

## Workforce Development Program: A Pilot Study of its Impact in the U.S. Probation Office, District of Delaware<sup>1</sup>

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**INDIVIDUALS RETURNING HOME** from prison face significant challenges, including locating housing, re-establishing ties with family and friends, finding a job, abstaining from alcohol and drug abuse, resisting peer pressure to continue involvement in crime, and following supervision requirements (Petersilia 2001; Seiter & Kadela 2003). One issue that has been receiving increased attention is employment and job readiness. Previous research has identified unemployment as an important predictor of recidivism (Seiter & Kadela, 2003; Uggen 2000; Visher, Debus, & Yahner 2008).

For most exiting prisoners, finding a job after a period of incarceration can be a very stressful and difficult process. In some cases, they may not have had a legitimate job prior to incarceration, or they may not have been able to keep a legitimate job for a long period of time. Sometimes they may lack the necessary education or skills to obtain employment that will provide them enough income to sustain themselves. The additional burden of a criminal record also limits their prospects for many types of jobs. These individuals also face difficulties staying employed. Adjusting to a new schedule, working with a supervisor and other employees, and dealing with more responsibility can often be very challenging for recently released men and women (Buck, 2000; Harris & Keller, 2005; Holzer, Raphael & Stoll, 2002).

Over the past several years, more research has been geared toward program evaluation and outcome assessment to determine what types of prisoner reentry programs, policies, and services work and which do not. Results from these studies help to develop evidence-based practices that can lead to greater efficiency and accountability for programs aimed at assisting men and women in their transition from prison back into the community. One specific program developed

for ex-offenders is the federal Workforce Development Program. This initiative has been piloted in several federal probation offices and involves providing men and women under community supervision with assistance to increase their job readiness (including education and vocational skills), identify potential employers, and develop resumes and interview skills with the goals of obtaining full-time employment and reducing recidivism.

Initial experience with the Workforce Development Program is encouraging and preliminary research has found the program to increase employment and reduce recidivism in several jurisdictions, including Missouri, Louisiana, and Vermont. In late 2006, the U.S. Probation Office, District of Delaware in Wilmington, Delaware decided to implement this program to improve employment and decrease recidivism for a group of higher-risk probationers. Several recent reports on reentry programs and policies suggest that targeting high-risk individuals is an important component of an evidence-based reentry strategy (National Research Council 2007; Solomon et al. 2008).

This article presents results of a pilot study to track the progress of federal probationers<sup>2</sup> under the jurisdiction of the Delaware office after one year of being involved in the workforce development program, and assess the program's effects on employment and recidivism. In addition to a description of the Workforce Development Program in Delaware, participants are compared with probationers in two districts without Workforce Development Programs. The Center for Drug and Alcohol Studies at the University of Delaware compiled the data and conducted the analysis.

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## **Workforce Development Program**

In 2006, the U.S. Probation Office, District of Delaware began taking steps to create a workforce development program that was intended to help men and women obtain and improve their employment as a path to reducing recidivism. The program was modeled after other evidence-based workforce development programs around the country. The probation officers began networking with and reaching out to local organizations and businesses to learn more about the services and resources available, including unions and apprenticeship programs. These activities also provided an opportunity to promote the benefits of hiring individuals who were under the supervision of the U.S. Probation Office, District of Delaware.

When the program received funding in 2007, participants were able to receive a number of different services to help them find or improve their employment. The program hired a part-time Community Resource Specialist to provide employment-related services such as individual job counseling, job referrals, and help with job searches. The program also offers paid vocational and skill training and workshops where participants can learn about interview skills, creating a resume, and other job skills such as choosing professional clothing. The program period was open-ended, so once people were enrolled in the program, they were able to use the services as often as needed, if they became unemployed again or were interested in finding a better employment opportunity. In mid-2008, the program added a Cognitive Behavioral Therapy (CBT) component. This includes a 22-week program focused on helping probationers change their criminal thinking. While the CBT component will not be analyzed in this pilot study, it has become another important part of the Workforce Development Program in Delaware and other jurisdictions.

In most cases participants were recommended to the Workforce Development Program by their probation officers to help them find employment or improve their employment. Others heard about the program and asked the probation officer to get them enrolled. No one was turned away. In a few cases, participants were mandated to participate in the program because of continued unemployment or non-compliance. Because the resources were limited during the initial development of the program, the officers did make an effort to target higher-risk offenders and those who were unemployed or underemployed. The only probationers who were

not actively encouraged to enroll were low-risk probationers who were employed and complying with conditions of release. Thus, the study sample comprises individuals who had one or more employment-related challenges and were considered of moderate to high risk for probation failure.

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## **Study Data and Participant Characteristics**

The majority of data on the Delaware probationers in this study was collected from probationer cases files, including paper files and the online data management system, PACTS. These files are maintained by the supervising probation officer and provided information on demographics, criminal history and risk factors, rearrests, and noncompliance with supervision conditions, as well as information about Workforce Development Program involvement and employment. Monthly supervision reports completed by the probationers provided additional detail and verification of employment and income. Data regarding program involvement were collected from program records with the assistance of the Community Resource Specialist, who oversees many aspects of the program. Data on the comparison group are discussed below and were compiled specifically for this analysis by the Administrative Office of the U.S. Courts.

Analyses are based on all probationers who enrolled in the Delaware workforce development program between 9/4/06 and 7/31/08. All 80 participants were tracked for one year after they enrolled in the program. Those whose supervision expired before the end of the one-year follow-up as well as those who joined the program after 7/31/08 were excluded from the sample. Almost half of the probationers enrolled in 2007 and the other half enrolled in 2008, with two probationers being enrolled in 2006.

The program participants (See [table 1](#)) had an average term of supervision of 46 months, with 84 percent of them beginning supervision after an average term of incarceration of 59 months. The majority of probationers were enrolled in the Workforce Development Program during their first or second year of supervision. Participants ranged from 22 to 61 years old, with an average age of 34.5 years old. The sample was predominantly male (84 percent) and African-American (78 percent).

The probationers who participated in the Workforce Development Program were considered higher risk, which was demonstrated by a number of factors. In terms of their criminal history and risk, the average for this sample was 7.7 prior arrests and an average risk predictor index score (RPI) of about 5.0. As a comparison, the average number of prior arrests for the entire office caseload is 6.1 and the average RPI for the office is 3.7. The top three offenses of conviction were drugs (45 percent); firearms (28 percent); and fraud, including embezzlement, racketeering, and other financial crimes (20 percent).

A qualitative review of the files indicated that those with convictions for firearms and fraud had a particularly difficult time finding a job. Many of those with firearms convictions had previous felony convictions, making their criminal record more extensive. Those convicted of fraud and other financial crimes often had employment restrictions, which prevented several probationers from returning to their previous type of work. After one year, those with drug offenses and fraud/financial-related offenses had similar rates of employment (61 percent vs. 63 percent), while only 50 percent of those with firearm offenses were employed and 100 percent of those with other offenses (assault, robbery, escaping custody) were employed. Of those who were employed, the majority of participants with drug, firearm, and other offenses were employed full-time (82 percent, 73 percent, and 67 percent, respectively), but only 40 percent of those with fraud offenses were employed full-time.

### ***Other Risk Factors***

People on supervision, especially those released after a term of incarceration, face a number of obstacles. The vast majority of probationers in this study were single (93 percent) and over a

quarter of them were labeled as having unstable housing (28 percent). Additionally, 80 percent had a history of drug abuse and almost half had a history of mental health issues. However, only about 30 percent of the probationers had less than a high school diploma or GED when they began supervision, which may be due to the completion of their GED while incarcerated (see [Table 2](#)).

Lack of stable employment prior to incarceration is also an issue with this sample; only 25 percent of probationers had stable employment prior to their incarceration or supervision. Lack of stable employment was determined by the probation officer when completing a probationer's initial case plan for supervision, using employment records and contacts with former employers provided in the pre-sentence investigation report. Probationers who had no long-term employers, had been unemployed for long periods of time, or had been fired multiple times were considered to have unstable prior employment. Despite the lack of stable employment history, almost 43 percent were employed at the start of supervision. This is most likely due to many being placed in half-way houses and pre-release centers before their probation started, which allowed them to find employment while still serving their sentence.

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## **Workforce Development Program Involvement**

A primary goal of the Workforce Development Program is to help probationers find employment. Yet, many of the probationers who are working are *underemployed*. Thus, the services and vocational training offered by the program are also aimed at helping these individuals improve their employment and wages, as well as maintain stable employment. At the time of enrollment in the Workforce Development Program, 40 percent of the sample was employed. Employed and unemployed probationers at the start of the program generally received similar services; however, probationers who were employed at the start of the program were more likely to receive vocational training.

Paid vocational training was provided to almost two-thirds of participants (62.5 percent). To be considered for vocational training, participants were required to write a formal request detailing the type of skill training they wanted and how it would benefit them. All participants who received vocational training also had some form of mandated treatment (drug, alcohol, or mental health). The vocational training allowed them to gain skills and certification for specialties including commercial driving (CDL), auto repair, carpentry, and cosmetology.

In addition, the majority of probationers received some individual job counseling (65 percent), help with job searches (61 percent) and job referrals (65 percent). The referrals were often made to employers and businesses with which the probation office had developed relationships. These connections allowed the office to know when jobs were available and helped with the hiring process, because the officers could provide some accountability and reassurance for employers. A smaller group received additional training on interview skills (31 percent) and resume building (24 percent), mostly because these workshops were only offered a few times each year.

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## **Employment Outcomes After One Year**

The main objective of the Workforce Development Program is to help probationers obtain and improve their employment, with the long-term goal of reducing recidivism. After one year of participation in the Workforce Development Program, 61.3 percent of the sample were employed, an increase of 21.3 percent. An additional 3.7 percent were enrolled as full-time students. Of those who were employed, over two-thirds (69.4 percent) were employed full time. Those who were employed earned a monthly income between \$800.00 and \$2,693.00, with an average monthly income of \$1,580.37 (see [Table 3](#)).

Slightly over half of the sample were employed in labor or construction (53 percent), which included work in warehouses, road flaggers, and specialty work such as electrical, automotive, and carpentry. Another 20 percent of the sample worked in customer service or retail positions. Other types of work included food services and administrative and clerical work. Several participants found work as truck drivers after receiving vocational training to obtain commercial driver's licenses (CDL).

Although 61.3 percent of the sample was employed after one year in the Workforce Development Program, only 1 in 6 (16.3 percent) had not been employed at any point during the first year in the program. Probationers who had been employed at some point in the program worked an average of 7.4 months during the first year, at an average of 1.5 jobs. Of those who were employed after one year in the program, 16.7 percent went from part-time to full-time jobs and four in ten (40.7 percent) increased their monthly employment during their time in program. Additionally, of the 67 participants who were employed at some point during the first year, 14.9 percent were terminated from at least one job during that time.

Overall, the services offered by the Workforce Development Program appear to be linked to increased employment in the initial 80 participants who participated in the program (see [Figure 1](#)). Participants who received vocational training were more likely to be employed after one year (66 percent) than those who only received other services provided by the program (53 percent), although this difference is not statistically significant.<sup>3</sup> In addition, those who received job referrals were significantly more likely to be employed (69 percent) than those who did not receive referrals (46 percent). Several other services appeared to improve employment slightly, although these differences were not statistically significant: greater employment for those who received interview skills training (72 percent vs. 56 percent employed), resume building (68 percent vs. 59 percent), and help with the job search (63 percent vs. 58 percent). Only 8 participants (10 percent) received all services offered in addition to the vocational training. This was not a large enough number to test the relationship to employment status. Job counseling alone did not appear to improve employment status (58 percent vs. 68 percent).

To better understand these employment outcomes among program participants, we also examined whether participant characteristics were related to employment status after one year. Men and women were equally likely to be employed at one year, as were white and black participants. Those who were incarcerated before probation supervision were more likely to be employed (65 percent) than those who only received probation (46 percent), but this difference is not statistically significant. While being employed at the start of supervision was not significantly related to employment after one year in the program, having a stable employment history prior to incarceration or supervision was significantly related to being employed (71 percent with prior stable employment and 45 percent without prior stable employment). Participants were also classified into low (0–3), medium (4–6), and high (7–9) risk based on their risk prediction index score; however, employment status was somewhat varied across these three groups, with the biggest difference between medium- and high-risk participants (62 percent, 69 percent, 50 percent, respectively). Other demographic and risk factors were not significantly related to employment, including history of drug abuse, history of mental health issues, and unstable living situation.

Since the vocational training was an important aspect of the program, several additional factors were examined to assess the impact of receiving vocational training on employment (see [Table 4](#)). Over half of the probationers received some type of vocational training. Medium-risk offenders (RPI scores between 4 and 6) were most likely to receive vocational training (56 percent). Low- and high-risk offenders were equally likely to receive vocational training (24 percent vs. 20 percent). After one year of involvement in the Workforce Development Program, this group was slightly more likely to be employed than those who did not receive vocational training (66.0 percent vs. 53.3 percent). Those who received vocational training showed improvement in full-time work, hours worked per week, wages, monthly income, and total months worked in the first year. However, with the exception of total months worked (8.2 vs. 6.1), these differences are not statistically significant. It is possible that with a larger sample

size, these differences would reach significance.

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## Recidivism among Program Participants

According to the U.S. Probation Office, District of Delaware, a primary goal of the WFD program is to reduce re-involvement in criminal behavior, or recidivism. In this study, recidivism is measured by whether the probationer is rearrested or revoked<sup>4</sup> within the first year of program involvement.

Rearrest<sup>5</sup> was a relatively minor problem in this sample, with 1 in 9 probationers (9 or 11.3 percent) being rearrested during their involvement in the first year of the workforce development program. An additional 3.8 percent (3 participants) had their probation revoked. Thus, the overall recidivism rate for these program participants was 15 percent. Also in the first year, 11.3 percent (9 participants) were reincarcerated. (Arrests that did not result in reincarceration include traffic-related offenses such as driving under the influence, which was addressed through additional supervision or mandated treatment.) The most common reason for rearrest/revocation was drug related (36 percent). Other reasons included fraud, driving while intoxicated, assault, rape/sexual assault, and firearms offenses.

The type of Workforce Development Program component participants received was generally unrelated to rearrest/revocation (see [Table 5](#)). Those who received vocational training were less likely to be rearrested or revoked (12 percent) than those not receiving these services (20 percent), but this difference was not statistically significant. Similarly, those who received help with their job search or received job referrals had somewhat lower rearrest rates than those not receiving these services (12 percent vs. 19 percent). The group of participants who received resume-building services or interview skills training appears somewhat more likely to be rearrested or revoked.<sup>6</sup> The small overall sample size precludes any definite finding about the program components and rearrest/revocation.

To better assess the overall impact on recidivism of participating in the Workforce Development Program, a comparison sample of federal probationers was identified. Two federal jurisdictions were chosen for this comparison based on their similarity to the Delaware jurisdiction and because they did not have any type of workforce development program. Each Delaware Workforce Development Program participant was matched with a federal probationer from one of the two districts based on five factors: race (white or non-white), gender (male and female), risk level (0-3, 4-6, or 7-9 RPI score), supervision type (probation only and supervised release), and offense category (drugs, firearms, fraud/financial crimes, and other). The matched sample also began supervision during the same years as the Delaware sample (2002-2008). A total of 73 of the 80 cases were matched and used in the analysis for a total of 146 cases.

The comparison jurisdictions provided the one-year rearrest and revocation data for the matched comparisons. All local arrests as well as arrests by other state and federal law enforcement were included. Traffic-related offenses, with the exception of driving while intoxicated, were excluded. The one-year time period for the recidivism measure of the comparison group was based on when the Delaware probationer began the Workforce Development Program in relation to when the probationer started probation. For example, if the Delaware participant began the program 6 months after starting supervision, the matched participant's recidivism would be measured beginning 6 months after starting supervision and ending one year later.

When the one-year recidivism rate for the Delaware Workforce Development participants was compared to the recidivism rate for matched probationers, the Workforce Development participants were significantly less likely to be rearrested or revoked than probationers from other districts who did not participate in a Workforce Development Program. Specifically, 15 percent of the Delaware program participants were rearrested or revoked within one year, compared to 26 percent of the comparison probationers. These findings suggest that participation



in the Workforce Development Program is modestly related to reducing recidivism, as measured by rearrest or revocation.<sup>7</sup>

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## Discussion and Conclusion

The 80 federal probationers who participated in the Delaware Workforce Development Program were purposely chosen because they had a higher average risk than other federal probationers being supervised in the District of Delaware. Their average risk prediction score of 4.96 was 1.3 points higher than the district average, and over 75 percent of them had a risk score of 4 or higher. This group also had an average of 7.7 prior arrests (1.6 more than the office average). The top three offenses of conviction were drugs (46.5 percent), firearms (27.5 percent), and fraud (20.0 percent). While almost two-thirds of the sample had at least a high school diploma or GED, only 25 percent had a stable employment history prior to incarceration or supervision, and only 40 percent were employed when they started in the Workforce Development Program. Thus, this group of probationers faced considerable challenges in finding a job and staying employed.

After one year in the program, 61.3 percent of the probationers were employed, with the majority being employed full time. This was more than a 50 percent increase in employment, and an absolute increase of 21.3 percent compared to the 40 percent who were employed at the beginning of the program. An additional 3.8 percent were full-time students, and only 16.3 percent were not employed at any point during the year. The participants worked an average of 7.4 months during the year, with an average monthly income of about \$1500. Aspects of the Workforce Development Program that seemed to increase employment were job referrals and vocational training.

In comparing those Workforce Development participants who received vocational training (n=50) with those who did not (n=30), the vocational training recipients showed consistent improvement in several employment measures. Vocational training recipients were more likely than those who did not receive vocational training to be employed after one year (66 percent vs. 53 percent) and employed full time (76 percent vs. 56 percent), had an increase in hours worked (21 percent vs. 6 percent), had higher monthly income (\$1060.00 vs. \$815.00), and worked more months during their first year (8.2 vs. 6.1 months). Although the small sample sizes preclude finding differences that are statistically significant (with the exception of months worked during the year), the consistency of these findings suggests that the vocational training component of the Workforce Development Program operating in the District of Delaware produces added value in improving the employment outcomes of its participants.

This pilot study also examined whether the Delaware Workforce Development Program reduced recidivism, as measured by rearrest or revocation. One year after enrollment in the program, 15 percent of the participants had been rearrested or had their probation revoked. This included 12 participants, with 9 arrests and 3 revocations. Overall, 11.3 percent (9 participants) were reincarcerated. These results were compared with a matched sample of probationers from other districts. Again, small sample sizes limit the power of the conclusions, but, overall, participants in the Delaware Workforce Development Program were 58 percent less likely to recidivate after one year than the matched sample of probationers who received no workforce development services (15 percent vs. 26 percent, respectively).

These findings suggest that federal probationers enrolled in a workforce development program, especially a program that includes vocational training, are more likely to find and maintain employment. These program participants may also be less likely to engage in behavior that can result in an arrest for criminal activity. It is noteworthy that these effects were observed in a higher-risk group of probationers. Thus, other U.S. probation districts should consider developing Workforce Development Programs for probationers under their jurisdiction.

[Endnotes](#)

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**Table 1.**  
***Description of the Workforce Development Program Participants***

Participant Characteristics (n=80)	Percent
<b>Gender</b>	
Male	83.8
Female	16.3
<b>Race</b>	
White	18.8
Black	77.5
Other	3.8
<b>Supervision Start Date</b>	
2003	2.5
2005	12.5
2006	16.3
2007	35.0
2008	33.7

Conviction Offense	
Drug	45.0
Firearms	27.5
Robbery	5.0
Assault	1.3
Escaping Custody	1.3
Fraud	20.0
RPI Risk Score (mean/range)*	4.96 (0–9)
Prior Arrest (mean/range)**	7.7 (0–25)
Supervision Term (mean in mths/range)	45.8 (12–120)
Incarceration Term (mean in mths/range)	58.9 (1–240)
*A risk score of zero is possible, usually for first-time offenders placed on probation (no incarceration) with no other risk factors.	
**Prior arrests refers to the number of previous arrests a person had before the most recent arrest that resulted in incarceration and supervised release or probation.	

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**Table 2.**

***Education and Employment Experiences of Participants***

<b>Participant Characteristics (n=80)</b>	<b>Percent</b>
<b>Highest Level of Education</b>	
Less than High School	7.5
Some High School	23.8
HS Diploma/GED	56.3
Some College	7.5
College Degree or more	5.0
<b>Stable Employment Prior to Supervision</b>	
No	75.0
Yes	25.0

Employed at Start of Supervision	
No	57.5
Yes	42.5

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**Table 3.**  
***Employment Outcomes Among Participants After One Year***

Employment Outcomes	Percent
<b>All participants (n=80)</b>	
Employment Status after 1 year	
Not Employed	35.0
Employed	61.3
Full Time Student	3.7
No job while in program	16.3
<b>Of those employed (n=67)</b>	
Part Time	30.6
Full Time	69.4
Terminated from any job	14.9
Increased hours	16.7
Increased income	40.7
Total months worked (mean)	7.4
Total number of jobs (mean)	1.5
Monthly Income (mean/range)	\$1,580.37 (\$800.00– \$2,693.00)
<b>Type of Employment</b>	
Labor/Construction	53.1
Driver (CDL)	8.2
Food Service	10.2
Customer Service/Retail	20.4

[back to top](#)**Table 4.*****Vocational Training and Employment Outcomes***

<b>Employment Characteristics</b>	<b>Received Vocational Training (n=50)</b>	<b>No Vocational Training (n=30)</b>
Employed after 1 year	66.0%	53.3%
Full Time	75.8%	56.3%
Increased Hours	21.1%	6.3%
Increased Pay	44.7%	31.5%
Monthly Income (mean)	\$1059.74	\$815.03
Months Worked in 1st year (mean)	8.22	6.13

[back to top](#)**Table 5.*****Employment Service Received and Recidivism at One Year***

<b>Type of Services</b>	<b>Percent Rearrested or Revoked</b>	
	<b>Received Service</b>	<b>Did Not Receive Service</b>
Vocational Training	12.0	20.0
Job Counseling	17.3	10.0
Resume Building	21.1	13.1
Interview Skills Training	16.0	14.5
Help with Job Search	12.2	19.4
Job Referrals	13.5	17.9

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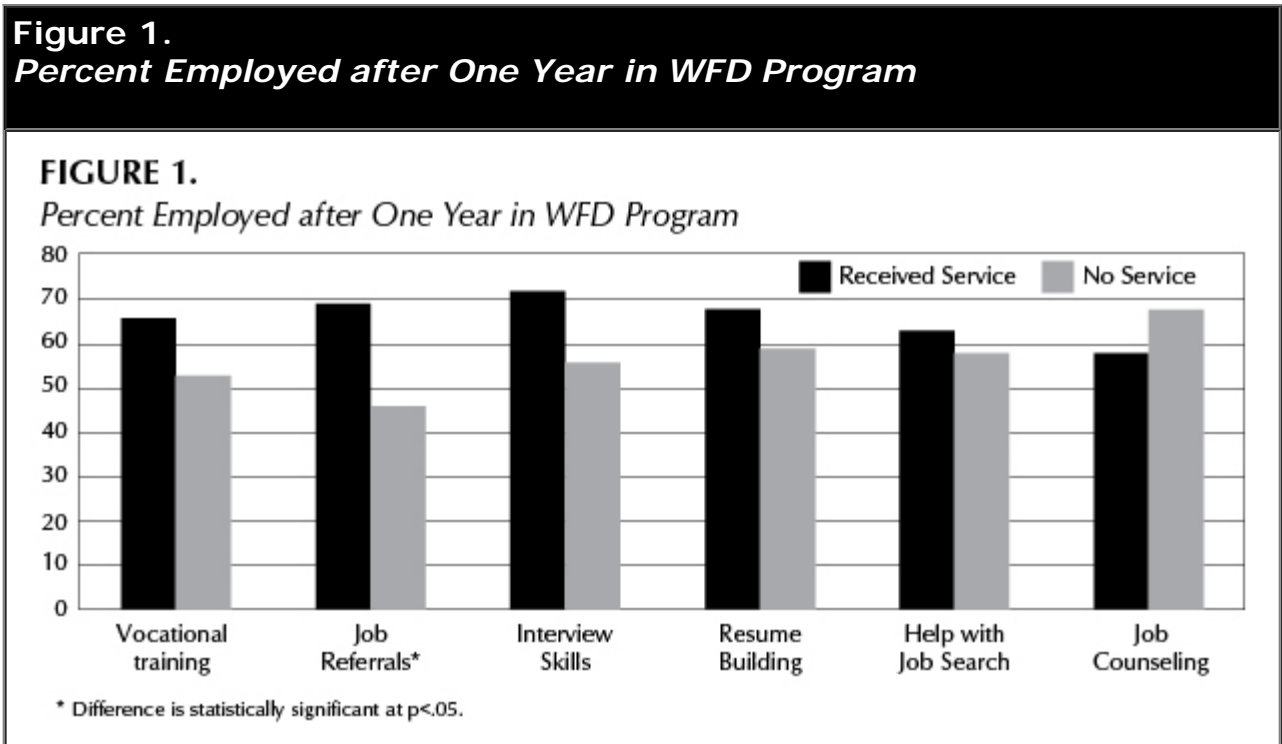
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from 0 to 9, with 9 indicating a higher likelihood of violation. Scores of 0 or 1 indicate that the offender has a very high likelihood of success (i.e., over 90 percent of offenders in these categories do *not* recidivate).

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## **Alternatives to Pretrial Detention: Southern District of Iowa, A Case Study**

1. Performance and outcome measure improvements identified using data extracted from the Probation and Pretrial Services Automated Case Tracking System (PACTS) database as detailed in the Findings section of this report.
2. Title 18, United States Code, Section 3142(c)(1)(B).
3. Title 18, United States Code, Section 3142(e) contains three categories of criminal offenses that give rise to a rebuttable presumption that “no condition or combination of conditions” will (1) “reasonably assure” the safety of any other person and the community if the defendant is released; or (2) “reasonably assure” the appearance of the defendant as required and “reasonably assure” the safety of any other person and the community if the defendant is released.
4. Title 18, United States Code, Section 3142(g).
5. An illustrative list of conditions is set forth in Title 18, United States Code, Section 3142(c)(1)(B)(i through xiv), which gives the judicial officer authority to impose conditions not specifically enumerated so long as the same serve the purposes set out in § 3142(c)(1)(B).
6. VanNostrand, Marie and Gena Keebler. “Our Journey Toward Pretrial Justice” in *Federal Probation*, Volume 71, Number 2 (September 2007), pp. 20-25.
7. *Putting Public Safety First: 13 Strategies for Successful Supervision and Reentry* (The Pew Center on the States, 2008).
8. VanNostrand, Marie and Gena Keebler. *Pretrial Risk Assessment in the Federal Court: For the Purpose of Expanding the Use of Alternatives to Detention* (Department of Justice, Office of Federal Detention Trustee, 2009).
9. VanNostrand, Marie and Gena Keebler. *Pretrial Risk Assessment in the Federal Court: For the Purpose of Expanding the Use of Alternatives to Detention* (Department of Justice, Office of Federal Detention Trustee, 2009), see page 36.

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1. The authors wish to thank Jack McDonough, Chief U.S. Probation Officer, Wilmington, Delaware and his staff for providing the data for this study, Christopher Lowenkamp for developing the comparison sample, and Steven Martin for comments on an earlier draft.

This project was supported by the U.S. Probation Office, District of Delaware. Address all communications to the first author at [visher@udel.edu](mailto:visher@udel.edu).

2. The sample includes individuals on community probation as well as individuals on

supervised release who are under the supervision of the U.S. Probation Office, District of Delaware. We use the term probationer to refer to both groups of participants.

3. A note about statistical significance: For this study we use a cutoff value of  $p < .10$ . This allows us to be fairly confident in generalizing the findings from this sample. There are several instances where there is a large percentage difference between two groups but the relationship is not statistically significant. While there may appear to be a relationship between two variables in this sample, we are limited by the small sample size in this pilot study and cannot confirm that the relationship would be present in a different sample.
4. Probation revocation is being considered as recidivism in this sample because the revoked participants had multiple, serious non-compliance events which resulted in incarceration.
5. Arrests made by local as well as state and other federal agencies were included in this measure. All traffic-related arrests were excluded, with the exception of driving while intoxicated.
6. To obtain these services participants needed to participate in a special workshop or they received individual assistance from the Community Resource Specialist (CRS). Often probationers who were unemployed for several months or had not been actively searching for employment were mandated to attend these workshops or meet with the CRS. Individuals who received interview skills training and resume building training were not different from those who did not, based on their prior employment history or risk level. However, they may have been more non-compliant prior to receiving these services, which then led to them being mandated to attend the workshops or individual sessions by their probation officer.
7. Among those who recidivated, statistically similar proportions were rearrested and revoked in both the Delaware and the comparison groups (27 percent vs. 42 percent revoked; 73 percent vs. 58 percent rearrested, respectively).

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1. The Kentucky Department of Corrections participated in this research and provided access to all data. However, the Kentucky Department of Corrections disclaims approval or endorsement of the findings and interpretations of this study. All views expressed herein are those of the authors and the authors alone.
2. Please note that in the following Tables, when the group total for the variable presented is less than 866 for each group (when total figures for subgroups do not equal the original subtotal), there were missing data for the variable under consideration.
3. This figure was calculated using the percentage of inmates held at each custody level for each group and multiplying that figure times the daily cost of incarceration for those levels (figures obtained in 2008 dollars from the Kentucky Department of Corrections). The total daily figure was then adjusted to be measured in the value of 2002 dollars (the year that the Commuted Group was released). This figure was then multiplied by 237.5 days, the average difference in time served between the Commuted and Comparison groups.

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