7.2% have been upgraded by EXCEL. Another 31 individuals or 5.1% have graduated or are currently completing courses in vocational training. This accounts for 57.8% of the individuals placed by EXCEL. Those upgrading themselves include 40 or 6.6% of the total individuals. Those upgrading themselves were for the most part able to do so for such reasons as developing skills, learning how to present themselves at an interview, seeking

Statistical Report - EXCEL in Indiana (Continued)

out areas of interest to them, or perhaps by understanding an employer's needs and their own as well. A job success figure would constitute approximately 64.4% of the total individuals placed.

TIME TABLE - JOB TURNOVER

The attached Chart 1 indicates the length of stay on a job by an individual. It must be noted that any one individual may be represented multiple times. For example, one individual was placed four times, so four separate resignations were recorded. An explanation of each category is in order:

Laid Off: Figure represents individuals who have lost their job because of lack of work. Some of these were thought to be temporary at first, but these individuals were not called back to their jobs. The loss of employment was not through any fault or action of the employee.

Resigned: Figure represents individuals who have left their job for their own reasons. Also represented are some work releasees who have had to resign when they were released from work release to parole or discharge in order to return to their former residence which was not in the city of the work release center. A few individuals have resigned to return to an institution of higher learning.

Fired: Figure represents individuals who have been terminated by the employer because of some act of the employee. The reasons involved usually include not showing up for work on time, absenteeism, not calling in when absent, poor attitude, unable to handle work situation.

Time Table - Job Turnover (Continued)

Never Showed: Figure represents those individuals placed and hired but failed to arrive for work the first day. This category is significant in that it shows the consequences of a coordinator over-estimating the individual's reliability to get to work the first day. There are many reasons including job situation after release from an institution, fear of ability to perform the task, or hope of finding a better job within a day or so.

Disappeared: Figure represents individuals who have disappeared not only from their job, but also from their residence without leaving forwarding address or without knowledge of relatives. Attempts have been made to relocate these individuals unsuccessfully.

Escaped, Absconded, or Returned to Institution: The escaped figure indicates those who left the work release program and were subsequently reported as escapees. When located, the individual is returned to the sending institutions and also faces new charges of escape. The absconded figure represents parolees who have violated the conditions of their parole by leaving the assigned territory without permission or by making themselves unavailable to their parole officer. The returned to institution category represents individuals who have been returned to the institution for a variety of reasons including parole violation, work release violation, medical care, or the like. Not

Time Table - Job Turnover (Continued)

all returned to the institution were guilty of violations.

Arrested: Figure represents individuals who have lost their jobs because of further trouble with the criminal justice system. The individuals listed in this section include only those who lost their jobs as a direct result of problems with the law. Others have had problems with the law after losing their jobs. In some instances, after due process was served, and if it did not result in a conviction, or incarceration, the job involved was made available to the individual. This was accomplished through the cooperation of the employer and EXCEL staff.

Died: One individual died during the first eighteen months of the project.

Therefore, those who were fired, never showed, disappeared, escaped, absconded, returned to the institution, or arrested represent 173 job placements or a 22.7% rate of job failure. However, it must be noted that the job failure rate is calculated in relation to job placements, not individuals. Some individuals experienced multiple job failures, thus raising the job failure statistic. In addition to the obvious job failures, it must be recognized that of the 142 resignations, some very well may have resigned with knowledge that they were about to be fired for some reason.

Time Table - Job Turnover (Continued)

It is noteworthy that the majority of those leaving jobs for various reasons did so within the first 90 days of employment, with more than half being within the first 30 days.

Of the 606 individuals placed, 101 have been placed more than once. Some 382 had record of multiple arrests and/or convictions.

LENGTH OF TIME ON JOB

	1 Day to 1 Month	1 Month to 3 Mo.	3 Months to 6 Mo.	6 Months to 12 Mo.	12 Mo. Over
Laid Off	24	22	18	2	1
Resigned	65	46	23	7	1
Fired	50	26	17	4	1
Never Showed	15	0	0	0	0
Disappeared	7	2	3	1	1
Escaped, Absconded, or Returned to Institution	10	7	3	0	0
Arrested (Lost Job)	7	10	5	3	1
Died	0	1	0	0	0
TOTAL	178	114	69	17	5
Still Working on EXCEL Job Placement	38	50	67	77	44
Upgraded by EXCEL Still on Job	13	18	9	3	1
Upgraded Self Still on Job	14	11	11	4	0
Grad. or in Voc. Trng. or College	7	2	11	9	2
TOTAL	72	81	98	93	47

Of the above, 101 individuals have been placed more than once. Of the total individuals placed, 382 have record of multiple arrest and/or conviction.

CLIENT
PROFILE

CHART 1

MALE 89.6%
 FEMALE 10.4%
 UNDER 30 69.6%
 SINGLE 46.9%
 HIGH SCHOOL DROPOUT 75.6%
 ON PAROLE 36.1%
 ON WORK RELEASE 21.9%
 JOB HISTORY: LABORER 50.8%
 NO VOCATIONAL TRAINING 52.1%
 NO DRIVER'S LICENSE 28.2%
 NO MILITARY SERVICE 50.6%

PLACEMENT BREAKDOWN

The following charts indicate the breakdown by area of the State of total job placements. In the Indianapolis area where the greatest volume occurs, 44% of all placements were made by one job developer and two area coordinators. Muncie area, which is noted for high unemployment generally, made 20% of the placements with one job developer and one coordinator. The job developer for Indianapolis and Muncie is one and the same man who divides his time between the two locations. In the Gary-East Chicago area are two job developers who double as coordinators. Some 15% of total placements were in the Gary-East Chicago area. Evansville provided 12% of total placements with one man performing the duties of job developer and coordinator. The Lafayette-Kokomo area has the least volume of ex-offenders living in the area of all EXCEL offices. Some 9% of total placements were made by the Lafayette job developer who also acts as coordinator.

Of total placements made, 35% were under parole supervision, 20% on work release, 13% under county probation, 5% under federal supervision, and 27% discharged from sentence.

A breakdown of total job placements by month is also indicated on Chart 3.

CHART 3

EXCEL PLACEMENTS BY LOCATION OF STATE

City	8-1-71 to 8-1-72	8-2-72 to 1-31-73	TOTAL	%
Indianapolis	219	117	336	44%
Evansville	60	31	91	12%
Muncie	97	53	150	20%
Gary-South Bend	81	31	112	15%
Lafayette-Kokomo	49	24	73	9%
TOTAL	506	256	762	100%

Of the above placements covering the first eighteen months of operation, 63.5% are individuals with record of multiple arrest and/or conviction.

EXAMPLES OF EXCEL JOB PLACEMENTS

When a specific job is developed, the work releasee and parolee have the first opportunity for an interview. If there is not a good candidate on work release or State parole, then the job is open to other ex-offenders including county probationers, federal ex-offenders, or those discharged from their sentence.

Approximately 1,328 individual employers were contacted from August 1, 1971 to January 31, 1973.

All types of industry, public and private employers, and training programs have been contacted. Below are listed a few of the typical jobs which were used fairly frequently and the accompanying wage:

Assembler	\$4.10/hr
Sanitation Department	2.60/hr
Welder	3.86/hr
Laborer	2.60/hr
Spray Painter	1.75/hr
Electrician	5.00/hr
Dock Work	2.00/hr
Materials Handler	4.00/hr
Maintenance	2.00/hr
Warehouseman	2.50/hr
Foundry	3.15/hr
Kettleman Trainee	2.38/hr
Nursing Assistant	3.27/hr
Janitor	2.00/hr
Sandblasting & Grinding	3.35/hr
Carpenter's Helper	2.50/hr
Assembly Line	2.56/hr
Fork Lift Trainee	3.12/hr
Assembly Line	4.65/hr
Moldmaker Trainee	3.96/hr

Examples Of EXCEL Job Placements (Continued)

Manager Trainee	\$135.00/wk
Block Layer	6.00/hr
Waitress	1.65/hr + tips
Secretary	6,995.00/yr
Keypunch	1.95/hr

It should be noted that a number of jobs are designated "trainee" and offer a future and better wage upon completion of the training program.

CHART 4

Date	EXCEL JOB PLACEMENTS			Federal	Disch. Other	Total
	State Parole	Work Release	Co. Prob.			
Aug. 1971	1	6	1	0	1	9
Sept.	3	10	2	0	1	16
Oct.	15	3	1	0	6	25
Nov.	11	2	6	0	5	24
Dec.	28	14	13	2	8	65
Jan. 1972	18	20	6	0	18	62
Feb.	19	14	6	5 (3)*	12	55
March	15	5	14	7	15	56
April	15	3	10	1	22	51
May	24	15	5	1	15	60
June	12	8	7	4	12	43
July	7	7	5	1	13	33
Aug.	13	16	3	2	8	42
Sept.	17	6	3	1	11	38
Oct.	14	9	9	7	20	59
Nov.	26	8	4	3	11	52
Dec.	8	5	4	1	14	32
Jan. 1973	21	4	5	0	12	42
TOTAL	267	155	103	35	204	764
	(35%)	(20%)	(13%)	(5%)	(27%)	(100%)

**Three of the above listed job placements did not materialize. The company had agreed to hire, but when the men reported for work, they were advised that since they had relatives employed within the company that they would have to await word from management. Employment pending.

PAROLE - WORK RELEASE FLOW

In order to give some perspective as to the number of individuals released to parole supervision and the number placed by EXCEL, Chart 5 indicates the number paroled, and the number of parolees placed by month by EXCEL.

Statistical information about the work release flow is non-existent. The information available is sketchy, and indicates only the number of individuals on work release, or residents of the Indianapolis DOC Center, in any given month. Most individuals placed on work release are employed prior to arrival at the work release center. Those placed are often men being taken off special assignment, or are residents who have lost a job or residents who have resigned from a job and are in need of assistance. In a few cases, employment was secured for an individual and subsequently he was approved for work release by the institution and brought to the center. Because a man approved for work release is not available for interview prior to being brought to the center, it is virtually impossible to place a prospective work releasee directly from the institution into a job.

CHART 5

PAROLEE / EXCEL PLACEMENTS

<u>Date</u>	<u>Number individuals paroled by Indiana institutions.</u>	<u>Number parolees placed by EXCEL in Indiana</u>
Aug. 1971	79	1
Sept.	70	3
Oct..	51	15
Nov.	94	11
Dec.	92	28
Jan. 1972	66	18
Feb.	79	19
March	88	15
April	108	15
May	86	24
June	95	12
July	106	7
Aug.	119	13
Sept.	103	17
Oct.	85	14
Nov.	89	26
Dec.	94	8
Jan. 1973	105	21
TOTAL	1609	267 = 16.6%

As indicated above, 16.6% of all parolees released by Indiana institutions were placed by EXCEL.

CHART 6

WORK RELEASE / EXCEL PLACEMENTS

<u>Date</u>	<u>Number individuals participating on the work release program.</u>	<u>Number work releasees placed by EXCEL.</u>
Aug. 71	60	6
Sept.	87	10
Oct.	88	3
Nov.	86	2
Dec.	88	14
Jan. 72	88	20
Feb.	88	14
March	70	5
April	80	3
May	74	15
June	65	8
July	63	7
Aug.	65	16
Sept.	47	6
Oct.	53	9
Nov.	46	8
Dec.	50	5
Jan. 73	44	4
Total Placements		155

The above figures of individuals participating on the work release program do not indicate the work releasee flow rate. Although there appears to be the same number at the center, some have gone home, and others have just arrived. There were no flow statistics available from the Director of the Work Release Program.

The decrease in work release participants after September 1972 is due to the fact that the space in the center is occupied by the new study release participants. (see next page) Consequently, fewer jobs were needed for work release in the last quarter of 1972.

DOC - WORK RELEASE CENTER PARTICIPATION
702 N. Senate - Indianapolis

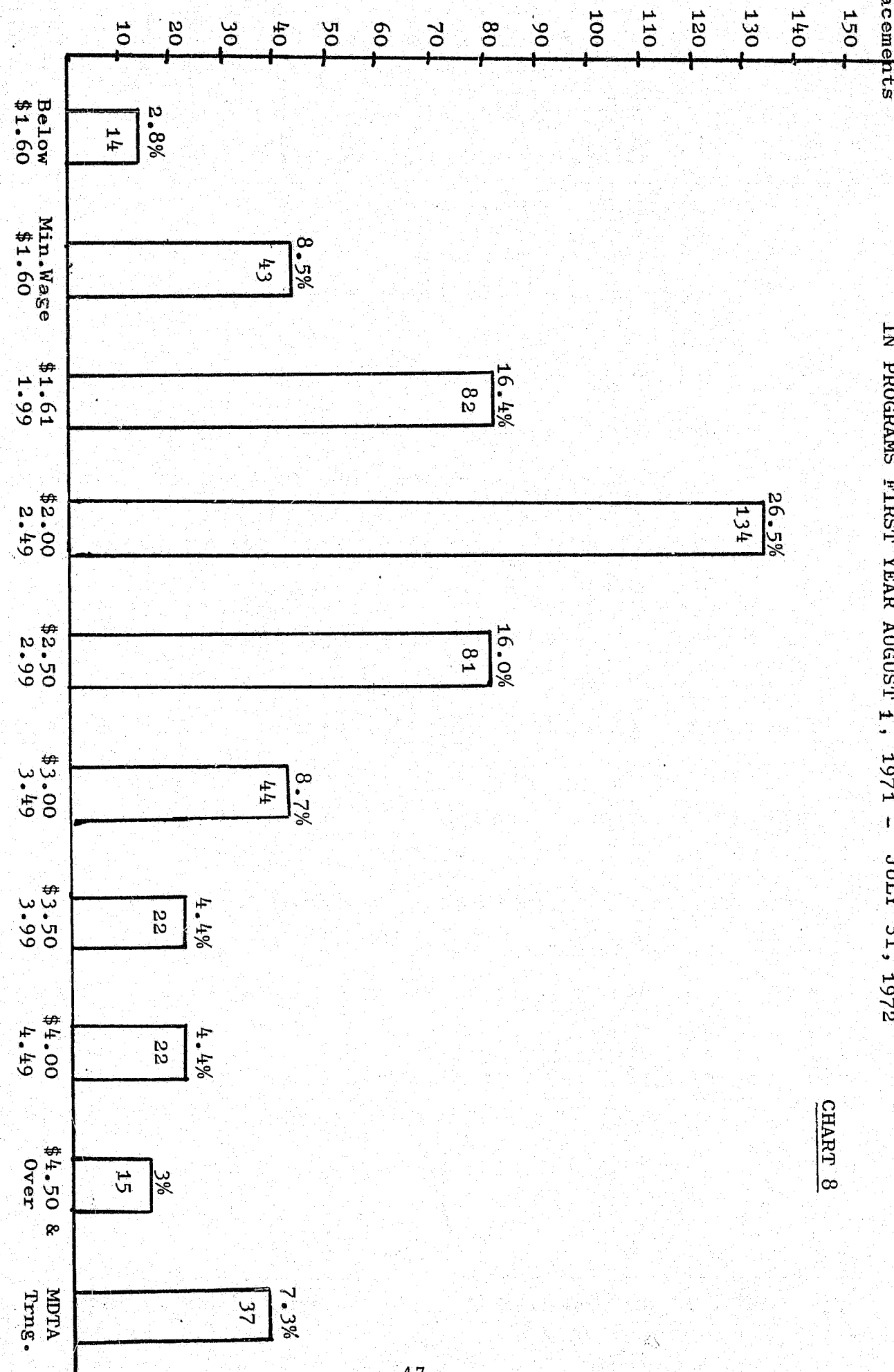
	# Work Release Participants	# Work Study Participants	# Special Assignment Participants
August 71	60	0	14
Sept.	87	0	14
Oct.	88	0	14
Nov.	86	0	14
Dec.	88	0	14
Jan. 72	88	0	14
Feb.	88	0	14
March	70	0	14
April	80	0	14
May	74	0	14
June	65	0	14
July	63	0	14
August	65	0	14
Sept.	47	20	14
Oct.	53	18	9
Nov.	46	18	9
Dec.	50	9	14
Jan. 73	44	20	14

No statistics are available regarding work release flow. No indication is made regarding the number who came to the center, those sent back to the respective institution, those transferred from special assignment to work release, those paroled, those discharged, or those arrested and in detention. The exact number of special assignment men is not available, and the 14 and 9 figures are estimates that usually are required for the operation of the center. There is no way of exacting the number of men requiring employment assistance from EXCEL. We can only go by the number who were unemployed and completed applications.

Number of Placements

BREAK DOWN OF STARTING WAGES OF 506 EXCEL JOB PLACEMENTS IN PROGRAMS FIRST YEAR AUGUST 1, 1971 - JULY 31, 1972

CHART 8



WAGE BREAKDOWN

Chart 8 indicates the wage breakdown of 506 job placements for the first twelve months of operation of the project from August 1, 1971 to July 31, 1972. Chart 9 indicates the wage breakdown for the 762 job placements from August 1, 1971 to January 31, 1973.

It is of interest to note that on Chart 8 some 71.4% of all job placements exceed the \$2.00/hr wage as contrasted to 63% for the first twelve months of operation per Chart 7.

The significant increase in job placements in the higher wage bracket is due to improved technique in job development and job placement.

RECIDIVISM

No attempt was made to calculate the rate of "recidivism" in this report due to lack of information available. Of the clients the EXCEL staff has knowledge of, 3.3% are categorized as escaped, absconded, or returned to institution. Another 4.3% were arrested. Both categories have a contamination factor because those in the first category did not necessarily commit a new crime, and those in the second category may have been arrested, but were not necessarily guilty. A 7.6% rate is not realistic in view of the fact that those who disappeared, resigned, or were fired and did not have further contact with the EXCEL program, may in actuality have been involved in new criminal activity without the program's knowledge. Because each individual who came to EXCEL for assistance did so voluntarily, and exhibited a desire to help himself, we could only say that possibly 10% who requested assistance experienced further problems with the judicial system. The contamination factors are so great that it would be impossible to do more than cite those cases of whom we had knowledge, and provide an educated guess at the remaining probability in numbers.

Since there are no other studies available, there is nothing to compare the EXCEL trends with either in terms of recidivism rates or employment stability.

IN PROGRAM EIGHTEEN MONTHS FROM AUG. 1, 1971 to JAN. 31, 1973

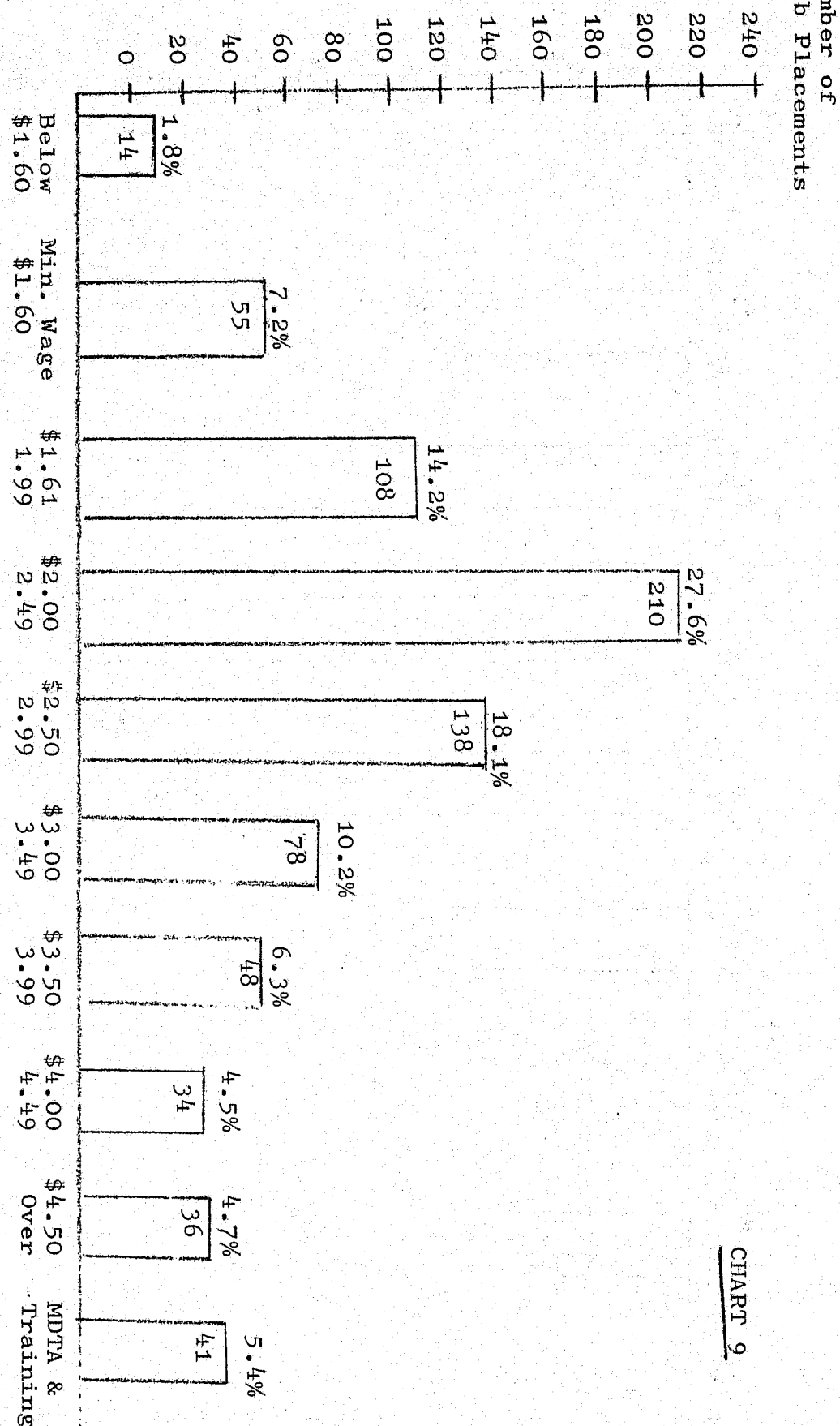


CHART 9

Recidivism (Continued)

The Department of Justice Uniform Crime Reports of 1970 give some perspective to percentage of persons rearrested within four years of release, by type of release:

- Fine and Probation - 37%
- Suspended Sentence and/or Probation - 56%
- Parole - 61%
- Fine - 62%
- Mandatory Release - 75%
- Acquitted or Dismissed - 85%
- Total - 63%

Although this cannot be compared to the EXCEL statistics, it does give a perspective of across the board releases and rearrests. If, in fact, 63% of all individuals released were rearrested within four years, it would appear that EXCEL is being effective in an area where help has been sorely needed.

PROGRAM ACCOMPLISHMENTS

On August 1, 1971 the headquarters office in Indianapolis became operational and the field staff was interviewed and hired by September 1, 1971. Training of field staff was seen as a year long, constantly changing process. The SALES IMPACT series was used as a tool in the training program for staff.

Area offices were set up in Muncie, Lafayette, Evansville, South Bend, and Gary. At the end of the first year, the South Bend office was closed and staff was shifted to the Gary area due to the increased need in Gary-East Chicago. The location of the field offices coincides with the parole districts as established by the Indiana Department of Correction. In order to better service the Department of Correction, it was deemed necessary to have staff in reasonable proximity to the work release centers and parole offices.

INDIANAPOLIS OFFICE - 336 Job Placements

The field staff in the Indianapolis area have a major responsibility to cover employment at the Department of Correction Work Release Center, 702 North Senate Avenue, Indianapolis. When EXCEL became operational in August 1971, the center housed some forty men composed of inmates from the Indiana Reformatory, Indiana State Prison, and the Indiana State Farm. As of January 31, 1973 the center population has doubled. The increased population is due

Program Accomplishments - Indianapolis Office (continued)

in part to the EXCEL program's job finding, placement, and follow up service. After initial impact with the work release center, it was realized that one of the greatest placement problems was with the inmate from the Indiana State Farm, a short term correctional institution. Too often he was not an Indianapolis resident and upon completion of his sentence, he would return to his hometown. His usual stay on work release was about three months. The EXCEL program is not geared to place men in interim type employment, but rather is tailored to the permanent career ladder type of employment. As of mid 1972 fewer Indiana State Farm inmates have been placed on work release.

In November 1971 the Indiana Department of Correction contracted with Catholic Social Services for a Women's Work Release Center. The center was opened with five female inmates and was to be operated in a similar manner as the DOC center. However, due to administrative failure, the center was closed after 90 to 120 days of operation. The center had housed from five to fifteen female inmates at any one time who were, with the exception of one, all EXCEL placements. After the closing of the center, female work releasees were housed in an honor cottage at Indiana Women's Prison. The current problem is one of administration and service. The institutional regulations permit only a female EXCEL staff member to transport a female inmate to a prospective job placement interview.

Program Accomplishments - Indianapolis Office (continued)

Since the only two female staff members of EXCEL are the executive secretary and the assistant director, and their responsibilities do not make them readily available to the transportation task, women's work release has slowed down somewhat in recent months. When the women's work release program was returned to the institution, it was with the understanding that the institutional counselors would provide transportation to interviews. This, however, has not materialized.

The Indianapolis staff also coordinates with the District #3 Parole Office. In general, the parolees are referred by their officer to one of the coordinators who in turn initially interviews, prepares for interviews, and makes arrangements for interviews for the parolee. The parole officer is then advised of the outcome of the interview and given pertinent information regarding the job placement such as company, location, job, hours, wages, and employer contact. Cooperation from the District #3 supervisor and parole officers has been good. EXCEL has been able to assist in placing some DA (deferred action) cases. Deferred action cases are individuals passed their release date from the institution. Such inmates are usually with minimal or no family support, without friends in the area, have little or no salable skill, are of substandard educational background, and are under 30 years of age. EXCEL

Program Accomplishments - Indianapolis Office (continued)

has cultivated a few employers who will accept a man sight unseen on an interim basis pending permanent employment with another employer. This often makes it possible for a man to be released and available for evaluation and interviews.

EXCEL has also accepted referrals from the U.S. Bureau of Prisons, Marion County Probation Office, PACE, Indianapolis Police Department, Marion County Sheriff's Office, CASA (Community Addiction Service Agency), Indiana Employment Security, and many others.

Because of location, the Indianapolis Office has been deluged with "walk-in" ex-offenders who have been discharged from sentence. Although we would like to be able to assist these individuals, assistance has been limited due to limited staff to handle placement and follow up. Approximately 726 individuals are currently on inactive status and some 47 are under active status and being served by the coordinators.

EVANSVILLE OFFICE - 91 Job Placements

Evansville is located in the southwestern corner of the state on the Ohio River. The area manager has developed the community resources through his unending presentations to civic and service organizations. He averages five presentations to groups per month and has made seven television appearances. The area manager utilizes the resources that are available in the Evansville area, and in turn receives referrals from

Program Accomplishments - Evansville Office (continued)

NAB, NYC, PACE, and Indiana Employment Security Division. Of particular interest is the close relationship between the EXCEL representative and the local judge who has initiated his own work release program. Currently in the Evansville area, only two applicants are on inactive status and one is on active status. Although not a formal part of the EXCEL program, group counseling sessions are conducted regularly as a special added feature by the area manager.

GARY OFFICE - 112 Job Placements

A limiting factor in the Gary-East Chicago area of northwestern Indiana is that everything is geared to steel. When steel production is up, so is employment. When steel production is down, the area experiences extremely high unemployment. The area manager in Gary-East Chicago has been instrumental in the writing of one on one on-job-training contracts, and just recently secured a \$98,000 MDTA contract with Keen Foundry providing 54 job slots. In early 1972 the area manager prepared a proposal for Rev. H. Agel to secure Criminal Justice Planning money to operate a three-story apartment building in Gary to house and rehabilitate men who had fallen to criminal justice and were either diverted by the court or upon release from prison became residents. At the Essence House jobs are sought, room, board, clothing, medical and dental services are provided, plus counseling sessions

Program Accomplishments - Gary Office (continued)

by a trained counselor. The project was funded for \$80,000 and at present houses sixteen residents of whom twelve are employed. The area manager has remained active as a member of the board of directors. Those placed include a federal parolee as house manager and a federal probationer as job developer. At present, the project is expanding to include a nine story hotel, but will require additional discretionary money.

Currently 105 applicants are on inactive status, and an additional 25 are under active status.

MUNCIE OFFICE - 150 Job Placements

Muncie is a somewhat typical college town with much business centered around college needs. The Muncie staff also covers the Anderson and surrounding areas of the state. To date, some 187 individuals are on inactive status, but have received routine counseling. Those actively seeking employment include 26 applicants. The area manager and coordinator in the Muncie area have been responsible for the counseling of youthful offenders by students in the Ball State University criminology class. Support has been gained by the staff from the circuit, superior, and city court judges. Further support is indicated by a public service announcement by radio station WLBC. Both ACTION and the PAL club have

Program Accomplishments - Muncie Office (continued)

furnished office space for EXCEL within their facilities. In the Muncie area, EXCEL has gone to the grass roots for support as exemplified by the goodwill of Shawnee Heights Baptist and First Baptist Churches in providing Thanksgiving and Christmas baskets to ex-offenders and families in need. A member of the Shawnee Heights Baptist Church has purchased a car for an ex-offender so that he might have transportation to work. Gateway Christian Center has given EXCEL a desk, and High Street Methodist Church has offered free parking for staff. The area coordinator, who himself is on parole, has delighted in taking advantage of every opportunity to give a vivid account of not only the EXCEL program, but life in prison and ways to reform our penal system. It is through such active efforts that word about EXCEL has spread throughout the Muncie-Anderson area.

LAFAYETTE-KOKOMO OFFICE - 73 Job Placements

Lafayette is also a college town. Cooperation has been received from the City of Lafayette who has set the example by hiring some ex-offenders. The Kokomo-Lafayette area probably has the least volume of ex-offenders of any area office. The area manager engages in job development services for county probationers, federal ex-offenders, as well as parolees. The Lafayette-Kokomo area is not known for its vast

Program Accomplishments - Lafayette-Kokomo Office (continued)

industrial resources, and the employment situation for an ex-offender is not optimum. The development has made jobs available in the limited industrial setting.

The local Optimists Clubs have been developed and participate in the "Big Uncle" program which involves personal contact with the youthful offender. The area manager is a member of the Community Services Program and meets monthly to discuss community problems.

In Lafayette-Kokomo, 25 individuals are on inactive status, and 3 under active status.

GENERAL INFORMATION

In addition to the items mentioned in each of the respective areas, each job developer/area manager belongs to the Manpower Area Planning Council and takes an active part in molding opinion and providing input regarding ex-offenders in fiscal plans for future years in the respective area.

Samples are attached of endorsements received from both the public and private sector. Due to the volume, the sampling is typical of the supportive nature which has been received.

Public education is a never ending process. To keep the problems of the ex-offender before the public, attached are samples of news articles appearing in newspapers, magazines,

Program Accomplishments - General Information (continued)

and publications. Although the news media has provided tremendous coverage, the one on one job development in changing business attitudes has been of greatest value. By personal contact with an employer, his attention is focused on the specifics of job placement for the ex-offender and questions are answered about his particular needs.

As testimony of assistance granted EXCEL clients, letters are included from ex-offenders who have been placed by EXCEL in Indiana.

During the course of our first 18 months of operation, many organizations have become acquainted with the program. One such group, the Ladies Auxilliary to American United Life Insurance Company, presented a check to EXCEL for \$100. We were not able to accept the donation, but requested that the check be given to the DOC Work Release Center Recreation Fund. It was presented to the Work Release Center Board of Directors in January 1973 and recreational equipment has been purchased.

REPORTER

IMA
January
1972

INDIANA MANUFACTURERS ASSOCIATION • 115 N. PENNSYLVANIA • INDIANAPOLIS 46204

New State Program Seeks Jobs For Ex-Offenders

Department of Correction Commissioner Robert P. Heyne reports initial success in the new State-wide Jobs For Ex-Offenders program—EXCEL (Ex-offenders Coordinated Employment Lifeline) In Indiana.

The program, operated under the Supervision of the Indiana Department of Correction, was made possible through a \$277,900 discretionary grant from the Law Enforcement Assistance Administration, is a model project and one of the first of its kind anywhere.

EXCEL is coordinated with the Indiana Criminal Justice Planning Agency as part of Indiana's comprehensive strategy against crime. Goal of the program is to attack a major cause of ex-offenders' return to crime: the inability of the ex-offender to find employment commensurate with his ability.

Commissioner Heyne, discussing the program, says, "over half the crimes in Indiana taking place at this minute are being committed by men who have already been in prison. It makes sense to work with the ex-offender after his release to try to stop him from returning to crime. A good job can be the key."

Governor Edgar D. Whitcomb recently said, "The people of Indiana can strike a blow for law and justice by actively working with EXCEL. By helping an ex-offender to help himself become a constructive member of society, we can cut down on the costs of crime—in terms of the number of injuries to victims and damages to property, in terms of welfare costs for families of inmates, and in terms of tax dollars spent to maintain our State prison system."

EXCEL's Executive Director Richard Paulson, pleased with initial gains in Central Indiana, is confident that other areas of the state will follow suit. The program is now fully staffed with representatives in the Gary-Hammond, Fort Wayne, Lafayette-Kokomo, Muncie-Richmond, and Evansville areas.

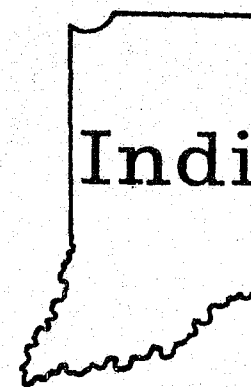
Mr. Paulson, talking about the program, says that an ex-offender has the potential to be a valuable skilled employee if he gets a chance. "An ex-offender makes an excellent em-

ployee because (a) his loyalty is great to a firm that 'gives him a chance,' (b) he has strong motivation to do his best, and (c) he will continually try to improve his skills and work for a better job."

Federal funds are available through the National Alliance of Businessmen's JOBS '70 Program to reimburse a firm for any additional expense in training these disadvantaged employees. Ex-offenders can be trained to your needs and specifications, says Mr. Paulson and "wherever your needs are, there is training available."

To find out how your firm can participate in this program contact Mr. Paulson, EXCEL In Indiana, 15 E. Washington St., Indianapolis 46204. He will assign the job development manager in your area to meet with you and explain how your firm can take part in the project. Meaningful employment is very important to these men. It will also mean the constructive use of a great part of your tax dollar.

Some penologists calculate that keeping an ex-offender on a job and out of jail saves a conservative estimate of \$100,000—including police apprehension, court costs, attorney fees, investigations, welfare for the prisoner's dependents, and incarceration.



Indiana Bankers Association BULLETIN

929 ELECTRIC BUILDING
25 MONUMENT CIRCLE
INDIANAPOLIS, INDIANA 46204
PHONE: (317) 632-9533

ROBERT C. NELSON, EXEC. MGR.
JAN N. ZIGLER, SECRETARY

GB-13-71
November 4, 1971

TO THE MEMBERS OF THE
INDIANA BANKERS ASSOCIATION

EXCEL IN INDIANA

We believe that I.B.A. member banks would be interested in knowing about a new state wide program. EXCEL in Indiana (EX-offenders Coordinated Employment Lifeline). EXCEL made available through the use of Law Enforcement Assistance Administration Discretionary Grant funds is a model program which is actively seeking to cut the recidivism rate by attacking the major cause of men returning to prison - their inability to find meaningful employment with a prison record.

While F.D.I.C. regulations prohibit most banks from hiring many types of ex-offenders for banking tasks, all banks throughout the state still have many positions available in non-banking tasks and have been missing a valuable opportunity to find highly motivated employees as well as improve their public image by hiring the disadvantaged person.

Enclosed for your information is a brochure explaining EXCEL. For more information about the program please call (317) 639-4375 or write EXCEL in Indiana, 15 East Washington, Suite 915, Indianapolis, Indiana 46204.

INDIANAPOLIS URBAN LEAGUE, INC.

"Interracial Coexistence, Communication, Creditable Cooperation
and Respect toward Mutual and Wholesome Coalition"

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INDIANAPOLIS, INDIANA 46204

February 2, 1972

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Economic Development and Employment

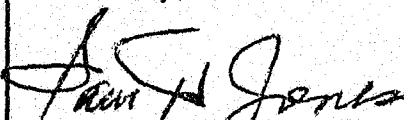
Mr. Richard E. Paulson
Executive Director
EXCEL in Indiana
15 East Washington Street, Suite 915
Indianapolis, Indiana 46204

Dear Mr. Paulson:

It is encouraging to know that Project EXCEL has been selected for the State of Indiana. Penologists are recognizing the importance of innovative programs that help an ex-offender make the transition -- from prison to the community -- a successful transition, successful in terms of continued meaningful employment and the opportunity to contribute to our society.

EXCEL is a significant step toward reducing crime-in-the-streets. For this reason we endorse your project and urge the business sector to hire ex-offenders whenever possible.

Sincerely,


Sam H. Jones, ACSW
Executive Director

SHJ:rcs

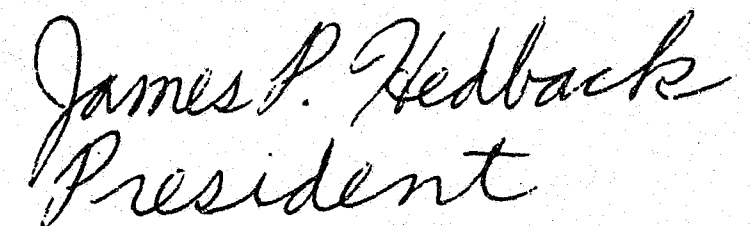
Indianapolis.....



"WHEREAS, The Board of Directors of the Indianapolis Jaycees, Inc. was duly advised by Mr. Richard E. Paulson, Executive Project Director of EXCEL in Indiana, of the existence of such program; that being to find employment for ex-offenders in Indiana; and

WHEREAS, Indianapolis Jaycees, Inc. is an organization working toward the betterment of the community; Now, Therefore,

BE IT RESOLVED, That the Board of Directors of the Indianapolis Jaycees, Inc. does hereby wholeheartedly support EXCEL in Indiana in its efforts to find meaningful employment for ex-offenders who have paid their debt to society and the furtherance of the rehabilitation of the total person."


James P. Hedback
President

AFFILIATED WITH THE NATIONAL URBAN LEAGUE, INC.

A UNITED FUND AGENCY

ALL CONTRIBUTIONS TO THE INDIANAPOLIS URBAN LEAGUE ARE TAX DEDUCTIBLE

411 east michigan street • indianapolis, indiana 46204 • area 317 • 634-9985

INDIANA STATE CHAMBER OF COMMERCE

BOARD OF TRADE BUILDING

INDIANAPOLIS 46204

OFFICE OF
JOHN W. BARNETT
EXECUTIVE VICE-PRESIDENT

November 8, 1971

Mr. Richard E. Paulson
Executive Director
EXCEL in Indiana
15 East Washington Street, Suite 915
Indianapolis, Indiana

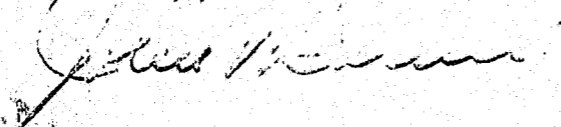
Dear Mr. Paulson:

In response to your letter of November 3 to Frank McAlister, I wish to advise that our Board of Directors on October 23, 1971 did endorse the EXCEL program in general.

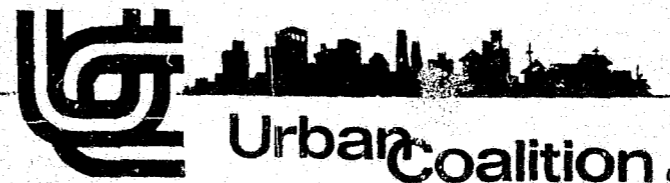
Our endorsement essentially means we, as an organization, believe the stated objectives and purpose of the EXCEL program in Indiana are sound and desirable.

You have our permission to advise potential business, industrial and professional participants in the EXCEL program of the State Chamber's general endorsement of your objective and purpose.

Cordially yours,



JVB:jm



MAY 4 1972

May 3, 1972

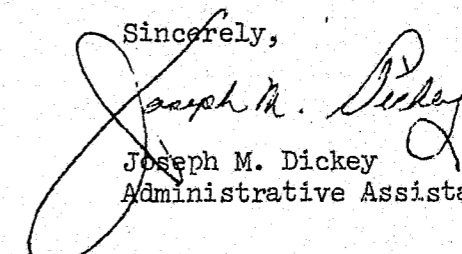
Robert P. Heyne, Commissioner
Indiana Department of Correction
804 State Office Building
Indianapolis, Indiana 46204

Dear Commissioner Heyne:

I am writing you this letter on behalf of EXCEL. EXCEL has been, and promises to become even a more vital program in our community. With the development of our local work release program, EXCEL, through the leadership of our local director, Mr. Owen Young, has proven to be a valuable asset to the project.

I am well aware of the program and endorse its purposes and goals.

Sincerely,



Joseph M. Dickey
Administrative Assistant

JMD:pab

Joseph M. Dickey
Administrative Assistant

Suite 504, First Bank Building, South Bend, Indiana 46601, Area Code 219 - Phone 267-7234

Marna Swartz, Court Reporter
F.R. (Fritz) Sullivan, Court Bailiff
Charles E. Perry, Riding Bailiff
Frederick F. McClellan, Public Defender
John V. Hampton, Public Defender
Charles Lesh, Probate Commissioner
Willie F. Wikes, Jury Commissioner
Marshall E. Carter, Jury Commissioner
Greer Williams, Magistrate

CUI & JUVENILE COURT
FORTY-SIXTH JUDICIAL CIRCUIT
COUNTY BUILDING
MUNCIE, INDIANA

ALVA COX, JUDGE

Floyd Emshwiller, Chief Probation Officer
Guy Miller, Adult Officer
Norman Walker, Juvenile Officer
Robert Showalter, Juvenile Officer
Guy Tevis, Juvenile Officer
Stephen Jarney, Juvenile Officer
Sallie Nye, Juvenile Officer
Violet N. Nahre, Secretary
Vicki Lueck, Secretary
Glenn Powers, Supt. Detention Center

May 9, 1972

Mr. Heyne

Mr. Robert P. Heyne
804 State Office Building
100 N. Senate Ave.
Indianapolis, Indiana

Dear Mr. Heyne

Since I am familiar with the work of Excel of Indiana and I understand it is their desire to be funded again for their continued work in this area, I am writing in their behalf - expressing my wishes that their organization is again funded so that they may continue their work in finding placements for ex-offenders.

Both Mr. Jarvis and Mr. Hendrix has assisted me in my case-work, locating jobs for some of my probationers. From my view point, they have done an excellent job in opening a market for the ex-offender and they have done this fine job in such a short time, which is remarkable.

In a discussion with Judge Alva Cox, he stated that he too felt their organization is a very worthy one and he would also like to express his good wishes toward the continued operation of Excel's work by signing this letter along with me.

Very truly yours

Guy Miller
Guy Miller, Adult Probation Officer

Alva Cox
Alva Cox, Judge Delaware Circuit Court

GM/vn

December 13, 1971

Mr. Richard E. Paulson, Exec. Dir.
Excel in Indiana
15 East Washington Street - Suite 915
Indianapolis, Indiana 46204

Dear Mr. Paulson:

Danners appreciates the total cooperation we were given in the placement of Mr. Ronald Utley in our Management Training Program.

We certainly would like to compliment you and your staff, specifically Mrs. Overton, for quick and thorough response to our questions.

Danners wishes you the very best of continued success with the Excel program.

Sincerely,

DANNERS, INC.

Norman A. Spradlin
Norman A. Spradlin
Director of Personnel

NAS/gk



DANNERS, INC.
6060 N. GUION RD. • BOX 1817
INDIANAPOLIS, INDIANA 46206
PHONE: (317) 291-8011

DUNCAN ELECTRIC COMPANY, INC.

WATT HOUR METERS · DEMAND METERS · METER MOUNTING EQUIPMENT

LAFAYETTE, INDIANA

May 10, 1972

Mr. Robert P. Heyne
Commissioner Dept. of Correction
State Office Bldg.
Indianapolis, Indiana 46204

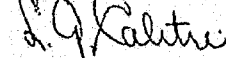
Dear Mr. Heyne:

We, at Duncan, have been most pleased with the interest and effort shown by your representative, Mr. Richard Chalk, in the placement of paroles. His understanding of our needs and, after placement, his continued follow up with the individual gives us the confidence necessary to consider continuing our working relationship with this program.

Our present employee under this program is proving to be outstanding in his work assignments. His attendance and attitude is also excellent. We are hopeful that continued guidance by Mr. Chalk, and our continued attitude of total acceptance and confidence will be rewarding to the employee and all others concerned.

We are pleased to be a part of this program and hope that it will continue even though the odds in placement are sometimes difficult to overcome. To make it possible for just one young man to regain his place in society hopefully should be enough reward for us all to keep a continued interest.

Sincerely,



L. G. Calitri
Ass't Personnel Manager

/mj

cc/Richard Chalk
129 Prophet Drive
West Lafayette, Indiana 47906

THE NEWS

Blue Streak

INDIANAPOLIS, INDIANA, WEDNESDAY, OCTOBER 20, 1971

102nd YEAR

10 CENTS

State Program Finds Jobs For Ex-Offenders

By B. J. GILLEY
UPI Reporter

Working on the idea, "Give a man an honest job to do and he won't turn to crime," a new program in Indiana aims at making former criminal offenders working members of society—and saving the state thousands of dollars.

Called EXCEL in Indiana, it is a state system of finding jobs for the ex-offender so he will not be tempted to return to crime to support his family.

Richard Paulson, director of the project, explained that EXCEL stands for Ex-offenders' Co-ordinated Employment Lifeline and that he has been pleased with its initial success in Indianapolis. The program is being expanded to the Gary, Hammond, Fort Wayne, Lafayette, Kokomo, Muncie, Richmond and Evansville areas, he said.

Both Gov. Edgar D. Whitcomb and Robert P. Heyne, commissioner of the Department of Correction, have expressed confidence in the program, which was funded for one year by a \$277,900 Federal grant under the Safe Streets and Crime Act. EXCEL is a contracted arrangement instead of a state agency.

"Because more than half of the crimes in the state, which are being committed this minute, are being committed by men who already have been

in prison, it only makes sense to work with ex-offenders after their release to try to stop them from returning to crime," Heyne said.

"It has been shown in the past that, for many, a job can be the key."

Gov. Whitcomb said the program can cut down on crime and save the state money.

"By helping an ex-offender to help himself become a constructive member of society, the people of this state can cut down on the costs of crime—in terms of the number of injuries to victims and damages to property, in terms of welfare costs for families of inmates and in terms of spending tax dollars to maintain inmates in our state prison system," he said.

Indiana is the second state to try such a system, Paulson said. He worked on the project begun in North Carolina last year. So far the EXCEL program here is more successful, he said.

"We have more than 30 men around the state in jobs and agreements for about another 50 men, but we are just breaking the ice," Paulson said.

He explained that the EXCEL program handles all types of offenders at the state level and may begin assisting some inmates from the Federal penitentiary at Terre Haute. It has incorporated a work-release program that began three years ago on a small scale, he said.

In some respects, the work-release center is a "half-way house" that helps ease the former offender back into society, he added.

"A man is assigned to a work-release center, where he lives," Paulson said. "He signs out every working day and returns in the evening. While at the center, he pays the state for his room and board, so that instead of costing the state about \$7,000 a year, the cost is less than \$1,000.

"And in many cases, he is making enough that he can send money to his family and take them off welfare," he added.

"But more important, when he gets out of the work-release center, he has a job, and if we can get him started on a career-type job, we can probably keep him from going back to criminal activity."

The idea sounds beautiful in theory, and Paulson is convinced that it will work—in most cases. It will change the present pattern, when most of the men released from prison are back at the same or another prison within three years, Paulson believes.

He admits that getting some employers to hire ex-offenders is very difficult, especially now that the job market is tight. Although Paulson said he had found some employers very cooperative. He noted that this is the type of time when EXCEL is needed most.

Lafayette-West Lafayette, Ind., Monday, October 20, 1971.

Hiring Ex-Convict Can

Save City Employer Some Tax Mon

By JACK ALKIRE

Give a job to an ex-convict and save yourself some tax money.

Briefly, that's what Excel in Indiana is all about.

Excel (Ex-offenders Coordinated Employment Lifeline)

arrived in Lafayette a few days ago as part of a state-wide program.

The local representative, Richard Chalk of West Lafayette, has been calling on local industry, governments, utilities, business and civic organizations explaining how decent

jobs for ex-criminal offenders is one of the chief weapons in the fight against crime.

"Hiring ex-offenders makes sense tax-wise," Chalk said.

"Much of every county's tax budget is made up by money to support police agencies, prosecutors and courts to handle criminal activity. If

you give these men good jobs, you cut down on crime and taxes," he said.

Indiana is the third state to launch the Excel program, following North Carolina and Maine.

"Men come out of Michigan City (state prison) without any funds whatsoever and no job possibilities. There are a lot of these lost souls running around, and unless they get help or are lucky, they commit more crimes to stay alive," Chalk said.

Sixty per cent of all criminals released from prison in

Indiana return in the first five years. And the inability to obtain a decent job after their release figures as the chief reason for their return to the life of crime, Chalk said.

Excel in Indiana is being programmed by Palmer and Paulson, Inc., a Chicago public relations firm. It was authorized by the Indiana Parole Division and is being paid by 50-50 federal and state matching funds.

Once the job-procuring program for ex-convicts has become successful, Chalk said it probably will be taken over by the Indiana Employment Se-

curity Division or the State Parole Division.

Chalk said studies have proved that ex-convicts make good employees because they are highly motivated by an urge to prove themselves. First offenders are especially good risks, he said.

In spite of common belief, ex-offenders can be bonded up to \$10,000 for 18 months by the State Employment Security Division. After that period, regular bonding companies will take over the bond.

The Lafayette area has between 35 and 40 parolees most of the time in the job market,

and this is why Lafayette has been included as a pilot center for the program.

30

The South Bend Tribune, Sunday, November 14, 1971

Jobs Called Key To Rehabilitation

By BEVERLY WELSH
Tribune Staff Writer

Is there a root cause for ex-offenders returning to lives of crime, and prison? Miss Jacqueline M. Davenport, deputy director of EXCEL in Indiana, believes there is.

"It's unemployment," she said. "They can't find jobs, after they've paid their debt to society."

EXCEL, which means Ex-Offenders Co-ordinated Employment Lifeline, hopes to improve employment opportunities for those with criminal records — the ultimate goal, "reduction in the rate of recidivism."

Comparatively new, EXCEL, after endorsement by the governor, Indiana Commissioner of Correction Robert Heyne and business leaders, opened its state headquarters in August at 15 E. Washington St., Indianapolis, "as an official arm of the correction department."

6 Field Offices

Since September, six field offices have been established in Indiana, the newest in South Bend. Managed by Owen Young, "job development specialist and professional psychologist," EXCEL operates out of ACTION headquarters, 1040 Lincoln Way E.

Other offices are in operation in Fort Wayne, Cary, Lafayette, Muncie and Evansville.

Designed by Palmer-Paulson Associates, management consultant firm of Chicago, EXCEL has a one-year grant of \$277,900 awarded by the Department of Justice's Law Enforcement Assistance Administration.

Innovative Requirements

The grant was awarded on the basis of the "innovative" requirements of the Omnibus Crime Bill and Safe Streets Act of 1968, according to Miss Davenport. Indiana matches the federal funds with in-kind services of Correction Department employees, she said.

The state-wide director of EXCEL is Richard Paulson of the Chicago firm. Leopal F. Day is the director of the project for the Correction Department.

Indiana's endorsement of the ex-offender employment program was based on the "success" of a pilot program in North Carolina. That program's "goal-delivery" is what convinced Commissioner Heyne to "implement EXCEL," according to Miss Davenport.

Different Names

The North Carolina program, now in its 18th month, operates as Jobs for Ex-Offenders. A third program, just getting under way in Maine, is known as EXIT — Ex-Offenders in Transition. While the names are different, the programs are the same. "We would have preferred EXCEL for all," said Miss Davenport.

To achieve the ultimate goal of reduced recidivism, she said that EXCEL has accepted the challenge of "350 jobs"

for ex-offenders the first year. "Fifty placements have been made state-wide to date," she said.

Significant to the success of the program is the co-operation of other agencies and organizations—Job 70 program of National Alliance of Businessmen, On the Job Training programs (operated locally by the Urban League), Manpower Skill Centers, vocational training institutions, such as Ivy Tech, and Indiana Employment Security Division.

Miss Davenport said utilization of the expertise of these agencies and organizations, and co-ordination of efforts provided EXCEL with "absolute program continuity, and no duplication."

Training Funds

The Department of Labor provides training funds for partial reimbursement of employers, and underwrites bonding costs.

For bonding, Miss Davenport said EXCEL goes through the Employment Security Division, for up to a \$10,000 bond for one year, "after which bonding can be arranged with bonding firms."

In Indiana, EXCEL is working closely with the Correction Department's Work-Release program, "giving priority to residents of Work-Release Centers."

Crime Is Costly

"Fighting crime is what EXCEL is all about," said Miss Davenport. "Crime is costly to the taxpayer, and EXCEL has pledged to reduce this cost, with the support of concerned employers," she said.

As the local job development manager, Young said his objective is building a "bank of jobs that will offer lifeline employment to the ex-offender who is serious about a future for himself and his family."

Young said he also believed, "secure employment can reduce the rate of recidivism."

"We'll be working with Work-Release Center residents and with parolees — those who show they are interested, and care about being a productive member of their community," said Young.

While EXCEL is concerned primarily with opening up job opportunities "with a lifeline," it is understood that the ex-offender who is sincere about working will work at any job — "to establish a work record; so when the right job comes along, success will be a snap," according to Young.

Honest Job Philosophy Being Tried By State Department Of Correction

By B. J. GILLEY

INDIANAPOLIS (UPI) — Working on the idea "Give a man an honest job to do and he won't turn to crime," a new program in Indiana aims at making former criminal offenders working members of society—and saving the state thousands of dollars.

Called EXCEL in Indiana, it is a state-wide system of finding jobs for the ex-offender so he will not be tempted to return to crime to support his family.

Richard Paulson, director of the project, explained that EXCEL stands for Ex-offenders' Co-ordinated Employment Lifeline and that he had been pleased with its initial success in Indianapolis. The program is being expanded to the Gary, Hammond, Fort Wayne, Lafayette, Kokomo, Muncie, Richmond and Evansville areas, he said. Federally Funded

Both Governor Whitcomb and Robert P. Heyne, commissioner for the Department of Correction, have expressed confidence in the program, which was funded for one year by a \$277,900 federal grant under the Safe Streets and

Crime Act. EXCEL is a contracted arrangement instead of a state agency.

"Since over half of the crimes in the state, which are being committed this minute, are being committed by men who have already been in prison, it only makes sense to work with ex-offenders after their release to try to stop them from returning to crime," Heyne said. "It has been shown in the past that for many a good job can be the key."

Governor Whitcomb said the program can cut down on crime and save the state money.

"By helping an ex-offender to help himself become a constructive member of society, the people of this state can cut down on the costs of crime—in terms of the number of injuries to victims and damages to property, in terms of welfare costs for families of inmates and in terms of spending tax dollars to maintain inmates in our state prison system," he said.

Indiana is the second state to try such a system, Paulson said. He worked on the project begun in North Carolina last year and continuing there now. So far the EXCEL program here is more successful, he said.

"We have over 30 men around the state in jobs and agreements for about another 50 men, but we are just breaking the ice," Paulson said.

All Types Helped
He explained that the EXCEL program handled all types of offenders at the state level and may begin assisting some inmates from the federal penitentiary at Terre Haute. It has incorporated a work-release program that began three years ago on a small scale, he said.

In some respects, the work-release center is a "half-way house," which helps ease the former offender back into society, he added.

"A man is assigned to a work-release center, where he lives," Paulson said. "He signs out every working day and returns in the evening. While at the center, he pays the state for his room and board, so that instead of costing the state about \$7,000 a year, the cost is less than \$1,000."

"And in many cases, he is making enough that he can send money to his family and

take them off welfare," He added. "But more important, when he gets out of the work-release center, he has a job, and if we can get him started on a career type job, we can probably keep him from going back to criminal activity."

The idea sounds beautiful in theory, and Paulson is convinced that it will work—in most cases. It will change the present pattern, when most of the men released from prison are back at the same or another prison within three years, Paulson believes.

Some Are Difficult
He admits that getting some employers to hire ex-offenders is very difficult, especially now that the job market is tight, although Paulson said he had found some employers very cooperative. He noted that this is the type of time when EXCEL is needed most.

"The increase in the crime rate during times of high unemployment is an indicator of the importance employment is in keeping a man from resorting to crime," Paulson said. "This program is needed more in time of high unemployment because guys who don't have jobs hang around on street corners, get back with their old buddies and wind up committing crimes to get some money."

Employers who do hire ex-offenders have found that they are loyal employees because they appreciate being given a second chance and because they are more hesitant than others to try "job-hopping," Paulson said.

Large corporations also find the program makes sense in terms of dollars and cents, he said.

"When a man is sentenced by a judge to 10 years in prison, the judge is giving the taxpayers a fine of over \$100,000," Paulson said. "Figure it costs the state \$7,000 a year to maintain a man in prison and if he has a family, it's probably on welfare, which will cost another \$3,000 or so."

"This is of special interest to corporations because they pay high rates of taxes," he added.

"We are not asking employers to give preferential treatment to ex-offenders but do ask that they not discriminate against them," Paulson said. "For well over 90 per cent of these guys, their offense had nothing to do with their employment."

The state project also is working with the state's work-release program. In that, trusted prisoners are placed in half-way houses in their own communities.

They obtain jobs in the community and pay for their board and room. The effort helps ease the former offender back into society, Daniels said.

SUCH HALF-WAY houses are located in Indianapolis, South Bend and other areas. Some are sponsored by religious organizations.

Daniels said a "half-way house" is scheduled for Gary.

Ex-offenders, if given the opportunity, do a good job and are loyal, Daniels said.

In developing jobs for them, Daniels said, he attempts to show employers the benefits to be derived and points out that EXCEL is not seeking preferential treatment or ex-offenders, only a company policy of not discriminating against them.

Daniels said EXCEL works mainly with men. There are approximately 5,000 adult males in Indiana correctional institutions but only 130 adult females, he explained.

EXCEL began last August in Indianapolis and now has moved to other areas, including Gary, where Daniels covers five counties—Lake, Porter, LaPorte, Jasper and Newton.

Daniels and Fred Galbreath, area coordinator, are located in the district parole office, 4926 W. Fifth Ave. They have a potential caseload of 200 parolees.

So far, Daniels said, 25 parolees have been referred to them and four have been placed in jobs.

"The first 90 days are the most critical for an ex-offender in returning to crime," Daniels said.

GALBREATH COUNSELS the parolee on how to apply for a job. He inventories the man's skills and tries to match them with a job.

It's difficult finding jobs for them now, Daniels said, because of the high unemployment rate.

EXCEL not only finds work for ex-offenders but tries to move them up when they are underemployed and also works with other federal agencies to train ex-cons for employment.

In Indiana 40 to 45 per cent of the ex-cons go back to a life of crime, Daniels said. A man given a 10-year sentence will cost the state \$100,000 to pay for his internment and his family, through welfare, at home, he said.

Indiana prisoners released after completing their sentences are given \$15. Discharged ex-offenders can receive help from EXCEL, Daniels said, but EXCEL has no contact with them.

HE REPORTED THAT he was on a radio program and a discharged ex-offender heard him talk about EXCEL. The ex-con contacted Daniels, who found out he was a qualified welder. The ex-con now is welding for a Calumet Region firm, Daniels said.

GARY—Harry Daniels' job is to convince Northwest Indiana employers to take the "don't" out of their flat statements:

"We don't hire ex-cons."
He is a job development manager in Gary for EXCEL, a new program to put Indiana parolees and ex-offenders in meaningful jobs when they leave prison.

Offenders can be paroled in Indiana without having a job assured, Daniels said.

Daniels is working to make a \$500,000 bet succeed—that EXCEL can place 350 ex-cons in jobs which fit their skills and thereby save Indiana money by cutting down the number of ex-cons who return to crime and prison.

EXCEL—Ex-Offenders Coordinated Employment Lifeline—is a program devised by Palmer-Paulson Associates, Inc., Chicago, a firm which develops materials to motivate employees to do a better job.

EXCEL STARTED out as a pilot project in North Carolina. In its first year, it cut down the return of ex-cons to prison by 10 per cent, Daniels said.

The program now has spread to Indiana and Maine.

The Law Enforcement Assistance Administration of the U.S. Justice Department funded the Indiana project for one year, with 327,900. Indiana agreed to match it with funds or services. The contract sets a goal of 350 placements.

EXCEL To Help Ex-Cons

THE ALBIES
Home Newspaper of the Calumet Region

Hammond-East Chicago, Indiana; Calumet City-Lansing, Illinois, Monday, November 22, 1971

Sunday Courier and Press

EVANSVILLE, INDIANA, SUNDAY, FEBRUARY 20, 1972

Employment Versus Crime in 'Excel' Effort

By DAVE LONGEST
Sunday Staff Writer

John Kerckhoff is a Number One salesman.

Armed with compassion and hard facts, he treads a steady path to Southern Indiana employers in search of jobs for ex-offenders.

The 38-year-old former heroin addict has spent 12 years of his life behind bars and he uses himself as a "selling point" when confronting personnel managers and vice presidents.

Kerckhoff works for the Indiana Department of Corrections in a new program titled Excel (Ex-offenders Coordinated Employment Lifeline).

Excel in Indiana is operating this year on a \$277,000 grant from the Law Enforcement Assistance Association.

It's Kerckhoff's job to serve as a coordinator to insure a smooth relationship and transition for both the company and the newly hired offender.

But first he has to secure the jobs.

"Being an ex-offender is a big asset," says Kerckhoff.

"I was imprisoned for stealing and robbing to support my heroin addiction. In prison I was educated, kicked the habit, and I have returned to society as a useful citizen."

Kerckhoff says employers are often quite surprised when he relates his past to them and they subsequently become interested in Excel.

He divides his selling approach into three areas: 1. Humanitarian, 2. Skills of the ex-offenders, and 3. dollars and cents.

"The latter approach," says Kerckhoff, "is the most effective."

The Chicago Federal Bureau of Investigation office has estimated that it costs the taxpayers between \$100,000 and \$250,000 when a felon returns to prison.

And Kerckhoff emphasizes to employers that business and industry have to bear the burden of the tab.

"I state a simple fact. Chances are an ex-offender will not return to crime and to prison if he's given a job and a place in society."

Apparently, the Excel approach to employers in Southern Indiana and in the state has been effective.

Excel and local parole officials note there are 85 ex-offenders in Evansville, alone, and only seven are unemployed.

Statewide, more than 200 ex-offenders have secured jobs through direct help from Excel since the program was originated in August of last year.

Kerckhoff says employers are realizing many ex-offenders have needed skills for industry and they're more motivated and tend to be more loyal than other employees.

"It's remarkable," says Kerckhoff, "the dedication a person puts into a job when he knows it's crucial to his future."

Excel-Evansville's territory encompasses the southwestern portion of Indiana with major work areas being in Vanderburgh, Knox and Vigo counties.

Kerckhoff says Excel, formed after a similar program in North Carolina, fills a void, especially for persons just out of prison.

"It's a terrific environmental shock once you're free and shoved into the competitive outside world. The ex-offender has two strikes against him anyway, and the first 90 days of freedom are tantamount to the success or failure of the ex-offender to adjust."

Previously, Kerckhoff says an individual's family was his best hope of getting a job.

"But with jobs being somewhat scarce, professional help is a must today."

Kerckhoff says success stories are many, but he refrains from mentioning any names to insure an ex-offender's anonymity in the community.

He did say that there's a former felon working in an Evansville factory today who was imprisoned for eight years for shooting a policeman.

"The man's now married, has a family and is doing excellent."

According to Excel's philosophy, only the employer and the personnel manager know about the ex-offender's past.

State officials, including Gov. Edgar Whitcomb and Commissioner of Corrections Robert P. Heyne, have nothing but praise for Excel's efforts.

The Governor has stated "The people of Indiana can render a great service and strike a blow for law and justice by actively working with the Excel program. By helping an ex-offender to help himself become a constructive contributing member of society we cut down the costs of crime."

Heyne says, "Since over half the crimes in the state which are being committed by men who have already been in prison, it only makes sense to work with the ex-offenders after their release to try and stop them from returning to crime. It has been shown that for many a good job can be the key."

Heyne's "good" job statement is a major concern of Kerckhoff.

"It's often not enough to attain employment for the ex-offender but we have to search out a position with a future."

"A dead-end job is disheartening to anyone but especially to a two-time loser.

"Such a job as much as no job at all can lead an ex-offender back to crime and subsequently to prison."

So far, however, Excel in Indiana working closely with parole officials, reports a minimal recidivism rate.

Kerckhoff estimates only eight per cent of the ex-offenders in the Evansville area return to prison while nationwide the rate is as high as 60 per cent.

IAN SCIENCE MONITOR

THE CHRISTIAN SCIENCE MONITOR

Friday, November 24, 1972

Organization of ex-offenders spurs efforts to stay 'ex'

By Monty Hoyt
Staff correspondent of
The Christian Science Monitor

Chicago

Leroy Redford, William Speck, and Robert Bridgewater are ex-statistics:

— Leroy, a young energetic black, is a high-school dropout from a broken family. At 28, he has spent the last nine years in and out of prison for auto thefts. But today, he has been working for nine months as a mechanic for the Coca-Cola Bottling Company in Indiana and going to vocational school at nights so he can get a better job.

"I've startled a lot of people. . . . This is really strange for me to be working as long as I have on a job . . . but I know one thing: I want to make it. Too many people have too much confidence in me for me to turn back now," he declares solemnly.

— May 1 is the day William Speck says he was reborn, the day he began work for Brada Miller Freight Systems. Bill was incarcerated for 3½ years for passing fraudulent checks and escaping from the Indiana State Farm. Upon release, he found satisfaction for the first time in his work; he has had two salary increases and been promoted from filling clerk to dispatcher-trainee in the first five months.

Drug counseling

— Robert Bridgewater, deeply involved in drug traffic for more than 20 years, has been picked up eight times for possession of narcotics. Today he is making a new life for himself by helping others as a counselor at Casa, an Indianapolis drug rehabilitation center.

The trio from Indiana is part of a mounting campaign in three states to break down the repetitive cycle of crime.

Recidivism, the tendency for criminals to return again and again to a life of crime, can be well substantiated by statistics. Federal Bureau of Investigation studies of 37,884 federal arrests in 1970 show that nearly 7 out of 10 offenders have previous criminal records.

But what has made the difference for more than 900 ex-offenders in Indiana, Maine, and North Carolina has been a meaningful job and a program called EXCEL (Ex-offenders' Coordinated Employment Lifeline).

"Inmates have a syndrome about being losers," says John Palmer, president of Palmer Paulson Associates, a Chicago-based management-consultant firm. "They feel defeated and dehumanized. When they come out of an institution they have \$25 in their pockets, no vocational skills, no more than an eighth-grade education, usually no family, no advocate, no credit, no vote — and they can't even get a driver's license.

"No wonder they can't find a job and usually end up back in prison within six weeks."

For two years Palmer Paulson — through EXCEL in Indiana and similar programs in Maine and North Carolina — has come up with surprising results. The private company, working in conjunction with the states' corrections departments and funded by the Law Enforcement Assistance Administration of the Department of Justice, has placed 900 ex-offenders in more than 1,000 jobs (some have been upgraded or placed a second or third time).

Rather than returning to a life of crime, EXCEL "graduates" have been reversing the pattern. More than 80 percent are working at their original jobs. Another 15 percent are still members of the work force but have moved on to other jobs.

Of the remaining number, 15 percent have been returned to an institution, while the last 10 percent have moved away, quit working altogether, or are deceased.

The key to EXCEL's startling success has been helping ex-offenders to build up confidence, self-esteem, and a sense of accomplishment by placing them in character-building jobs where they can earn a decent living.

"In the past about the only job an ex-offender could get was pumping gas or washing dishes," Indiana's Robert P. Heyne, commissioner of the Department of Corrections, notes.

But the EXCEL approach, backed by Palmer Paulson's 35 years of experience conducting sales and management programs for many of the nation's top businesses, has been to match the skills and potential of inmates with the job bank that is developed. The program is fortified by careful counseling session with parolees, particularly during the crucial period of the first two weeks on a job.

William Keuthan, plant manager for Sargent Paint, Inc., of Indianapolis, has hired six employees through EXCEL: Two are still working at the plant, three were fired, and one didn't show up for work.

"This is the same as our average turnover through normal employment channels," he says. Like most employers in the program he has been highly satisfied with the work and attitude of EXCELers, and says he plans to hire more in the future.

Most important, employers report a perfect record: There has not been a single instance of theft or troublemaking as a result of hiring ex-offenders.

EXCEL has another positive aspect. Each time an ex-offender stays on the job and out of prison, it saves taxpayers between \$12,000 and \$15,000 annually for incarceration costs, penologists estimate — not to mention the expense of police apprehension, legal fees, court costs, and welfare for the prisoners' dependents.

Recidivism? "I could see the pattern was wrong," says Robert Bridgewater pensively, his short, Afro haircut nodding in agreement. "It took me a long time — over 20 years — but I was lucky to have responsible people around when I was ready to be helped."

How 2 states are slowing 'revolving door of justice'

By Aronld D. Samislak
WASHINGTON (UPI) — A prison system that frees its inmates with only the traditional new suit and a \$10 bill can expect to see them again. The people running Exit and Excel think they have found some ways to slow this "revolving door of justice."

Some of the answers offered by first year studies of the two federally-financed prison release projects in Maine and Indiana are not new: Prepare inmates for life on the outside, find them jobs they can do and will like, continue counseling and other aid after they have left prison.

But there also are some new insights into the problems of ex-convicts offered by Palmer-Paulson Associates, the Chicago firm administering Exit in Maine and Excel in Indiana on funds granted by the federal Law Enforcement Assistance Administration.

For example, one of the toughest obstacles faced by former inmates is the inability to obtain driver's licenses. A person who cannot get to work cannot hold a job, even if the job itself does not require the operation of a car or truck.

A second finding is not so elementary. Palmer-Paulson Associates discovered that released inmates who did not start work immediately seemed to hold the jobs they eventually got longer. They do not know for sure why this is true, but suspect it may be a sign that many ex-convicts are placed in jobs without sufficient care in matching their training and interest to the work.

And the "rightness" of the job is the prime element in keeping ex-convicts from returning to crime and then prison, according to John Palmer, president of Palmer-Paulson Associates.

"We believe we have discovered how to slow down the revolving door of justice," he said in a statement released with the formal first year report on Exit and Excel. "It is to find positions for ex-offenders, in trades they are equipped and trained to handle and to help them in reintegrating into free society once again."

At least for the first year of the two projects, which began in mid-1971, the Exit-Excel methods produced some impressive results: Only 9 per cent of the Maine inmates and 6.3 per cent of the Indiana prisoners who were placed in jobs returned to legal custody. In the statement, these rates are compared to a quoted 65 per cent national rate of prisoner return.

The study also said it found nearly 60 per cent of the Exit group in Maine and 65 per cent of the Excel inmates who were placed in jobs were working at the end of a year.

The project, which cost \$298,141 in Maine and \$270,300 in Indiana during the first year of operation, has been given second-year funds by LEAA.

Palmer, discussing the first year's finding, stressed that "jobs keep people out of jail" but they "must be meaningful" to the new workers and in businesses where they do not feel as if they have been sent back to prison.

"Second, a major effort must be made to remove the stumbling blocks that stand in the way of providing these jobs for ex-offenders," Palmer said.

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To Those Concerned.

I, Jerome A. Thomas would like to extend my thanks & appreciation to "Fixel". In view of the help & second chance I received through Fix Offenders Coordinated Employment Service. Through Fixel, I am now employed with Inland Steel. Upon my release from Indiana Reformatory, Sept. 15th of 71, I went through many changes seeking employment only to get turned down because I was an ex-convict. Area Coordinator Freddie R. Galbreath from Fixel gave me step by step consultation & guidance until I was employed.

Sincerely,
Jerome A. Thomas

Dear Sir;

I would like to take this time to write this letter of appreciation for all the time, work and efforts of Mr. Andrew and Mr. Jarrin of the Abel program, have given towards spending me employment of which I was in dire need of.

The job I have at the Indiana Rockwool Company is one of great possibilities for a good future. I started out at 3.00 an hour and in a few weeks I will receive a fifty-cent an hour raise.

So, once again, as a man who at one time thought it was the end, I would like to thank Abel for all they have done towards making me once again, a responsible citizen of society.

Thank-You,

(NAME WITHHELD)

June 6, 1973
5:30 P.M.

Dear Mrs. Overton,

Your letter arrived today and I must say I was very excited to hear from you. I want you to know I appreciate all you've done for me in getting the job at WFLC radio. I only wish there were something else I could do to show my deep appreciation. Of course you did mention one thing I can do and that is when I am released get out there and "make it". I definitely intend to do that. A lot of people have disappointed me in the last four years and I admit I felt awful. Better about it but since you and the organization you worked for came along I feel much better and realize that there are some people in society who want to help ex-inmates or inmates continue in reformatory, prisons etc. I also want to thank Mr. Ed Sweet for at the reformatory and mention to you that I feel he is doing a fantastic job. If it wasn't for him I probably would have never come in contact with you (Smile). I will also write Ed and thank him for his assistance in this matter. Mrs. Overton, I got an application for my provisional radio license and class operator certificate with broadcast endorsement today (I wrote for this earlier) I am sure of course as to whether the Federal Communications Commission will grant me the certificate or license.

I had to fill out a extra form stating what I was convicted for, the location of the court, what type of sentence I was serving etc. I guess this is regular procedure because most people I have talk to including the individual who sent the papers says you are not denied for felony convictions of my type. He is a Chief engineer F.C.C. Federal engineering Bureau 1872 Everett McKinley Dickson bldg. 219 South Dearborn St. Chicago, Illinois 60604. I think it is the same place a sideman wrote too. I just hope I have nothing to worry about.

You will be the first to know the results of my parole board appearance anyway I plan to stay in contact with you and Cecil. I feel so bad about Cecil not operating after July 31, 1973. I do hope you intend to stay in a active and helpful position somewhere. Well I will conclude this for now. If anything comes up I will contact you

Respectfully,

(NAME WITHHELD)

14 March 1973

Dear Sir:

I'd like to express by appreciation
to you and Excel for doing what I couldn't do.

After being confined for 18 months, I
searched diligently for 4 months but could
not find a job.

Shortly after contacting you at
the Excel office I was hired by the North
American Rockwell Co.

This well paying job gives me another
shot at a good future.

Thanks to Excel for bridging the
gap between the employer and the ex-offender.

Yours Truly,

Letter of Appreciation

April 30, 1973

Dear Mr. Paulson,

Today I start my first day on
my new job. I am filled with
gratitude toward the many ones that
strived to give me this chance.
You are one of the ones, even tho
I have never met you, I'm grateful.

I am also glad that there
is an agency like Excel to help
people in my troubled condition. I
really feel like picking up the pieces
to live again. Again thank-you.

Sincerely

Mother and Children

March 13, 1973

Excel In Indiana
To Mr. Owen Young, Jr.
Area Manager

Mr. Young,

I would like to thank you and
the Excel program for the help you have
given me.

Employment was seeming to be im-
possible to find, by myself, and the depress-
ion of being an ex-offender was closing in upon
me.

Since I contacted the excel program and
you Mr. Young my outlook on life has brightened
and my future has a better chance.

Thanking you and everyone involved
in the program with my deepest gratitude.

Respectfully,



EXCEL's executive director Richard E. Paulson (left) chats with Alfoncer Watson, an apprentice electrician with Bracken Electric Co. of Indianapolis. Watson, who spent 16 months in prison, found his current job through EXCEL.

From Convict to Craftsman Through EXCEL

By Wanda Mayle

Employment opportunities can be next to zero when the job application is filled out in a prison cell. And when a prisoner faces the parole board for a possible early out, the chances all but vanish if a guaranteed job is not available immediately upon his release. This is why many ex-offenders grasp at the first job offer and end up in a low-paying position which offers little challenge and an even lesser future. And this is also why, according to FBI statistics, 58 percent of the nation's inmates return to prison within six years of their release.

But EXCEL of Indiana (EX-Offenders' Coordinated Employment Lifeline), headquartered in downtown Indianapolis, is slowly proving the above statistics can be lower—much lower.

EXCEL serves as middleman between parolee and employer, an outsider who goes to an Indiana businessman and explains how his company can gain by hiring an ex-offender and placing him or her in a responsible position within his organization. These ex-offenders need an opportunity—and at the same time, this employer needs a dedicated, hard-working employee.

EXCEL, a branch of Palmer-Paulson Associates of Chicago (a

professional management firm) is contracted by the state of Indiana and operates under the auspices of the Indiana Department of Correction. EXCEL receives its funds (\$249,000 last year) from the Law Enforcement Assistance Administration of the U.S. Department of Justice.

The number-one cause of a man returning to prison after being released is his inability to find employment equal to his ability. Robert Heyne, commissioner of the Indiana Department of Correction,

"Reader's Digest" magazine is planning a feature article on EXCEL later this year. Watch for it.

said "EXCEL has been quite successful in accomplishing this task."

But the EXCEL program does not really rehabilitate people.

According to the program's executive director, Richard E. Paulson, EXCEL provides the means by which they can rehabilitate themselves. "This means has been unavailable to them in the past."

The program is rather unique. While most other organizations throughout the country operate on a voluntary basis, EXCEL is a full-time business.

As Paulson put it, "We come to a businessman as a fellow busi-

nessman and provide him with a service. We screen the potential employee to make sure he meets that company's requirements. We also follow through after he has been hired and remain available for additional assistance should the need arise.

"We do not pressure anyone into hiring an ex-offender," he said. "We present what we have to offer, then let the employer decide."

There are no hiring fees involved by either the employer or employee since the 11 EXCEL staff workers throughout the state are federally funded.

A local company that originally expressed strong doubts when first approached by EXCEL, was Danners, Inc. which provides a managerial training program for its more than 60 stores and restaurants located in three states.

Danners screens promising applicants, then puts them into a five-year training program. During this period, the employee works in one or more stores as an assistant, and is sometimes given full responsibility for the entire business during the manager's absence. These responsibilities include the handling of large amounts of money and merchandise. Upon completion of this

EXCEL . . .

training, the young man is then promoted to manager in one of the stores.

One can understand the anxiety felt by Max Danner when he was first asked to place an ex-offender in such a job slot. He had a lot to lose—but he also had a lot to offer.

The company decided to take that chance and hired two young men through EXCEL. The first has more than exceeded their expectations. In the past 18 months, he has been moved into a more responsible position faster than his counterparts. The company has no doubt he will succeed.

Their second recruit, however, did not work out quite as well.

As Danner put it, "He had a short fuse. He resented the necessary store discipline and quit."

A third candidate has recently

been added. Although it is still too soon to be certain, Danner feels confident this new man's association with the company will be successful.

When asked if this record of two out of three is a disappointment, he said that it was not. "Many do not have the temperament for this type of managerial job."

EXCEL, which was formed Aug. 1, 1971, has placed more than 425 ex-offenders in jobs during the past 18 months. About half were placed in the Indianapolis area. Included among the more than 200 city-based businesses which have hired at least one ex-offender through EXCEL are: Indianapolis Water Co., Uniroyal, Chevrolet, Guarantee Auto, Executive Press, Howard W. Sams Publishing Co., Allison Coupon Co., and Insley Manufacturing,

to name only a few.

Of these 400-plus less than 10 percent were returned to prison. This does not mean, however, that this 10 percent committed a new crime; nearly all were returned for a simple parole violation.

Because of its exceptionally good record, EXCEL is one of the country's few federally funded organizations dealing with ex-offenders which has received a second-year grant from the government.

Louis Dolnic, area manager for the Indiana Employment Security Division, has worked closely with EXCEL since it began.

"The EXCEL program is a worthwhile and necessary one which has, and will continue to, benefit not only the ex-offender, but the city as well. After all, if EXCEL

Assistant director Bea Overton checks job application of a young woman recently released from prison. About 7 percent of EXCEL's job slots are filled by female ex-offenders.



EXCEL . . .

can cut down on the number of prison returnees, the community in which this ex-offender lives will also benefit," he said.

THE SUCCESS STORIES FILL THE FILES AT EXCEL HEADQUARTERS AT 15 E. WASHINGTON ST. (639-4375). THE FOLLOWING IS ONLY ONE OF HUNDREDS.

It was New Year's Eve, 1970, and 23-year-old Alfoncer Watson started out in high spirits. He had a job singing with a band in a Muncie, Ind. nightclub, and his girl friend was there with her family.

About 10 p.m., Alfoncer found that her brother was carrying a gun and insisted he be relieved of it so he wouldn't injure himself or anyone else later that evening.

Alfoncer put the gun in his coat pocket and forgot about it.

After the party broke up about 1:30 a.m., he put his girl friend's parents into their car, said good-night, and returned to the club. Shortly thereafter, someone came

running in and told him his girl's brother was being beaten up by four young thugs.

Trying to help out, Alfoncer was thrown to the ground during the fight. As he lay there half stunned from the fall, he saw a figure coming at him with an open switchblade. Suddenly, he remembered the gun in his pocket.

The charge was murder.

He was told he could either admit to manslaughter or else be brought to trial for murder. He pleaded to the lesser charge and was sentenced to two to 20 years at the Indiana Reformatory at Pendleton.

He had two roads open to him—he could turn into a bitter young man who was confined against his will for doing what he felt most men would have done if faced with the same circumstances, or he could put the experience behind him and become a model prisoner. He chose the latter.

He was released after 16 months' good behavior with the

work release program. He had a construction job and was at last paying his own way and was looking forward to being released completely, but he had no trade.

After checking through his files at the state's work release program, EXCEL found he was interested in electronics and found a job for him with Bracken Electric Co. of Indianapolis. The firm felt he had the potential to become a good electrician. He is now an apprentice and on his way to a successful—and secure—career.

The most impressive thing about Alfoncer is his happy disposition. He is not bitter—that prison door is now behind him and he has the future to look forward to with his wife (that New Year's Eve date) and a child due later this month.

His life is fitting into place, "quite nicely," and he's confident he'll never see the inside of a jail cell again. "I only wish," he mused, "that EXCEL was available to more people."



Now secure and happy in a job he enjoys, 26-year-old Alfoncer Watson is on his way to becoming a journeyman electrician later this year.

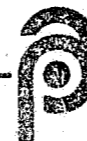
EXCEL in Indiana - Final Report

This report is meant to be attached as an addendum to the EXCEL in Indiana eighteen (18) month report. See EXCEL GOALS YEAR TWO, page 10 of the eighteen (18) month report.

The following is a discussion of the achievement of these goals.

DISCUSSION OF GOALS

1. An additional 900 employers were contacted personally by an EXCEL Job Developer/Area Manager in the second year. This makes a total of 1,712 employers who have been made aware not only of EXCEL, but of the current status of the work release program, the parolee-employment situation, and general direction of the Department of Correction. As a result of this contact, 550 job placements were made in the second year. Employers have been not only receptive, but interested in the entire correctional situation. Several corporate presidents have become members of the Work Release Advisory Board due to EXCEL contacts and efforts.
2. The training programs available to ex-offenders has increased as has public attention to the needs of the ex-offender. For the first time in history, the NAB (National Alliance of Businessmen), has been asked by the President of the United States to take as their fourth priority the employment of ex-offenders. An MDTA contract was finalized with Keen Foundry for 58 job slots. In East Chicago,



CONTINUED

1 OF 2

DISCUSSION OF GOALS - (Continued)

ten (10) ex-offenders were placed in training positions. In addition, the AFL-CIO Human Resources Development Institute has set aside a specified number of job slots throughout the State for ex-offenders. They requested that ex-offender hiring be done through EXCEL, which was happily carried out. The Homebuilder's Association is in the process of creating a carpentry training program with federal moneys and several slots will go to ex-offenders. The EXCEL counselors continued to use MDTA funded skills centers for training younger offenders.

33 Delivery system for ex-offenders became more sophisticated in the second year of operation. The employers were more aware of the problems facing an ex-offender and were more familiar with the services of not only EXCEL, but the Parole Division. Work release participants continued to be top priority. It became apparent that as knowledge of the program increased, confidence on the part of prospective employers increased.

4. The pre-release program at the Indiana Reformatory was initiated and is undergoing a funding process for the second year. There were a few delays due to institutional regulations that were imposed by the superintendent of the Indiana Reformatory (see separate pre-release report), and a lack of priority and inaccessibility to the inmate population for the pre-release classes. With the cooperation of the Parole Board, obstacles have been overcome and the pre-release program is operational.



EX

DISCUSSION OF GOALS - (Continued)

5. Seminars were conducted during the first year of operation of the EXCEL in Indiana program. During the second year, EXCEL personnel have spent time working with parole officers individually helping them obtain techniques in working with business and industry. This field effort took place more intensively during the last sixty (60) days as the project transferred its records and information to the Indiana Department of Correction for continuation.



EXCEL

FINAL REPORT

EXCEL Pre-Release Program

Year One

Of 263 men originally enrolled in the EXCEL Pre-release Program, 205 have completed by attending at least 15 of 20 scheduled meetings. The EXCEL pre-release Program has experienced scheduling difficulties from its inception. Much of this was due to blocking by institutional staff members who were supervisors of Pre-release clients. As they became more familiar with the EXCEL staff and program the resistance generally subsided. Pre-release counselors have also learned to schedule clients into time slots that do not conflict with work schedules in specific shops.

The attrition rate is now lower than initially due to program content changes toward more group involvement through techniques such as increased role playing and video taping of group sessions. The Parole Board also now accepts reports on clients stating occupational goals and their accomplishments toward reaching them. Program interest increased due to broader range of services offered. The EXCEL staff has become the primary reference source for Vocational Rehabilitation services which include vocational counseling and funding for education and occupational equipment. Vocational Rehabilitation and EXCEL have developed a combined counseling effort where all mutual clients are in the same group directed by counselors from both offices.

EXCEL has also done all necessary ground work for establishment of a G. E. D. testing program to be coordinated through the Pre-release office upon administration approval. "Shock probation," as provided by Public Law No. 217, has been promoted by placing potential candidates in the counseling program and forwarding coordinated evaluative

EXCEL Pre-release Program

Monthly Report

FINAL

(Continued)

information to the requesting judge. The EXCEL staff now has a file on most vocational and academic programs and many social service agencies in Indiana to increase contacts that can be promoted in Pre-release counseling. This compilation of material is intended to develop a pre-release Directory for use in counseling in this and other institutions.

END