



**STATE OF ARIZONA
OFFICE OF THE
AUDITOR GENERAL**

A PERFORMANCE AUDIT
OF THE

**DEPARTMENT OF ECONOMIC SECURITY
EX-OFFENDER PROGRAM**

FEBRUARY 1981

**A REPORT TO THE
ARIZONA STATE LEGISLATURE**



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AUDITOR GENERAL

STATE OF ARIZONA
OFFICE OF THE
AUDITOR GENERAL

January 30, 1981

Members of the Arizona Legislature
The Honorable Bruce Babbitt, Governor
Mr. William S. Jamieson, Jr., Director
Department of Economic Security

Transmitted herewith is a report of the Auditor General, A Performance Audit of the Department of Economic Security, Ex-Offender Program. This report is in response to the August 27, 1980, resolution of the Joint Legislative Budget Committee.

The blue pages present a summary of the report; a response from the Department of Economic Security is found on the yellow pages preceding the appendices.

My staff and I will be pleased to discuss or clarify items in the report.

Respectfully submitted,

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Auditor General

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Enclosure

OFFICE OF THE AUDITOR GENERAL

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REPORT 81-1

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SUMMARY

The Office of the Auditor General has completed a performance audit of the Department of Economic Security (DES) Ex-Offender Program in accordance with a Joint Legislative Budget Committee resolution. This audit, which focuses primarily on the validity of job placements claimed by the Program, was conducted in cooperation with the Department of Economic Security, Office of Special Investigations (OSI).

Auditor General staff assisted DES investigators in drawing sample cases for investigation, accompanied DES investigators on selected interviews with employers and ex-offender clients, and reviewed and tested investigative records and conclusions for adequacy and accuracy. In our opinion, DES procedures were sufficient, and its conclusions reasonable and supportable.

Our review of the DES investigation of claimed Ex-Offender Program job placements revealed that 26 percent of the claimed placements were invalid and half of the invalid placements appear to be fraudulent. In addition, 51 percent of the valid placements identified by OSI were for less than 60 days' employment and may not qualify as a successful placement. Past DES administrators have not only known of these reporting improprieties but, in some cases, encouraged them.

During the course of the Department of Economic Security investigation and throughout our audit, deficiencies in record keeping were noted which hindered verification of job placements. Ex-Offender staff contacts with employers were poorly documented, and many client contact records were insufficient to determine what specific action had been taken on behalf of clients. In addition, important information related to stipends issued to clients was missing from the records. Finally, DES has conducted periodic studies testing the validity of Ex-Offender Program and Job Service Program placements, but the validation studies have failed to discover serious problems in the Ex-Offender Program because procedures used to verify placements did not solicit sufficient information.

It is recommended that:

The Legislature evaluate the need for continuing the Ex-Offender Program in view of information recently developed by DES-OSI.

If the Ex-Offender Program is to be continued:

1. Only placements actually made by Ex-Offender workers be reported and counted as valid job placements.
2. Supervision of workers be improved to ensure conformity with operating standards and accuracy of reporting.
3. New operating manual provisions which clarify differences between jobs found by clients and job placements made by the Ex-Offender Program be adopted and enforced.

It is also recommended that:

Documentation of employer contacts and the purposes of stipends be improved.

Future validation studies include sufficient employer and client contact to determine the validity of claimed job placements.

INTRODUCTION AND BACKGROUND

On August 27, 1980, the Joint Legislative Budget Committee requested the Office of the Auditor General, pursuant to Arizona Revised Statutes (A.R.S.) §41-1279, to conduct a performance audit of the Department of Economic Security's Ex-Offender Program.

The Ex-Offender Program was established in 1971 to assist offenders find and maintain employment following release from prison. Although initially Federally funded as a demonstration project, the Program was taken over and funded by the State in 1973.

The Ex-Offender Program provides employability development and comprehensive manpower services to prison inmates and ex-offenders to facilitate an orderly return to meaningful employment and, thereby, reduce recidivism. The Program provides prerelease services, which include counseling and vocational information and guidance. Assistance provided after release includes individual, group and family counseling; referral to training programs and community services; job development and placement; and financial support (stipends) for specific client needs.*

Expenditures for the Ex-Offender Program have grown from \$330,900 in fiscal year 1976-77 to an estimated \$551,200 in fiscal year 1980-81. Staffing allocated to the Program during this period has increased from 19.0 to 22.5 full-time equivalent (FTE) positions. Ex-offender staff members currently are located in all six Department of Economic Security (DES) Districts and at the State Prison in Florence.

* For a more detailed description of the purpose and objectives of the Ex-Offender Program, see Appendix I.

During fiscal year 1979-80, DES reported registering 1,970 new applicants in the Ex-Offender Program, placing an estimated 1,022 Program clients into full-time employment and issuing 1,025 stipends, averaging \$68 each. During fiscal year 1980-81, DES estimates that 1,800 clients enrolled for services will be placed in 1,100 permanent jobs and will receive 715 stipends, averaging \$111 each.

Audit Scope and Approach

The scope of our audit dealt primarily with the validity of job placements claimed by the Ex-Offender Program. Additional information related to effectiveness of the Program, however, was obtained and reviewed. This information included types of jobs, average hourly pay, duration of employment and use of stipends. In addition, a survey was conducted to solicit employer opinions of the Program and suggestions for improvement.

Our audit findings regarding the validity of job placement are based partly on the results of a special DES Office of Special Investigations (OSI) internal investigation conducted simultaneously with our audit. To avoid duplication of effort, we monitored the procedures and progress of the DES investigation. Our audit staff assisted DES in developing a sample of cases for investigation, accompanied DES investigators on selected interviews with employers and ex-offender clients, reviewed case files and tested the results of the DES investigation for accuracy. In our opinion, the results reported by DES are substantially accurate.*

As a follow up to the Ex-Offender investigation, DES is conducting a similar review of the entire Federally funded Job Service Program. It is also conducting an internal audit of the Ex-Offender stipend fund.

We thank the Director of DES and his staff for their excellent cooperation and assistance during our audit.

* DES currently is attempting to resolve questionable cases by contacting the caseworkers involved. As a result, new information may be developed which may impact on DES conclusions in a few cases.

FINDING I

JOB PLACEMENTS CLAIMED BY THE DEPARTMENT OF ECONOMIC SECURITY EX-OFFENDER PROGRAM HAVE BEEN OVERSTATED AND IN SOME CASES CONSTITUTE FRAUD.

Our review of a Department of Economic Security (DES), Office of Special Investigations (OSI) investigation of claimed Ex-Offender Program job placements revealed that at least 26 percent of the claimed placements were invalid and half of the invalid placements appear to be fraudulent. In addition, 51 percent of the valid placements identified by OSI were for less than 60 days' employment and may not qualify as a successful placement. Past DES administrators have not only known of these reporting improprieties but, in some cases, encouraged them.

Sampling Method and Procedures

Job placements claimed by the Ex-Offender Program are reported on the Employment Security Automated Reporting System (ESARS), the DES Job Service Information System, which maintains a record of employer job orders (job openings), client referrals to employment and job placements.

From the ESARS system, DES drew a statistical sample of the 1,062 job placements reported by the Ex-Offender Program for the period October 1, 1979, through August 31, 1980. The number of job placements sampled was 284, which represented 26.7 percent of all job placements reported for the period and which provided a confidence level of 95 percent and precision of ± one percent.* Audit staff assisted DES by establishing the sample size and providing a list of random numbers which was used to select the job placements sampled.

* Sample results adjusted the precision to approximately ±4 percent due to the high incidence of invalid placements.

All 284 sampled placement transactions were investigated by DES. Case files were reviewed and personal interviews were conducted with employers and ex-offender clients to determine if a client's job was, in fact, obtained through the efforts of the Ex-Offender Program. Auditor General staff accompanied DES investigators on several of the interviews and tested the accuracy of DES conclusions by reviewing the files and conclusions for 25 randomly selected cases. Procedures used by DES investigators on the cases reviewed appear to be sufficient and their conclusions reasonable and supportable.

What constituted a valid ex-offender placement proved to be a confusing and controversial issue throughout the audit.* For example, according to the DES operating manual provisions in effect for the sample period,** the Ex-Offender Program may take credit only for jobs its clients obtain directly through the Program. However, according to a DES administrative memo dated September 16, 1980,*** the Ex-Offender Program may also take credit for jobs that Program clients obtain on their own or through other agencies, provided that: 1) the Ex-Offender Program contributed to the job entry by providing bonding services, tools, clothing, financial aid or other services, and 2) there is documentation that Ex-Offender staff contacted the prospective employer prior to referral. Table 1 summarizes results of the DES review of 284 Ex-Offender Program claimed placements using the September 16, 1980, administrative memorandum's definition of a placement.

- * See Appendix II for correspondence related to placement criteria.
- ** See Appendix III.
- *** See Appendix IV for a copy of this memorandum.

TABLE 1
 SUMMARY OF DES INVESTIGATION OF HOW
 EX-OFFENDER PROGRAM CLIENTS FOUND THEIR JOBS*

	District I (Phoenix) N=164	District II (Tucson) N=77	All Other Districts N=43	State Total N=284
<u>Obtained Through Ex-Offender Program</u>	45%	54%	68%	51%
<u>Not Obtained Through Ex-Offender Program</u>				
On own	19	17	0	15
Through Department of Corrections	2	0	9	3
Through other sources	8	3	9	7
No record of employment	1	0	2	1
<u>Unable to Determine</u>	25	26	12	23
	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>

As shown in Table 1, 51 percent of the placements claimed by the Ex-Offender Program were found to be valid Ex-Offender job placements. In 26 percent of the cases, however, job placements claimed were invalid in that clients either found their jobs on their own, through the Department of Corrections, through other sources or there was no record that the client was actually employed. In 23 percent of the cases, DES investigators could make no determination because of insufficient or conflicting information. Projecting the results of Table 1 to the 1,062 job placements claimed by the Program between October 1, 1979, and August 31, 1980, it can be stated with 95 percent confidence that 230 to 327 of the claimed Ex-Offender job placements are invalid.**

* Based on the definition of a placement described in the September 16, 1980, memorandum from DES. (See Appendix IV)

** Based on precision level of \pm 4.6 percent.

It should be noted that in approximately 34 percent of the job placements classified in Table 1 as not obtained through the Ex-Offender Program, there is evidence that the Program provided some type of service, such as a stipend for tools, to the client. However, these cases do not qualify as placements since there is no documented employer contact by Ex-Offender Program staff prior to referral.

The following cases are examples of invalid placements claimed by the Ex-offender Program:

CASE I

According to the employer's records, the client was hired off the street. Although the company has used the DES Job Service Program, the owner had not heard of the Ex-Offender Program. There was no record of services provided to the client by the Ex-Offender Program.

CASE II

The employer stated that his company advertises for help through the newspaper, and hires all employees off the street. The client confirmed that his job was obtained through the newspaper and not through the Ex-Offender Program, although the Ex-Offender Program issued several stipends to the client for a driver's license, motor vehicle registration, a medical examination, clothing and personal articles.

CASE III

The employer stated that the client was hired as a result of a letter he wrote asking for a job before his release from prison. The employer had never heard of the DES Ex-Offender program. The client confirmed that he obtained his job on his own. The Ex-Offender Program did issue the client a \$100 stipend for gas and temporary housing on the day he was hired.

CASE IV

According to the employer, the client was introduced to him by the client's wife, who was working for the employer at the time. The client confirmed that he obtained his job through his wife's efforts. The Ex-Offender Program provided the client a stipend of \$144 for carpentry tools.

Possible Fraud in 13 Percent of Cases

OSI investigators concluded that of the 284 claimed ex-offender placements sampled, 37 (13 percent) were not only invalid, but appeared to be fraudulent as well. Table 2 summarizes the apparently fraudulent placements as determined by OSI.

TABLE 2

SUMMARY OF EX-OFFENDER JOB PLACEMENTS INVOLVING
FRAUD AS DETERMINED BY DES INVESTIGATORS

	<u>District I</u> <u>(Phoenix)</u>	<u>District II</u> <u>(Tucson)</u>	<u>All Other</u> <u>Districts</u>	<u>State</u> <u>Total</u>
Number of placements sampled	164	77	43	284
Apparent cases of fraud identified	21	15	1	37
Percentage of placements sampled	13%	19%	2%	13%

As shown in Table 2, 21 apparent cases of fraud were found in District I (Phoenix), 15 in District II (Tucson) and one in the other DES districts. Projecting the results of Table 2 to the 1,062 job placements claimed by the Ex-Offender Program from October 1, 1979, to August 31, 1980, it can be stated with 95 percent confidence that from 104 to 179 of these placements are apparently fraudulent.*

The following are examples of cases which appear to be fraudulent:

CASE I

Eight clients were reported as having been placed by the Ex-Offender Program as recreation leaders in a sports program at the University of Arizona's McHale Center. Payroll records confirmed that the clients had been employed between June 9 and July 30, 1980, as part of a summer youth program. According to a coach at the University, however, all eight clients were students at the University, high school coaches or high school teachers. None were ex-offenders. Working simultaneously and full time at the University in the same youth sports program was the ex-offender employee who reported the placements.

* Based on precision level of +3.5 percent.

CASE II

According to the employer, the client was hired on March 7, 1980, as a result of a newspaper ad. According to the client, he: 1) contacted the Ex-Offender Program after release from prison, 2) received no assistance, and 3) was instructed by the Ex-Offender staff interviewer that if he did obtain employment, he should report it to the Ex-Offender Program. He contacted the Program after getting his job through an ad in the local newspaper and was interviewed extensively concerning the facts of his employment.

CASE III

The client stated that he got his job through the Job Service Program in Tempe. His employer said he was hired off the street. According to the client, he contacted the Ex-Offender Program two months later because he needed a stipend for tools. At that time, the Ex-Offender Program solicited information concerning the client's job and took credit for the placement that had occurred two months previously.

CASE IV

The employer stated that the client had written to the company prior to his release from prison and the company had agreed to hire him. According to the client, he wrote to about 15 companies prior to his release, looking for a job. When he subsequently reported to the Ex-Offender Program Office, he was referred for food stamps and to the Salvation Army for clothing. He stated that the Ex-Offender Program was in no way responsible for his obtaining employment.

CASE V

The client was employed on March 11, 1980, in a local Headstart Program. Employer records list the client as a participant in the Ex-Offender Program under a Victim-Witness Program, run by the County. According to the client, he was not an ex-offender and did not get his job through the Ex-Offender Program. Contact with the County Victim-Witness Program confirmed that the client never was a client of its program.

Valid Placements For Less Than 60 Days' Employment

May Not Constitute Successful Placements

According to information gathered by DES investigators, 51 percent of the 284 claimed ex-offender job placements sampled were, in fact, valid Ex-Offender Program placements (see Table 1 on page 7). However, 51 percent of the valid job placements identified by OSI were for less than 60 days' employment and, as such, may not qualify as successful placements as prescribed by written DES procedures.

DES Rule No. 2-1-03.I.10.f, dated January 1977, regarding terminations from the Ex-Offender Program states, in part:

"h. Terminations: For the ongoing recidivism study and for reporting purposes the following definitions will be utilized:

"LEVEL I. The client's job was obtained through the Ex-Offender Program and the client is terminated as a successful Job Placement having been on the job 60 days.

"LEVEL II. The client found his job through sources other than the Ex-Offender Program and the client is terminated as a successful Job Placement having been on the job 60 days." (Emphasis added)

As part of our review of the Ex-Offender Program, we tabulated the duration of employment for those Ex-Offender Program clients identified by OSI as validly placed. Table 3 summarizes our tabulation.

TABLE 3

SUMMARY OF DURATION OF EMPLOYMENT
FOR EX-OFFENDER CLIENTS IDENTIFIED
BY DES AS VALIDLY PLACED

<u>Number of Days Employed</u>	<u>Number of Valid Placements</u>	<u>Percentage</u>	<u>Cumulative Percentage</u>
1-5	12	8.3%	8.3%
6-10	7	4.9	13.2
11-30	39	27.1	40.3
31-59	16	11.1	51.4
60 and more	52	36.1	87.5
Unable to determine	18	12.5	
	<u>144</u>	<u>100.0%</u>	<u>100.0%</u>

As shown in Table 3, if the 60-day continuous employment criteria in Rule No. 2-1-03.I.10.f, is strictly applied, at least 51 percent of the 144 valid Ex-Offender Program job placements would not qualify as successful placements.

It should be noted that, according to one DES administrator, there were verbal as well as written instructions to Ex-Offender Program personnel regarding valid Ex-Offender job placements that did not include the 60-day criteria. In other words, a placement for any duration was to be counted as a successful placement. However, in a September 16, 1980, memorandum* the Acting Assistant Director of the Division of Employment and Rehabilitation Services and a Job Service Program administrator during the period reviewed provided a description of a successful job placement that included the 60-day criteria.

Thus, it appears that, at best, Ex-Offender Program personnel were confused by a lack of formal policy regarding valid job placements and, at worst, Ex-Offender Program personnel intentionally ignored DES procedures in order to inflate the number of successful Ex-Offender job placements reported.

Causes of Problems

To determine why placement transactions were inaccurately reported, Program officials were interviewed, and evaluation reports and other documents were reviewed.

Personnel Evaluations Are

Based on Number of Placements

Personnel evaluations (Performance Planning and Evaluation Reports) for Ex-Offender Program personnel have been based partly on numbers of monthly placement transactions. In effect, Ex-Offender Program personnel were on a quota system in that they were expected to average 15-17 placement transactions a month, with 18 or more placements a month considered meritorious. Workers admitted to being under pressure to meet placement goals because pay increases and promotions are based on their personnel rating. Some invalid placements apparently were reported in an effort to meet these goals.

* See Appendix IV.

In one District Office, new personnel performance and evaluation reports recently were developed which do not stress the number of placements. Emphasis instead is placed on documentation of records and the quality of services to clients.

Workers Are Poorly Supervised

The DES operating manual states that, at the District level, team supervisors are responsible for the accuracy of records and reports. The Ex-Offender team supervisor:

...reviews the caseload regularly to ensure the delivery of services to clients is satisfactory. He assures that the clients and team records are maintained accurately, that services given to clients are documented and that files contain management information necessary to the team's efficient and effective operation are maintained and complete and up to date. The Team Supervisor should continually evaluate the team's operation and advise his supervisor of any deficiencies in the operation...(DES 2.1-03.C)"

However, team supervisors did not, in many cases, comply with the above procedures. As a result, program records and reports pertaining to placement transactions are inaccurate and deficient. In fact, according to a former worker, a team supervisor in one district actually encouraged workers to take credit for some invalid placements. Recognizing this problem of poor team supervision, DES recently appointed new supervisors in both the Phoenix and Tucson Ex-Offender offices.

DES Administrators Were Aware of Problems with the Ex-Offender Program

DES administrators have known for several years that workers in the Ex-offender Program were taking credit for placements that did not conform to established DES policy. However, no attempt was made until recently to correct the situation.

According to the DES administrator responsible for the Ex-Offender Program during the period under review, a previous program supervisor decided that Ex-Offender Program placements did not have to conform to the Federal job placement definitions and standards which apply to the DES Job Service Program. This policy was established despite the fact that the Ex-Offender Program: 1) had been an adjunct to the Job Service Program, and 2) initially conformed to the Job Service Program reporting standards and procedures. As a result, Ex-Offender Program personnel were allowed to take credit for some job placements they did not make provided that they assisted in the job placement by providing some type of service, such as a stipend.

In addition, internal DES evaluation reports and other DES documents dating back to 1976 indicate that DES administrators were not only aware of the lax placement criteria used by the Ex-Offender Program, but were aware of the problem of falsified placements as well.

For example, an evaluation of the Phoenix Ex-Offender Program office by the Bureau of Employment and Training in January 1976 stated the following:

"The semiannual evaluation of the Phoenix Ex-offender Team disclosed a wide variety of discrepancies(,) most of which predate the present staff shortage. Reported placements were not documented, case files were incomplete and poorly documented, employer contact cards were not being utilized, office files were not maintained, and vital operational documents are not readily available in the field office."

A followup verification of placements in the Phoenix Office was conducted, and the following results were reported in April 1976:

"Of the twelve permanent placements reported [for February, 1976], 2 clients got their own jobs, four had their own jobs on intake, three got jobs through Spruce House [Dept. of Corrections]. One client was placed from job bank. One client file had no documentation relevant to placement, one client file was unavailable...From the documentation available, it could not be determined if any of the above placements claimed were valid."

This subsequent evaluation concluded with the following statement:

"The records indicated significant improvement in the areas which had been addressed. However, there were recommendations made in the previous evaluation report which were not addressed. Some of these items could have been easily and quickly rectified. In the area of documented job placements, there seems to be an inverse relationship to staff, i.e., as staff size increases the valid placements decrease. During the December evaluation the reason for the lack of placements and for the lack of documentation was staff shortage. For the month of February, there was more staff available together with fewer valid placements and questionable documentation."

Further, the practice of allowing workers to claim placements which did not conform to the Job Service standards was apparently encouraged by Bureau of Employment and Training administrators,* although the procedure was never officially approved. In response to a January 1976 evaluation of the Phoenix Ex-offender Program office, the local manager stated:

"I am concerned that the evaluations placed so much emphasis on the verification of placement when they (the Bureau of Employment and Training), in fact, have encouraged our...taking credit for jobs found by clients."

Finally, it appears that there was considerable confusion and outright disagreement within the Ex-Offender Program regarding job placements. In October 1976 the Phoenix manager stated to the administration:

"In April, I was advised that (a Bureau of Employment and Training official) had instructed the Phoenix team that it was not necessary to adhere to D.O.L. (Department of Labor) standards for recording placements. I immediately instructed the team to return to D.O.L. criteria for identifying placements. We must refer and verify referrals as a hire before a placement can be counted."

* It should be noted that the identity of the Bureau of Employment and Training administrators who encouraged the claiming of inappropriate placements could not be discerned from available documentation. A DES administrator was named by two DES employees in interviews with audit staff as having encouraged the practice. However, that administrator no longer is employed by DES.

In January 1978, an Ex-Offender Program team supervisor stated the following to the Job Service Program Manager:

"...prior to FY 1974, the (Ex-Offender Program) used a statistically loose hand count whereas today we are bound by the more rigid definitions and documentation of the DOL ESARS [computer] system...Under the hand count system, it was all too common for field teams to record as placements clients who found their jobs other than through the (Ex-Offender Program) on the rationale that they had been assisted by the (Ex-Offender Program) and without the program they would not have been hired."

Other documents, including a confidential memorandum to the Job Service Program Manager, indicate that the problem of falsified placements was brought to the attention of the DES administration in 1978. However, no apparent corrective action was taken. Recent statements by an Ex-Offender Program official confirm that Job Service Managers and Bureau staff were aware that placement criteria which did not conform to written standards were being used by workers, but managers made only token efforts to prevent the practice.

CONCLUSION

An investigation by DES identified that at least 26 percent of Ex-Offender Program claimed job placements were invalid and half of the invalid placements appear to be fraudulent. In addition, an estimated 51 percent of the identified valid placements may not qualify as successful placements. DES administrators not only have known of these reporting improprieties but, in some cases, have encouraged them.

RECOMMENDATIONS

It is recommended that:

1. The Legislature evaluate the need for continuing the Ex-Offender Program in view of information recently developed by DES-OSI.

2. If the Ex-Offender Program is to be continued:
 - Only placements actually made by Ex-Offender workers be reported and counted as valid job placements.
 - Supervision of workers be improved to ensure conformity with operating standards and accuracy of reporting.
 - New operating manual provisions which clarify differences between jobs found by clients and job placements made by the Ex-Offender Program be adopted and enforced.

FINDING II

IMPROVEMENTS ARE NEEDED IN DEPARTMENT OF ECONOMIC SECURITY RECORD-KEEPING AND JOB-PLACEMENT VALIDATION PROCEDURES.

During the course of the Department of Economic Security (DES) investigation, and throughout our audit, deficiencies in record keeping were noted which hindered verification of job placements. Ex-Offender Program staff contacts with employers were poorly documented, and many client contact records were insufficient to determine what specific action had been taken on behalf of clients. In addition, important information related to stipends issued to clients was missing from the records. Finally, DES has conducted periodic studies testing the validity of Ex-Offender Program and Job Service Program placements, but the validation studies failed to discover serious problems in the Ex-Offender Program because procedures used to verify placements did not solicit sufficient information.

Record Keeping Inadequate

For a placement to qualify as valid, DES procedures normally require that employers be contacted prior to referring a client. According to Department of Labor criteria, Ex-Offender Program personnel must make prior arrangements with a prospective employer in order for a subsequent job placement to be valid. Even informal, verbal placement standards, used by the Ex-Offender Program during the period under review, required prior employer contact as a condition for claiming a valid placement, and DES procedures required that employer contact be documented on the client's application and contact record.

In spite of the above requirements, 74 percent of the ex-offender placements identified as valid by DES investigators had no documentation of employer contact prior to referral. Case records were particularly deficient in the Phoenix office, where documented employer contact was lacking in 93 percent of the cases.

DES investigators found that even when employer contact was documented in case files, the documentation often was not sufficient. For example, the names of employer representatives contacted frequently were not listed. As a result of poor documentation, DES investigators were unable to determine how clients got their jobs in 23 percent of the job placements sampled. In addition, important information on the purpose and use of stipends issued to clients was missing in 24 of 159 records (15 percent) we reviewed in the central office file. (See page 23 for a discussion of stipends.)

Validation Studies Failed to Identify Problems

Historically, DES has attempted to verify Job Service Program and Ex-Offender Program placements by conducting internal validation studies. These studies included reviews of case records, interviews with job developers and contact with employers in an effort to verify placements. These validation studies, however, failed to identify the extent of reporting problems in the Ex-Offender Program.

For example, a validation of the Tucson Ex-Offender office was completed in September 1980. According to the DES validation report, 88 placements, representing 55 percent of all placements reported for the period October 1979 through August 1980, were tested. A 5.4 percent error rate was found and the following conclusion was reached.

"It appears to the validation team...that all current members of the Tucson Ex-Offender staff have reported placements honestly since October 1979 through July 1980..."

The results of the September 1980 Tucson Ex-offender office validation differ markedly from the results of the OSI investigation covering a comparable period, in which 15 cases of possible fraud were identified, representing 19 percent of the placements sampled. (See page 9) Another eight cases of fraud not included in the original sample also were identified by DES investigators.

It appears that the procedures used by validation teams are inadequate in that information solicited from employers is apparently of insufficient detail to allow for identifying invalid and fraudulent cases and Ex-Offender Program clients are not contacted to determine how they got their jobs.

CONCLUSION

Records maintained by the Ex-Offender Program are inadequate, especially with regard to documenting employer contacts and the purposes and uses of stipends. In addition, DES internal validation studies have failed to identify problems in the Ex-Offender Program.

RECOMMENDATIONS

It is recommended that:

1. Documentation of employer contacts and the purposes of stipends be improved.
2. Future validation studies include sufficient employer and client contact to determine the validity of claimed job placements.

OTHER PERTINENT INFORMATION

The following information pertinent to the Ex-Offender Program was obtained during the course of our audit.

Stipends

The Ex-Offender Program maintains a separate stipend fund to provide for the immediate needs of ex-offenders. The DES operating manual does not specify the purposes for which stipends may be issued except that stipends may not be issued for the purchase of an automobile, out-of-city or out-of-State travel (except to secure employment), alcoholic beverages or drugs. Eligible clients may receive up to \$300 in stipends.

As part of our audit, we examined 159 stipends issued to Ex-Offender Program clients. Some of the stipends were issued for toiletries, auto parts and repairs, including one auto repair costing \$200. Stipends also were issued for household articles, eyeglasses, auto insurance and drug treatment at a Phoenix hospital.

Table 4 summarizes the uses of the 159 stipends reviewed.

TABLE 4
SUMMARY OF THE USES OF
THE 159 STIPENDS REVIEWED

<u>Purpose</u>	<u>Number</u>	<u>Amount</u>	<u>Average Amount Per Stipend</u>
Clothing/shoes	35	\$1,522.64	\$ 43.50
Rent/utilities	17	1,584.75	93.22
Tools	12	1,495.34	124.61
Transportation	6	131.85	21.98
Gasoline	9	140.00	15.56
Chauffeur's license	8	70.00	8.75
Driver's license	8	52.50	6.56
Physical exam	4	68.00	17.00
Auto parts/auto repairs	4	315.80	78.95
Food and gasoline	5	305.00	61.00
Toiletries	4	67.25	16.81
Other	4	157.50	39.38
Multiple purposes	18	1,054.14	58.56
No record/unable to determine	25	1,054.98	42.20
Total	<u>159</u>	<u>\$8,019.75</u>	
Average Stipend Amount			<u>\$ 50.44</u>

As shown in Table 4, the most frequent use of stipends was for clothing and shoes, rent or utilities and tools. Other purposes included gasoline, food, driver's or chauffeur's licenses, medical examinations and transportation.

Overall, stipends averaged about \$50 each. Stipends for tools averaged \$125, rent \$93, auto parts and repairs \$79, clothing and shoes \$44 and food and gas \$61.

DES currently is conducting a more thorough internal audit of the Ex-Offender Stipend Fund.

Types of Jobs and Hourly Pay

One of the purposes of the Ex-Offender Program is to place clients in meaningful employment. Types of job placements made by the Ex-Offender Program and hourly pay received by clients serve to indicate, at least in part, if the goal is achieved.

Table 5 shows the types of employment of clients validly placed by the Ex-Offender Program. Most clients (62 percent) found jobs in service occupations (e.g., commercial cleaning, janitorial work and food service) or in structural work occupations (construction). Seven percent were placed in agricultural and forestry jobs, four percent in clerical and sales jobs, and four percent in machine trades. Five percent of jobs found are classified as professional, technical or managerial in nature. These included counseling, mechanical drafting and commercial design.

Most jobs obtained by Ex-Offender Program clients were unskilled, low-paying positions. Hourly pay Statewide averages \$3.41 per hour. Pay was highest in District I (Phoenix), averaging \$3.53 per hour, and lowest in the four nonmetropolitan districts, where pay averaged just above minimum wage (\$3.25 per hour).

TABLE 5

PERCENTAGE OF CLIENTS OBTAINING EMPLOYMENT BY
EMPLOYMENT TYPES: VALID PLACEMENTS ONLY

Classification of Occupations*	District I (Phoenix) N=64	District II (Tucson) N=37	All Other Districts N=30	State Total N=131
Professional, technical and managerial	7.8 %	0 %	3.3 %	4.6 %
Clerical and sales	1.6	2.7	10.0	3.8
Service	39.1	56.8	26.7	41.2
Agricultural, fishery, forestry and related	0	10.8	16.7	6.9
Processing	6.2	0	0	3.1
Machine trades	4.7	2.7	3.3	3.8
Bench work	1.6	5.4	0	2.3
Structural work	20.3	10.8	33.3	20.6
Miscellaneous occupations	18.7	10.8	6.7	13.7
	100.0 %	100.0 %	100.0 %	100.0 %

* Classification conforms to the Department of Labor's Dictionary of Occupational Titles.

We were unable to determine how the job types obtained by clients in the DES Ex-Offender Program compares to job types obtained through other programs and agencies. The Department of Corrections, which also develops jobs for ex-offenders, does not maintain statistics on types of employment.

Employer Opinion

To determine employer opinion of the Ex-Offender Program, we surveyed all 176 employers involved in the 284 sampled placements. Eighty-seven of the 176 employers (49 percent) responded to the survey.*

Most employers (77 percent) were familiar with the Program, although 39 percent indicated that its purpose and the nature of the services it provides had not been explained to them by Ex-Offender Program staff. More than half the employers (52 percent) also responded that they had not been contacted by Ex-Offender Program personnel or that contact was infrequent. Overall, most employers (60 percent) rated contact with staff as excellent or satisfactory. Twenty-eight percent rated contact with staff as poor, and 12 percent rated it very poor.

When asked to compare the Ex-Offender Program with other public, nonprofit job referral agencies, employer opinions were mixed. About 14 percent thought the Program was better than those of other agencies, while slightly more (15 percent) judged the Program poorer than those of other agencies.

About half the employers (51 percent) said they were contacted by Ex-Offender Program staff prior to a job referral, while 46 percent said Ex-Offender Program staff contacted them after a client had been hired.

To improve the Ex-Offender Program, employers recommended better screening of applicants, more explanation of the program to employers, improved communication and contact between workers and employers, and more follow-up after clients are on the job.

* See Appendix V for a copy of the survey and survey responses.

Recidivism Study

DES, in cooperation with the Department of Corrections, is conducting a recidivism study of Ex-Offender Program clients. Preliminary results reported by DOC indicate that clients who participated in the Program and were positively terminated in 1978 experienced a recidivism rate of 11.7 percent for the period ending December 31, 1979. Negatively terminated, unsuccessful Program clients, on the other hand, demonstrated a recidivism rate of 22.1 percent for the same period.

These preliminary results, however, cannot be considered conclusive in light of the information in this report regarding the validity of Ex-Offender Program job placements. In our opinion, an independent review of the study results should be conducted.



ARIZONA DEPARTMENT OF ECONOMIC SECURITY

1717 WEST JEFFERSON • PHOENIX, ARIZONA • P.O. BOX 6123 85005

Bruce Babbitt
GOVERNOR

Bill Jamieson, Jr.
DIRECTOR

Mr. Douglas R. Norton, CPA
Auditor General
Office of the Auditor General
Legislative Services Wing, Suite 200
State Capitol
Phoenix, Arizona 85007

Dear Mr. Norton:

Thank you for providing the Department an opportunity to review the Ex-offender audit report.

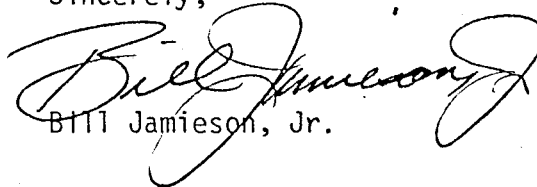
The Department is quite pleased that virtually all the recommendations listed in the report have been implemented. Although the audit focused mainly on the reporting of placements, there are other valuable services provided to ex-offenders.

Steps have been taken to ensure the accurate reporting of all activities and we are proceeding with appropriate action regarding individuals who falsified placement information.

Attached is a summary of the recommendations and the Department's responses.

Please contact me if you require further information.

Sincerely,



Bill Jamieson, Jr.

BJJ:DRE:td

Attachments

RESPONSE TO AUDITOR GENERAL'S REPORT 81-1

Following are the recommendations of the audit and the Department's response:

- A. ONLY PLACEMENTS ACTUALLY MADE BY EX-OFFENDER WORKERS BE REPORTED AND COUNTED AS VALID PLACEMENTS.

DES agrees. Corrective action has been implemented reinforcing this recommendation. A directive was transmitted on September 22, 1980 mandating only placements as defined by Department of Labor criteria be counted as valid placements. Follow up training sessions were conducted in November and December to confirm that there would be no misunderstanding as to what constitutes a valid placement.

- B. SUPERVISION OF WORKERS BE IMPROVED TO ENSURE CONFORMITY WITH OPERATING STANDARDS AND ACCURACY OF REPORTING.

DES agrees. All supervisors have been issued specific performance standards in which they will be held accountable for ensuring that their employees conform with all operating standards and that all reporting be accurate. Specific training in regard to this occurred during November and December of 1980. Performance and evaluation reports have been revised for staff in all districts.

- C. NEW OPERATING MANUAL PROVISIONS WHICH CLARIFY DIFFERENCE BETWEEN JOBS FOUND BY CLIENTS AND JOB PLACEMENTS MADE BY THE EX-OFFENDER PROGRAM BE ADOPTED AND ENFORCED.

DES agrees. The operating manual has been overhauled and clarified with special attention given to defining documentation needed to justify all service decisions. The revised manual, as well as training in procedures and definitions, were provided to all program staff in November, 1980.

- D. DOCUMENTATION OF EMPLOYEE CONTACTS AND THE PURPOSES OF STIPENDS BE IMPROVED.

DES agrees. As indicated above, the revisions of the operating manual have not only stressed this recommendation; but it will continue to be monitored closely to assure that it is being followed.

- E. FUTURE VALIDATION STUDIES INCLUDE SUFFICIENT EMPLOYEE AND CLIENT CONTACT TO DETERMINE THE VALIDITY OF CLAIMED JOB PLACEMENT.

DES agrees. The responsibility for validation has been shifted to an organizational unit experienced in detecting fraud and independent of the Ex-offender Program. A handbook of procedures based on the revised operating manual has been completed. Each Ex-offender Team will be formally validated once each quarter.

SUMMARY

The report points out and the Department agrees that confusion of various terms and definitions used in government (e.g., placements; job entry; positive outcome; positive termination levels I, II, III; client success; etc.) created a situation where in most instances good faith activity by staff in assisting ex-offenders took place but did not meet the narrow definitions of the job service program funded by the Department of Labor.

Unlike most of the Department's other programs, ex-offenders who have been helped to reenter the mainstream of society are not likely to give testimonials about the assistance provided. Nevertheless, the Department believes this program to be valuable and most instances has assisted an ex-offender in being rehabilitated. Every positive rehabilitation lowers the recidivism rate which can be converted to savings in state incarceration costs.

APPENDIX I

DES OPERATING MANUAL:
PURPOSE AND OBJECTIVES OF THE EX-OFFENDER PROGRAM



CHAPTER		PAGE NUMBER	
2 Employment & Training		DES 2-1-03.A	
SUBJECT		ARTICLE	
03 Ex-Offender Program		1 Applicant Services	
		DATE	REV. NO.
		9-80	7

DES 2-1-03

A. Introduction

The Ex-Offender Program was authorized under the Manpower Development and Training Act on January 1, 1971, as a demonstration project. The first six months was a TOOLING UP period to hire staff, locate office space, etc. Subsequently, the Arizona Legislature has underwritten the funding of this program and placed it under the control of the Department of Economic Security.

While the Ex-Offender Program is the responsibility of the Department of Economic Security, it was developed cooperatively with other agencies and organizations working with inmates and ex-offenders. Some of these are now part of the Department of Economic Security (VR, Social Services, WIN, and NABS). The others are Department of Corrections, Vocational Education, The Seventh Step organization and other agencies and organizations to enhance services to the Ex-Offender Program clientele.

This operating manual does NOT supersede any other current DES manual but is addressed solely toward serving certain unique programmatic needs of the Ex-Offender EDT teams, e.g. X-0 teams should continue to fully utilize and become familiar with all DES manuals. The following DES Program Manuals are also mandatory for those activities which are applicable to Ex-offender Program staff: DES 2-1-01 Employment Counseling; DES 2-1-16 TJTC; DES 2-2-02 Employer Relations; DES 2-3-03 Glossary; DES 2-6 Forms Section.

1. Purpose - The purpose of the Ex-Offender Program is, by using as a vehicle the team concept, to provide employability development and comprehensive manpower services to prison inmates and ex-offenders to facilitate an orderly return to meaningful employment in such a manner as to reduce the recidivism rate.
2. Objectives
 - a. To furnish pre-release DES Job Service assistance to inmates at the Arizona State Prison (Florence, District V), Ft. Grant Training Center, Safford Conservation Camp (Safford, District VI), Women's Division (Phoenix, District I), Medium Security Institution (Tucson, District II), and any newly established institution community treatment centers in all Districts. These services will include counseling, vocational information and guidance, and referral to outside Department of Economic



CHAPTER		PAGE NUMBER	
2 Employment & Training		DES 2-1-03.A.2.a	
SUBJECT		ARTICLE	
03 Ex-Offender Program		1 Applicant Services	
		DATE	REV. NO.
		9-80	7

Security systems. The full range of Job Services will be given to eligible clients statewide.

- b. To furnish ex-offenders manpower services through Teams in the areas of Phoenix and Tucson. These services will include individual, group and family counseling; COACH and BUDDY SYSTEM type support; referral to necessary community services; referral to training; and, job development and placement, with follow-up. The supportive services will be available until vocational adjustment is complete.
- c. The Teams should coordinate their activities with those of the Department of Corrections, Vocational Education, City Police, Sheriff's Office, Adult Probation and other appropriate community agencies.

The overall objective is to reduce the recidivism of ex-offenders through personalized service by securing meaningful jobs and assisting a person to make a satisfactory adjustment to living in the FREE society.

- 3. Priorities - In order to remain within the scope of the agency and the legislative intent and philosophy, the following priorities of service will be adhered to by all teams to clients who are:
 - a. Ex-Offenders recently released from Arizona Correctional institutions including Interstate Compact. (6 months or less)
 - b. Referrals from state parole officers of those clients still on parole status.
 - c. Department of Corrections Halfway House residents.
 - d. Inmates on work release programs in districts where state correctional institutions are located.
 - e. All other clients (Federal and Probationary) served on time available basis in order to maintain caseload control.

The preceding priority levels will be observed by all teams, and adherence thereto will be the responsibility of the Team Supervisor. The delivery of service to institutional inmates is of highest concern and will be monitored during bi-annual team evaluations.

APPENDIX II

DEPARTMENT OF ECONOMIC SECURITY
MEMORANDUM OF NOVEMBER 3, 1980, REGARDING
JOB PLACEMENT STANDARDS AND CRITERIA,
AND AUDITOR GENERAL RESPONSE

INTEROFFICE MEMO

ARIZONA DEPARTMENT OF ECONOMIC SECURITY

TO: Jerry Silva
Auditor General's Office

DATE: November 3, 1980

FROM: District Administrator
District I 100A

REFERENCE:

SUBJECT: Ex-Offender Internal Investigation

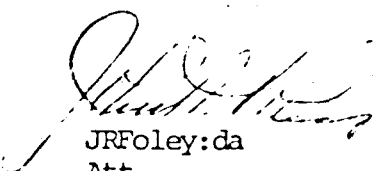
We are coming to a point in the investigation where identification must be made as to the validity of X-O placements.

Charlie Sharp, OSI, has indicated that your office would prefer to apply criteria as listed in Chapter 2, Employment and Training, DES 2-1-03.I.10F of DES Manual dated January 1977—copy attached.*

At the beginning of the investigation there was so much confusion in the reporting process, I felt we needed a statement from a responsible authority as to what constituted a so-called Level I, II or III Placement. A combination of written and verbal statements constituted the description which was signed by Mr. Ron Bachman, then Acting Assistant Director, DEPS, and Job Service Program Administrator during the period in question (copy attached).**This statement was obtained for the purpose of applying criteria in effect during the period of the review and was not intended to represent an acceptance of management practices which consisted of written and verbal instructions for a basic function (placement), the key point in the mission of the X-O Program, and totally unacceptable. Use of this criteria is also a protection of the workers involved who had responded to instructions from proper authority within the Department.

One point I wish to stress, referring to the Level I Placement which has been described as DOL criteria, to my knowledge, DOL criteria has never included the requirement that the worker remain on the job sixty days in order for the transaction to be counted as a placement. This requirement is not a DOL requirement. (Attachment ETA Handbook No. 373, Page 118, published 1979)

I would strongly recommend the use of placement criteria as interpreted by R. Bachman, with the exception of the requirement that an employee must remain on the job sixty days before a valid placement can be recorded, to review the X-O operations for the period in question in order to tell it like it was. This does not in any way imply acceptance of these interpretations as reasonable management practices. The lapse of discipline in maintaining written standards is wholly unacceptable.


JR Foley:da
Att.

* See Appendix III.

** See Appendix IV.

II-1

DOUGLAS R. NORTON, CPA
AUDITOR GENERAL

STATE OF ARIZONA
OFFICE OF THE
AUDITOR GENERAL
November 7, 1980

Mr. John Foley, District Administrator
D.E.S. - District 1
815 North 18th Street
Phoenix, AZ. 85006

Dear Mr. Foley:

Thank you for allowing me to comment on the appropriate placement criteria for the X-0 program evaluation.

As we discussed the other day, it is imperative that the criteria used to evaluate the X-0 program be the same as the criteria under which the program was supposed to operate. To use an inappropriate criteria would, for all intents and purposes, invalidate the evaluation results.

Unfortunately it seems that there is considerable confusion as to exactly what was the placement criteria under which the X-0 program did, in fact, operate. Therefore, I am proposing that the program be evaluated under two sets of placement criteria. In other words, one set of results would reflect the use of the criteria as listed in Chapter 2, Employment and Training, DES 2 - 1 - 03. I. 10F dated January 1977 and another set of results would reflect the use of the criteria described in R. G. Bachman's September 16, 1980, letter to you.

In my opinion the above compromise is the fairest and most informative way to present the evaluation results. To use one placement criteria to the exclusion of the other simply does not seem appropriate given the current state of uncertainty.

If you have any questions or wish to discuss this matter further, please contact me.

Sincerely,



Gerald A. Silva
Performance Audit Manager

GAS/gck

APPENDIX III

EXCERPTS FROM DES OPERATING MANUAL:
STANDARDS REGARDING JOB PLACEMENTS



CHAPTER	ARTICLE	
2 Employment & Training	1 Applicant Services	
SUBJECT	DATE	REV. NO.
03 Ex-Offender Program	1 01-77	

f. Job Entry: This component is appropriate for those clients who are placed onto jobs other than stop-gap. After being employed for 30 days in the Job Entry component, the client should have a change of status into Job Placement.

g. Job Placement: Clients who have completed 30 days in Job Entry are automatically assigned into the Job Placement component. A client in Job Placement should remain there for 30 days before being reviewed for termination from the active caseload by the team.

Upon completion of 30 consecutive days in Job Placement, the client would normally be terminated from the team's active caseload. However, if there is a reason to retain the client on the active caseload so that continued support and services can be provided, it should certainly be done.

h. Terminations: For the ongoing recidivism study and for reporting purposes the following definitions will be utilized:

LEVEL I. The client's job was obtained through the Ex-Offender Program and the client is terminated as a successful Job Placement having been on the job 60 days.

LEVEL II. The client found his job through sources other than the Ex-Offender Program and the client is terminated as a successful Job Placement having been on the job 60 days.

LEVEL III. (Good Cause) This category includes all other clients terminating from the program for reasons judged to be positive or neutral.

LEVEL IV. (Bad Cause) This type of termination is for those clients who have received some service and who are terminated from the program with other than good cause for one of the following reasons:

- i. Administrative reason. For example, dangerous conduct, active drug abuse or active alcoholism.
- ii. Refusal to participate in the program.
- iii. Client cannot be located. (Before terminating a client for this reason, the team should allow a 2-week period to



PAGE NUMBER		DES 2-1-03.I.10.h.111	
CHAPTER		ARTICLE	
2 Employment & Training		1 Applicant Services	
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elapse - and make several attempts to contact the enrollee.)

iv. Client incarcerated.

LEVEL V. (Bad Cause, Drop Out) This category will be utilized only for those clients who filled out an application, at either one of the institutions or in a local office, and who did not make any subsequent attempt to contact the team and WHO CANNOT BE CONTACTED BY THE TEAM, i.e., No significant services have been rendered.

All clients will be terminated at Level 5 upon leaving the institution. These cases will be reactivated with an ES-511 by the receiving team.

All XO-009, Termination Notices, sent to SAO must contain sufficient notes in the comments section to justify the termination, i.e., if "lost contact" what steps were taken to contact client, parole officer or anyone with knowledge of the client.

APPENDIX IV

DEPARTMENT OF ECONOMIC SECURITY
MEMORANDUM OF SEPTEMBER 16, 1980, REGARDING
STANDARDS FOR PLACEMENT TRANSACTIONS

INTEROFFICE MEMO

ARIZONA DEPARTMENT OF ECONOMIC SECURITY

TO: Mr. John Foley 100A
District Administrator

DATE: September 16, 1980

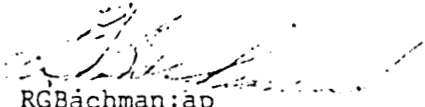
FROM: R.G. Bachman 901A
Acting Assistant Director

REFERENCE:

SUBJECT: Standards for Ex-offender Placement Transactions

In response to your request for standards to be applied to Ex-offender Placement Transactions to identify valid placements during the period of the survey 10/1/79 through 8/31/80:

1. Attached is a description of criteria to be applied describes Level I Assisted Job Entries. These are the only transactions which may be entered into the ESAR system.


RGBachman:ap

Enclosure

LEVEL I Assisted Job Entries

Client's job was obtained after specific assistance from the Ex-offender Program by method A, B or C below and the client is terminated as a successful job entry having been on the job 60 days.

A. Placement according to DOL criteria:

1. Job order prepared prior to referral.
2. Prior arrangement made with employer for the referral of an individual or individuals.
3. Individuals referred had not been specifically designated by the employer.
4. Verification from a reliable source, preferably the employer, that the individual entered the job.
4. Placement recorded on appropriate employment service forms.

Note: This job entry is the only type to be also reported on the ES-514L. Enter as a IA on forms XO-009 and XO-002.

B. Developed Job Interview

A contact by Ex-offender staff with an employer resulting in a client referral to that employer for an employment interview and subsequent employment. Employer contact must be made before referral.

Enter as IB on forms XO-009 and XO-002. Referral must be documented in Part IV, ES-511 Record of Service and on the XO-003A, Client Contact Record.

C. Other Specific Job Assistance

Client enabled to enter job located on his own through specific assistance provided by Ex-offender Program staff. Such assistance shall include Federal Bonding Services; provision of tools or clothing; and provision of financial aid, goods, or services, which directly contributed to the job entry and has been documented in ES-511, Part IV, Record of Services and form XO-003A, Client Contact Record. Employer contact must be made prior to referral. Enter as IC on XO-009 and XO-002.



DOUGLAS R. NORTON, CPA
AUDITOR GENERAL

STATE OF ARIZONA
OFFICE OF THE
AUDITOR GENERAL
December 22, 1980

Dear Sir:

The Office of the Auditor General is conducting a performance audit of the Ex-Offender Job Assistance Program operated by the Arizona Department of Economic Security (DES). You are listed in DES Job Service records as an employer to whom clients have been referred by the Ex-Offender Program.

Please take a few moments to answer this questionnaire and return it by January 5, 1981, in the enclosed, self-addressed envelope. Your opinion is very important to our evaluation of the Ex-Offender Program.

Your response will be treated in a confidential manner and not subject to public disclosure.

1. How familiar are you with the DES Ex-Offender Program?

	<u>Number</u>	<u>Percent</u>
<input type="checkbox"/> Very Familiar	13	14.9%
<input type="checkbox"/> Somewhat Familiar	54	62.1
<input type="checkbox"/> Not Familiar At All	20	23.0

2. How frequently are you contacted by Ex-Offender Program staff?

<input type="checkbox"/> Very Frequently	7	8.1%
<input type="checkbox"/> Occasionally	35	40.2
<input type="checkbox"/> Very Infrequently	26	29.9
<input type="checkbox"/> Never Contacted	19	21.8

3. Have Ex-Offender staff explained the purpose of the program and the nature of the services it provides?

<input type="checkbox"/> Yes	52	61.2%
<input type="checkbox"/> No	33	38.8

4. Do Ex-Offender staff contact you prior to referring a client to you for employment consideration?

<input type="checkbox"/> Yes	43	51.2%
<input type="checkbox"/> No	27	32.1
<input type="checkbox"/> Sometimes, But Not Always	14	16.7

5. Do Ex-Offender staff contact you after you have employed a program client?

	<u>Number</u>	<u>Percent</u>
<input type="checkbox"/> Yes	38	46.3%
<input type="checkbox"/> No	28	34.1
<input type="checkbox"/> Sometimes, But Not Always	16	19.6

6. In general, how would you rate the contact you have had with Ex-Offender Program staff?

<input type="checkbox"/> Excellent	14	18.7%
<input type="checkbox"/> Satisfactory	31	41.3
<input type="checkbox"/> Poor	21	28.0
<input type="checkbox"/> Very Poor	9	12.0

7. How does the Ex-Offender Program compare to other public/not for profit job referral agencies with regard to service to you and the clients it serves?

	<u>Number</u>	<u>Percent</u>
<input type="checkbox"/> Better Service Than Other Agencies	11	13.6%
<input type="checkbox"/> About the Same Service As Other Agencies	26	32.1
<input type="checkbox"/> Poorer Service Than Other Agencies	12	14.8
<input type="checkbox"/> No Opinion/No Basis For Comparison	32	39.5

8. What improvements, if any, do you feel are needed in the Ex-Offender Program?

9. Please list any additional comments you wish to make.

Thank you for your assistance, if you have any questions please contact Mr. Peter Francis at 255-4385.

Sincerely,



Gerald A. Silva
Performance Audit Manager

GAS/zck
Enc.