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Attitudes of employers with respect to hiring released prisoners

Hulsey, Lonnie Freeman, Ph.D.

Texas A&M University, 1990

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**ATTITUDES OF EMPLOYERS WITH RESPECT TO
HIRING RELEASED PRISONERS**

A Dissertation

by

LONNIE FREEMAN HULSEY

**Submitted to the Office of Graduate Studies of
Texas A&M University
in partial fulfillment of the requirements for the degree of**

DOCTOR OF PHILOSOPHY

August 1990

Major Subject: Industrial Education

ATTITUDES OF EMPLOYERS WITH RESPECT TO
HIRING RELEASED PRISONERS


A Dissertation

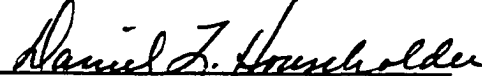
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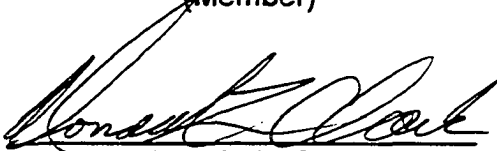
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ABSTRACT

Attitudes of Employers with Respect to Hiring Released Prisoners

(August 1990)

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Chair of Advisory Committee: Dr. G. Dale Gutcher

Purpose

The objectives of the study were (a) to determine whether employers are inclined to hire released prisoners; (b) to gain insight into the reasons employers are or are not inclined to hire released prisoners; (c) to determine whether employers are or are not inclined to hire released prisoners who were imprisoned for specific types of crimes; and (d) to determine in what types of firms and for what types of jobs employers are or are not inclined to hire released prisoners.

Methods

The survey research method was used for this study. The instrument used to collect the data was an item response form. The sample consisted of private sector employers in East Texas. The 229 employers who returned usable survey forms constituted the study sample on which the data were analyzed and reported.

Findings

1. The majority of the respondents were not willing to hire released prisoners.
2. Of the selected reasons respondents were willing to hire released prisoners, "crime does not relate to job" ranked the highest, while "legal obligation" ranked the lowest.
3. Of the selected reasons respondents were not willing to hire released prisoners, "lack of honesty and trustworthiness" ranked the highest, while "employment would adversely affect community" ranked the lowest.
4. Of the selected crimes relating to respondents' willingness to hire released prisoners, drug abuse/DWI ranked the highest, while crimes against children ranked the lowest.
5. Respondents were more willing to hire released prisoners for semi-skilled and skilled jobs, as well as for short-term or temporary jobs, than for any of the other given jobs. Conversely, respondents were less willing to hire released prisoners for professional jobs or for upwardly-mobile jobs than for any of the other given jobs.
6. The respondent characteristics of (a) type of firm, (b) age of firm, (c) size of firm, and (d) hiring policy of firm were not significantly related to the willingness of respondents to hire released prisoners.
7. The respondent characteristic of union status of firm was significantly related statistically to the willingness of respondents to hire released prisoners.

8. Respondents frequently followed a contingency, or situational, approach with respect to hiring released prisoners.

DEDICATION

The writer dedicates this work to his wife, Dorrie, who willingly moved to College Station in order for the writer to complete his graduate program, and, thereafter, provided the love, patience, and strength that made it possible for him to accomplish the task. To Dorrie, the writer expresses his love, admiration, and most special thank-you.

ACKNOWLEDGEMENTS

The brief history of this study which follows suggests the wide range of the writer's indebtedness. The study was a one-year funded project. The proposal for the study came from the writer who served as the principal investigator for the project. Funds for the study were provided by the Texas Higher Education Coordinating Board. Assistance in conducting the study was received from several staff and faculty members of Texas A&M University, from several staff members of the Texas Employment Commission, from several representatives of the Texas Board of Pardons and Paroles, and from the staff members of the project. An Advisory Council, representing Texas governmental agencies, Texas educational institutions, and Texas business organizations, contributed much useful counsel. To all of these, the writer is most grateful.

A few persons contributed so extensively to whatever may be considered the achievements of this study that the writer wishes to extend to them special expressions of appreciation. The writer expresses his utmost appreciation to Dr. G. Dale Gutcher for his contributions as both the Graduate Committee Chairman and the Project Director. The writer also expresses his sincere appreciation to Dr. Donald L. Clark for his contributions as both a graduate committee member and a project official.

To Dr. Donald G. Barker, Dr. Daniel L. Householder, and Dr. Loren C. Skow, the writer expresses his sincere appreciation for their contributions as graduate committee members. Further, the writer expresses his gratitude to the graduate committee members, both individually and

collectively, for the direction, assistance, and encouragement they provided him during the term of the study.

The writer also expresses his high esteem for and special thanks to Patricia Januszewski for her contributions as the Project Research Assistant. The writer will always remember that it was Patricia's enthusiasm, dedication, and analytical and literary "pushes" that caused him to complete the study in a prompt and a proper manner.

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CHAPTER I

INTRODUCTION

Since 1980 there has been a staggering increase in crime, incarceration, probation, and parole in the United States. Every year more than one-fourth of all the households in the United States are touched by a crime of violence or theft (Coffee, 1987; U.S. Department of Justice, 1988a). At the end of 1987, the number of prisoners under the jurisdiction of the Federal and State correctional authorities reached a record high of 581 thousand adults, an increase of about 76 percent in the seven year period beginning in 1980 (U.S. Department of Justice, 1988b). Also in 1987, the number of adults on probation or on parole from prisons increased to record high levels. Federal and state agencies reported that 2.24 million adults were on probation and 362 thousand offenders were on parole--an estimated 1.45 percent of all adults in the United States (U.S. Department of Justice, 1988c).

Notably, the above-listed increases on the consequences of crime appear to stem from a recent change in our national response to crime (Champion, 1988; Coffee, 1987). As one of the 13 significant events of the 1980s influencing felony probation, Champion (1988) listed, as number one, "the philosophical shift in correctional thinking from rehabilitation to 'just deserts' and crime control" (p 118). In describing this event, he stated:

The citations on the following pages follow the style and format of the Journal of Industrial Teacher Education.

The U.S. Sentencing Commission has drastically overhauled the federal sentencing process with the general aim of crime control Many state jurisdictions have moved from the rehabilitation mode toward punishment consistent with 'just deserts,' deterrence, and crime control. Every state has examined or is examining its sentencing and punishment schemes and reevaluating them in view of this general philosophical shift. (p 118)

In his discussion of this notion, Coffee (1987) said:

In recent years public policy has stressed making sure that criminals are punished and imprisoned for as long as the law will permit, regardless of the staggering costs. . . . Our prisons are severely overcrowded, programs are scarce, and those who leave prison more often than not do so as ill prepared, if not worse prepared, for self-sufficient and lawful life as before their arrest. Ninety-five percent of all prisoners are eventually released. An enormous number recidivate (estimates range from 30 to 60 percent) often within months of release. (p 32)

In response to these problems, corrective actions have been taken throughout the nation. As one specific response to the post-release problems, public education and training programs have been established and implemented at both the federal and state levels. Understandably, the primary objective of these programs is to equip prisoners with marketable skills through more and better job-relevant programs that are as comparable as possible to those provided in the free world (Coffee, 1987; Johnson, 1984).

Current programs aimed at fulfilling this objective include (a) the prison apprenticeship programs, which were established in 1968 for the Federal Prison System and in 1975 for the State Prison System, beginning with the state of Oregon (Johnson, 1984), and (b) the prison vocational educational programs, which were funded under the Carl D. Perkins Vocational Education Act of 1984 (Coffee, 1987). In this Act, Congress focused attention on criminal offenders by (a) categorizing

them as a special needs group, and (b) allocating one percent of the total appropriation as a set-aside for state correctional agencies. The states, too, are significantly involved in current educational and training programs. In 1987, 85 percent of all correctional training costs were paid for by the states, with most coming from the annual budgets of their corrections agencies (Coffee, 1987).

Although much has been done to upgrade and expand these correctional training programs, it is generally held that the programs, in and of themselves, are not equipped to bring about any significant change in post-release opportunities for ex-offenders (Coffee, 1987; Johnson, 1984; Anderson, 1982). Accordingly, other approaches to supplement the prison education and training approach need to be developed and implemented. Two such supplementary approaches that have been suggested, for both the short and long terms, are (a) more and better labor market research, and (b) more and better employer education on the subject of employment for ex-offenders (Whiting & Winters, 1981).

Need for the Study

For several years researchers have studied the general issue of improving employment opportunities for people with disabilities. As an integrating endeavor, Roessler (1987) utilized the works of several other recent writers to develop a statement and recommendations for public policies, rehabilitation practices and employer actions. He concluded his work with the commonly held notion that, "if more people with disabilities

are to become employed, there must be initiatives at both the public policy and service provision levels" (p 190).

Buzzell (1987), Executive Director of the American Vocational Association (AVA), also expressed his concern for initiatives at both the public policy and service levels. In discussing Title II of the Carl D. Perkins Vocational Education Act of 1984 (Perkins Act), Buzzell reminded vocational educators that Congress challenged them "to recognize that special needs groups need what vocational education provides, and that Congress is determined that they have the opportunity to get it" (p 10). And, in asking for the support of the vocational educators on the reauthorization of the Perkins Act, Buzzell said:

The window of opportunity is open now, but it will not be open for long. I cannot overemphasize the importance of letting us know what you want the Congress to hear before it writes amendments to the Perkins Act. Tell your story to AVA leaders . . . to your state director . . . to your members of Congress. (p 10)

While there is merit to the public approach to getting persons with disabilities inside the labor market and into the American mainstream (Buzzell, 1987; Coffee, 1987; Roessler, 1987), there is little evidence to show that bigger and better government programs can accomplish this complex task, particularly with respect to preparing prisoners for the free world labor market. To date, these programs have had very limited, if any, success. For example, in his discussion of prison vocational programs, Coffee said:

Faced with limited resources and ever-increasing numbers of needy clients, correctional vocational education has made progress in recent years. . . . Programs have been updated . . . staff is being upgraded. . . . Labor market studies are more frequently used prior to planning new programs . . . advisory boards with

representatives from the free world are adding their expertise to correctional staffs. (p 32)

However, Coffee concluded his critique of the Perkins Act with this:

At current funding levels, the 1 percent set aside in the Perkins Act, is likely to make but a small dent in a very serious social problem. It represents hope rather than real commitment on the part of Congress. To bring about any significant change in post release employment opportunities and success for released offenders . . . a far greater commitment must be made. (p 32)

Similarly, in discussing the findings of their study of five programs on post-prison employment, Orsagh and Marsden (1987) stated:

These findings have two important practical implications. First, they suggest that the overall failure of rehabilitation programs may be due to program implementation rather than to system design. Second, they suggest that, in principal, rehabilitation can work if inmates are targeted to appropriate programs. (p 178)

Also, in reporting his study of prison apprenticeship programs in Texas, Johnson (1984) wrote that from a review of all registered apprentices released from prison between January 1977 and January 1982, and a matched-pair study of 94 apprentices to non-apprentices, one notable finding was:

The matched-pair study resulted in 16% and 15% recidivism rates for apprentices and non-apprentices, respectively. It was therefore determined that there was no significant recidivism differences between apprentices and non-apprentices in TDC. (p iv)

Equally notable was Johnson's reference to a study by Martinson, Palmer, and Adams (1976) in which they determined that "prison education and skill development had not reduced recidivism by rehabilitating criminals" (p 59). Johnson pointed out, as did Maltz (1984), that the Martinson et al. study simply responded to "the question of 'What works' with the answer that very little works" (p 59). This conclusion, or "nothing works" notion (Walker, 1985), which was originally reported by

Martinson (1974) in The Public Interest, has had an enormous impact in correctional circles (Champion, 1988; Maltz, 1984; Palmer, 1978; Smith and Berlin, 1988; Walker, 1985).

Additionally, in earlier studies researchers had arrived at similar conclusions. For instance, in reporting his study on prison vocational training and subsequent employment in Texas, Anderson (1982) wrote that "according to the findings of this study there is no demonstrable evidence to indicate that the vocational training of the incarcerated had any significant impact on the inmates' ability to obtain employment" (p 87). Also, in reporting their study in Wisconsin, Whiting and Winters (1981) wrote:

The ability of ex-offenders to use the job skills learned in prison has thus [far] been very limited, as their ability to retain jobs also has been. At least a partial explanation for this may be that most job training prepares prisoners for low-paying, menial jobs with little future. (p 40)

Interestingly, a like conclusion had been reached much earlier by Glaser (1964) from his five and one-half year study of American correction programs (Pointer, 1968). In setting out the conclusions of his project as hypotheses for new research, Glaser said:

At present, the post-release [sic] employment of at least half the men released from prison does not involve a level of skill that requires an appreciable amount of prior training, but for the minority who gain skills in prison at which they can find a post-release vocation, prison work experience and training is a major rehabilitative influence. (p 508)

Not training in vocational skills, but, rather, habituation of inmates to regularity in constructive and rewarding employment, and anti-criminal personal influences of work supervisors on inmates, are--at present--the major contributions of work in prison to inmate rehabilitation. (p 508)

Further, Pownall (1969) found in his prominent 1964 survey of released federal prisoners who had received vocational training that (a) they did no better than those who had not received vocational training, unless they received it for one year or more (Taggart, 1972), (b) most of those who were able to find work found only part-time and semi-skilled jobs (Dale, 1976), (c) only one-third of those who had received prison occupational training used it in their first post-release jobs (Dale, 1976), and (d) their unemployment rate was about three times the national average (Glaser, 1972). Relatedly, Pownall (1969) found that "a number of studies have demonstrated that unemployment is among the principal causal factors in recidivism of adult offenders" (p 4).

However, factual knowledge about the released prisoners' experiences during the post-release period is extremely limited; and precise information on the extent of unemployment among released prisoners is also limited. Most available information has been provided on a state or regional basis and has come primarily from the state of California. (p 5)

Moreover, in the only studies on unemployment rates for ex-offenders reported by state agencies during the past several years (M.S. Eisenberg, personal communication, January 16, 1990), Pennsylvania Board of Probation and Parole analysts (Alibrio, Jerde and Sullivan, 1982) reported that the unemployment rate for their clients was 36.8 percent whereas the unemployment rate for "civilians" was 10.3 percent. Alibrio et al. also showed that the unable to work¹ rate for their clients was 24.3 percent. Also, in its 1986 Annual Report, the Pennsylvania Board of Probation and Parole reported that the 1986 unemployment and

¹ "Unable to work" applies to clients who are temporarily unavailable for employment because of confinement in jail, hospitalization, et cetera.

unable to work rates for its clients were 28.9 percent and 21.6 percent, respectively. In his research for the Texas Board of Pardons and Paroles, Eisenberg found in his June 1988, one-time analysis of employment of the general population of 44,794 released criminal offenders in the state of Texas that (a) 48 percent were employed, (b) 39 percent were unemployed, and (c) 13 percent were unemployable, or unable to work. Notable, almost a quarter of a century after Pownall conducted his June 1964 survey, there appears to be no improvement whatsoever in the unemployment rate for ex-offenders.

Furthermore, it is suggested that, even if (a) funding were increased to adequate levels, (b) programs were upgraded to a quality state, and (c) prisoners were equipped with marketable skills, it is quite reasonable to expect that they would not find post-release employment. There are several factors that could account for such an outcome. First, there are legal restrictions on hiring released prisoners in a number of occupations (Borus, Hardin and Terry, 1976). Second, to obtain other than a self-employed job, employees must have not only the requisite technical skills, but also the ability to get along with others in the total work environment, which often poses a problem for many released prisoners (Kennedy, 1975). Third, employment considerations are often subjective in nature and reflect, in some cases, the personal preferences, or prejudices, of an employer, which in turn may determine who will be employed (Kennedy, 1975; Hamilton and Roessner, 1972). Fourth, some employers strongly adhere to the notions that (a) they should not hire a released criminal offender when there are plenty of qualified people about who have never committed a crime (Blanchard, 1980; Freeman,

1983), and (b) since all criminals come out of the same "mold," they ought to be treated in a like manner; that is, they all ought to be kept out of the free world work force. Unfortunately, such employers may very well represent a large number of today's employers.

With the foregoing in mind, one can readily see that, if post-release employment and recidivism problems of released prisoners are to be alleviated, approaches other than that of merely providing educational and skills-training programs, and their corresponding job-placement services, must be developed and implemented. One such approach, which was previously mentioned, is that of more and better labor market research. It is now generally held that the employer side of the labor market represents a major source of untapped information which would be beneficial to numerous national and state policy makers, and, as such, it ought to be tapped as quickly and completely as possible.

Purpose of Study

This study was undertaken to fill the need for more complete information on the attitudes of employers with respect to hiring released prisoners. The specific aims of the study were:

1. To determine whether employers are inclined to hire released prisoners.
2. To gain insight into the reasons employers are or are not inclined to hire released prisoners.

3. To determine whether employers are or are not inclined to hire released prisoners who were imprisoned for specific types of crimes.
4. To determine in what types of firms and for what types of jobs employers are or are not inclined to hire released prisoners.

Accordingly, the questions addressed in the study were:

1. Are employers inclined to hire released prisoners?
2. Why are employers inclined to hire released prisoners?
3. Why are employers not inclined to hire released prisoners?
4. Are employers inclined to hire released prisoners who were imprisoned for specific types of crimes?
5. Are employers not inclined to hire released prisoners who were imprisoned for specific types of crimes?
6. In what types of firms are employers inclined to hire released prisoners?
7. In what types of firms are employers not inclined to hire released prisoners?
8. For what types of jobs are employers inclined to hire released prisoners?
9. For what types of jobs are employers not inclined to hire released prisoners?

Significance of the Study

The study was an attitudinal assessment of employers with respect to the hiring of released prisoners. It was conducted at a time when there

were numerous and substantial problems relating to the federal and state correctional systems. Also, it was research in the labor market of the free world. Moreover, it was research that represented another brief shift in the investigation of the labor market from the overstudied employee side of the market to the understudied employer side of the market.

Delimitations

The major delimitations were as follows:

1. The sample consisted of 363 employers in 17 Standard Metropolitan Statistical Areas (SMSAs) in East Texas.
2. The targeted population consisted of approximately 300,000 employers in the state of Texas.

Limitations

The major limitations were as follows:

1. Data from SMSAs were not necessarily generalizable to non-metropolitan areas.
2. Data from SMSAs in East Texas were not necessarily generalizable to other metropolitan areas.

Definition of Terms

Employer: A firm or a business organization.

Free world: The world outside of a correctional facility.

Just deserts: A model rooted in retribution which suggests that people are entitled to get what they deserve for the wrongs they have committed (Champion, 1988).

Recidivism: In a correctional context, recidivism means that an ex-offender returns to criminal behavior (Beckman, 1983).

CHAPTER II

REVIEW OF LITERATURE

There are numerous studies on social and legal barriers to the employment of ex-offenders but few studies on the barrier of employer attitudes toward hiring ex-offenders (Blanchard, 1980; Dale, 1976; Homant and Kennedy, 1982; Miller, 1979). There is also a substantial amount of knowledge available on understanding, treating and training criminal offenders, as well as on imprisoning and releasing them (Ashford and LeCroy, 1988; Carey, Garske and Ginsberg, 1986; Fox, 1983; Martin and Ekland-Olson, 1987; Martinson, 1974; Palmer, 1978; Scull, 1977; Smith and Berlin, 1988; Toohey, 1989; Warren, 1977), but little seems to be known about the more recent hiring policies and attitudes of employers that must be dealt with by released prisoners in their search for jobs (Miller, 1979; Whiting and Winters, 1981).

In his review of nearly 70 studies on the employment of persons with criminal records, Miller (1979) found 11 studies² that reported on employer attitudes and policies regarding the hiring of offenders. In discussing his evaluation of the findings of these studies, Miller stated that, "taken as a whole, the studies have findings that range from a low of six percent to a high of fifty-one percent of employers who are unwilling to hire any offenders" (p 32). With respect to these differences in findings, Miller said:

One reason (besides different times and sample universe) for this range of responses is that some studies attempted to examine the

² These studies were reported over a twenty-year period (1956 to 1976) and included two studies in Canada.

spectrum of possible employer attitudes, rather than using a bi-modal 'will/will-not' model. . . . Differences in employer universe being surveyed seem to explain most of the remaining differences in findings. Medium to large employers as a group seem least likely to absolutely refuse to hire offenders, although certain types of large employers (i.e., banking industry) may have such bars. Small employers, however, seem much more likely to refuse to hire offenders. (p 32)

Concerning employer size, Miller added:

Business size is not a totally independent factor, however. A survey of WIN [Work Incentive program] employers found that while small businesses may consistently refuse to hire offenders, medium sized businesses will vary in their offender policies according to the locus of hiring authority. Where this authority was in the personnel office, refusal rates were higher than when it was in the supervisor's power. This suggests that business size interacts with hiring locus to determine hiring practices. (p 34)

Also, with respect to his findings specifically dealing with the policies of employers regarding the hiring of ex-offenders, Miller wrote that "four studies show that few companies have formal policies relating to ex-offender employment and that those companies reporting formal policies have generally favorable policies" (p 29). Expanding on this finding, Miller said:

The studies' finding that these few companies have formal corporate hiring policies is supported by another study done in 1973 on youth employment policies by the National Manpower Institute. This study found that most multi-state employers establish corporate hiring policy only for equal employment opportunity issues, leaving other personnel matters to the manager of the local company establishment. (p 31)

The three most recent and relevant studies that were reviewed by Miller and two other recent studies that closely relate to the present study will be covered in the remainder of this chapter. The studies are grouped according to (a) purpose of study, (b) procedure of study, and (c) date reported.

First, in a one-year study in the Chicago area, Tromanhauser (1976) investigated the attitudes and practices of employers regarding the hiring of ex-offenders. In reporting the study, Tromanhauser wrote that "the objective was to gain insight into the reasons offered by some employers for not employing such individuals, and to determine to what extent employers refuse to consider such individuals" (Bibliographic Data Sheet). Also, with respect to the procedure of the study, Tromanhauser stated:

A total of 530 questionnaires were mailed to employers in the Chicago area. This produced a response rate of 20 percent or 110 returns. A second mailing was done sixty days after the first mailing. . . . Also at this time project staff began to arrange personal interviews with some of the 420 employers who did not respond to the first mailing. This increased the total response rate to 185 out of 530 or 34.9 percent. The highest response rate was 53 percent by employers in the service industries, and the lowest response rate was 5.3 percent in the category of 'Finance, Insurance and Real Estate.' (p 7, p 8)

Further, in discussing the results of the study, Tromanhauser presented the following data:

1. Policy on employment. Ninety percent of the respondents had no formal policy regarding employment of individuals with conviction records.
2. Inquiry about conviction record. About half of the respondents (44 percent) did not inquire about conviction records on their employment applications. With a reduction in employer size,

there was an accompanying decrease in the number of employers who ask this question.³

3. Disqualification because of disclosure of conviction record. Only 3.5 percent of the respondents stated that they would automatically disqualify an applicant who discloses a conviction record, and only 5.4 percent would usually disqualify such an applicant.
4. Failure to disclose a conviction record and discovery of such an action after hire. Of the 84 employers responding to this question, 60 percent stated that they would discharge the employee.
5. Would consider hiring. A vast majority of the respondents (89 percent) stated that they would consider hiring individuals with conviction records. Only 11 percent stated that they would not do so.
6. Would consider hiring individuals with multiple convictions. Almost half of the respondents (43 percent) indicated that they would consider hiring individuals who had more than one conviction. Over half (51 percent) stated that it would depend upon the offenses. And only 6 percent said that they would not hire such individuals.
7. Would consider hiring individuals with specific convictions. Of the 94 employers responding to this question, 50 to 53 percent listed an individual convicted of murder as least preferable. Murderers,

³ Since the study did not sample firms that employ less than 250 persons, there is no evidence to indicate this trend would continue as firms become smaller and smaller.

rapists, and armed robbers, all assaultive offenders, were considered least preferable as employees.

8. Had previously hired. Well over half of the respondents (66.6 percent) had hired individuals with conviction records in the past. Only 9 percent had not hired such individuals in the past. And 24.2 percent said that they did not know if the company had hired such individuals.
9. Presently employ and in what job categories. One-third of the respondents indicated that they presently, knowingly employ one or more individuals with conviction records. Most of these individuals are employed by manufacturing firms in unskilled, semi-skilled, and skilled labor job categories.

These data, and other findings from his study, led Tromanhauser to conclude:

An ex-offender seeking employment should concentrate on manufacturing and service businesses. . . . Also . . . an ex-offender is most likely to obtain employment if his or her conviction was for a non-violent crime. Of equal interest . . . is the fact that 44 percent of responding employers do not inquire about a conviction record on an employment application. However, if an applicant hides such a record, the chances are very great that the applicant will be discharged if such information is subsequently revealed. While this study is based on a limited sample which may be biased . . . it still indicates that for a large percentage of ex-offenders, a sizeable portion of the job market is not closed. (p 27)

Second, as did Tromanhauser, Jensen and Giegold (1976) also surveyed more than 500 employers with respect to their attitudes, policies and practices on the employment of ex-offenders. In what Jensen and Giegold described as "one of the first serious attempts to ascertain the views of company managers on the employment of ex-

offenders" (p 244), the study investigated employers in a geographic area encompassing 12 states, although most of the data came from Pennsylvania, Virginia, North Carolina, Maryland, West Virginia, and the District of Columbia. In discussing the procedure of the study, Jensen and Giegold said:

The total sample of firms and businesses constituted 529 corporations, principally manufacturing companies, but also including such diverse businesses as finance and insurance companies, hospital and governmental organizations, retailers, banks, public utilities, the news media, transportation companies and others. . . . Almost 21 percent employed more than 5,000 persons and 55 percent employed between 500 and 5,000 persons. About 78 percent of the respondents were multistate employers. (p 200, p 224)

An impressive number of firms (209) responded to the written questionnaire, constituting an encouraging 41 percent return. The positions which the respondents held . . . varied considerably. . . . No responses were received from persons in the chief executive category. The final analysis is based upon the results of 209 usable questionnaires and on the 59 personal and telephone interviews. (p 224, p 225)

Also, in their discussion of the results of the study, Jensen and Giegold included the following notable points:

- [1] Although one might expect most corporations and businesses to have formal, written personnel policies with respect to the hiring of ex-offenders . . . more than 82 percent of the firms and businesses did not have definitive company-wide policies, but instead decided such cases on the basis of individual merit. (p 202)
- [2] Although the personnel department is involved extensively in initial decisions whether applicants with criminal records will be hired . . . policies and practices of the respondent firms are by no means uniform. (p 200)
- [3] The nature and circumstances of an ex-offender's imprisonment had little relationship to the location of decision-making authority for hiring ex-felons. More than 63 percent of the respondents suggested that the decision level did not depend upon the kind

- of offense or upon the facts and circumstances surrounding the former prisoner's incarceration. In-depth interviews confirmed instead that 'Personnel' typically operates as the 'business conscience' regardless of the nature or severity of the offense in question. (p 201)
- [4] The data reveals that a surprising majority of company executives (82 percent) would not consider the nature of the offense to be a major determining factor in the hiring decision. Personal interviews disclosed, however, that the type of offense committed is definitely an important consideration in certain kinds of businesses. (p 203)
- [5] In general, the greater the elapsed time from the period of incarceration until the date a job is sought, the greater the applicant's chances of being hired. (p 204)
- [6] A successful military service experience since an applicant's last offense typically makes a favorable impression upon employment managers. (p 204)
- [7] A number of employers were especially concerned about giving youthful offenders a second chance. (p 204)
- [8] The methods used by employers to obtain information about the previous arrests, convictions, and/or imprisonments of former offenders are many and varied. . . . As suggested by a majority of respondents (78 percent), the personal interview is a predominant source of information about previous convictions. (p 205)
- [9] The corporate and business communities have not deliberately obstructed or hindered efforts by ex-offenders to obtain suitable employment after their discharge from penal institutions, nor have they remained apathetic to the problems which these disadvantaged persons face. (p 197)
- [10] Most business men are not favorably impressed with the quality or scope of job training offered to inmates by institutional training programs such as federal and state prison industries. . . . By contrast, many companies are enthusiastic supporters of programs whereby the firm itself conducts on-the-job training for specific occupations. (p 197, p 198)
- [11] Corporations and businesses are impressed with the success of parole programs in their localities. . . . Only mixed employer reactions were noted with regard to work release programs. (p 198)

[12] The employers contacted responded overwhelmingly that government initiatives to compel hiring of disadvantaged offenders are not wanted so that flexibility can be maintained at local business levels. (p 199)

Third, in an earlier and somewhat related study in a large Canadian city, Nedd (1973) surveyed a large number of organizations with regard to the employment of ex-convicts. In reporting his study, Nedd wrote that "the purpose of this study was to ascertain what personal or organizational factors are associated with positive or negative managerial attitudes toward hiring ex-convicts" (p 305). Also, concerning the research procedure, Nedd stated:

Questionnaires were mailed to 350 organizations, and responses were solicited from managers who had functional responsibility for the formulation and implementation of employment policies. These were either personnel specialists or general managers, depending on the size of the organizations. . . . A total of 217 managers returned acceptable questionnaires, and these, therefore, constituted the subjects in the study. (p 306)

Further, in his brief summary of the findings of the study, Nedd said:

This study demonstrates that the recruiting policies of organizations are independent of the attitudes of managers. Attitudes of managers toward hiring ex-convicts were found to be negatively related to the age of the organization and to have a mixed relationship to the age, level of education, and length of service of managers. (p 305)

Finally, with respect to the meaning and implications of these findings, Nedd wrote:

Perhaps the most important finding of this study is that organizational policies with respect to the hiring of ex-convicts are independent of the attitudes of managers. Other empirical work conducted by the author suggests that other factors, such as the visibility of the organizations and the extent to which they are subject to political pressure or control, are more likely to determine organizational policies towards hiring ex-convicts. (p 311)

The implications of the finding that the attitudes of managers are inversely related to the age of their organizations were not immediately clear. Perhaps this finding is indicative of the managerial recruiting policies of organizations. Organizations may tend over time to become conservative and less prone to risk taking. This finding may also indicate that organizations tend increasingly to recruit and retain managers who subscribe to these conservative attitudes. (p 311)

Fourth, in a limited but related study in east central Wisconsin, Whiting and Winters (1981) surveyed both ex-offenders and employers on the matter of employment. In reporting the study, Whiting and Winters wrote:

A relatively unresearched area of ex-offender employment is how being an ex-offender affects the individual's attitude toward applying for employment and how the employer's attitude toward ex-offenders affects their chances of employment. For this reason, the authors decided to do an exploratory study of the opinions and attitudes relating to employment of the ex-offender. (p 82)

Also, with respect to the research procedure on the portion of the study concerned with the employers, Whiting and Winters simply stated that (a) of the 35 businessmen and women in the survey, 19 were in the service-type industry and the rest were in factory or mill businesses, and (b) the majority of these persons were first contacted by telephone and later met with personally.

As findings in the employer portion of the study, Whiting and Winters listed the following items:

- [1] The service-type businesses would be more reluctant to hire a person on supervision. Of all those who reported that they definitely would not hire a person on supervision, 75 percent belonged in this category. (p 83)
- [2] In this area paper and paper-related companies, the mainstay of the economy, were least willing to hire a person on supervision. (p 83)

- [3] Most employers admitted that they were aware of the law⁴ forbidding arbitrary discrimination against persons with conviction records. (p 83, p 84)
- [4] Only slightly more than half answered affirmatively to the question of whether they would consider employing a client [ex-offender]. . . . Of those who were uncertain . . . the reason a person is on supervision plays a large part in the final decision. (p 84)
- [5] Some employers stated that the nature of their products or work (such as printing company checks) makes the hiring of an ex-offender impossible. (p 84)
- [6] An ex-offender with a record involving violence or severe drug/alcohol-related convictions was much less likely to be hired than a person who has committed what are generally thought of as more serious crimes such as robbery, or even premeditated murder. (p 84)
- [7] Confidentiality is an important factor. . . . The majority of employers (80 percent) would keep a client's record confidential. (p 84)

Based upon the above findings, Whiting and Winters drew the following conclusions:

While responses to the structured questionnaire indicated that they would be willing to hire ex-offenders, discussion with these same employers tended to present a different picture. Employers were very aware that they could not legally discriminate and answered questions accordingly. Personal interviews with these same employers as well as an examination of their hiring practices showed they had no intention of acquiescing to this law. (p 84)

This study has important implications for practice. Even those employers who were most negative about hiring ex-offenders were willing to make exceptions if their present judgment indicated that the ex-offender would make a good employee. This suggests that pre-employment counseling about job interviews could increase a client's probability of obtaining a job. (p 84)

⁴ The law, enacted by the Wisconsin Legislature in 1977, specifically forbids employers, licensing agencies, labor unions and employment agencies from arbitrarily discriminating against individuals with arrest or conviction records.

This study also reemphasizes the need for continuing to educate the public about the benefits of hiring ex-offenders Finding suitable employment at the present time is problematic for many people due to the state of the economy. This makes the always difficult task of finding employment for ex-offenders even more difficult. Providing the ex-offender with some type of training and interviewing skills is even more vital. (p 84)

Fifth, in a more limited study concerning the hiring of criminal offenders, Atkinson, Fenster and Blumberg (1976) surveyed a small number of potential employers with regard to employing offenders in work-release programs. In their report of the study, Atkinson et al. wrote that "this paper assessed the attitudes of potential employers toward work release programs in order to identify the most likely participants and the viability of expanding such work-release programs" (p 335). Also, in discussing the procedure of the study, they said:

The two major groups of respondents (crime victims and noncrime victims) drawn from a Lions Club and a Rotary Club were quite homogeneous. . . . The most frequent occupations were in retail sales, trade, banking, and service industries . . . law, dentistry, and teaching were less frequent, as were advertising, auto sales and service, and the media (radio and newspaper). (p 338)

An assessment of 48 business and professional men's attitudes as elicited in an anonymous self-administered questionnaire was made during their monthly luncheon meeting. There were 48 respondents to the questionnaire (administered by the senior author), though some questions were not answered by every respondent. (p 338)

Further, with respect to the results of the study, Atkinson et al. noted that the majority of respondents (33 out of 48 potential employers, 69 percent) expressed willingness to hire a criminal offender. Expanding on this finding, they wrote:

Even subjects who were crime victims and subjects who had previously hired ex-offenders--groups that were significantly less likely to say they would hire convicts--still had 40% to 47% of their numbers saying they would hire offenders. It would seem as if this

study has tapped a significant potential market of employers for work-release programs. (p 340, p 341)

Also notable in their discussion of the results was the finding that "more than 80% of those surveyed were interested in learning about such programs" (p 341). These findings, and other data from their study, caused Atkinson et al. to conclude:

Probably, greater use of public media would enable more potential employers to learn the facts that will make them sympathetic to hiring offenders in work-release programs. . . . However, research is even more important than publicity if work-release programs are to be effective. (p 341)

The eight most notable points contained in the findings and conclusions of the aforelisted studies are as follows:

1. Only a few employers had formal policies regarding the hiring of ex-offenders.
2. Most employers would consider hiring ex-offenders.
3. Employer organizational characteristics (e.g., type of firm, size of firm, age of firm, and locus of hiring authority) influenced hiring decisions relating to ex-offenders.
4. Most employers considered the nature of the offense to be a major determining factor in the hiring decision.
5. The methods used by employers to obtain information about the convictions and imprisonments of ex-offenders were many and varied.
6. Some employers were not favorably impressed with the quality or scope of the prison vocational training programs.
7. Some employers were not properly informed about the benefits of hiring ex-offenders.

8. Further research on the employment of ex-offenders needed to be conducted in the employer side of the labor market.

CHAPTER III

METHOD OF STUDY

The methodology used in this study was the survey research method. The selection of this research method was based on (a) its predominant use in the related studies reported in the literature, and (b) the general holding that the survey research method is appropriate for conducting studies such as this study. For instance, Babbie (1986) has stated that "survey research is probably the best method available to the social scientist interested in collecting original data for describing a population too large to observe directly" (p 203, 204). Also, Borg and Gall (1989) have said:

The information collected by surveys can be of various types. . . . Among the scientific disciplines, researchers in economics, anthropology, psychology, and public health make frequent use of surveys to collect information relevant to interests and problems in their fields . . . surveys account for a substantial proportion of the research done in the field of education. (p 416)

This chapter will describe the methods of research used in the study. Specifically, the chapter will cover (a) the advisory council, (b) the review of the literature, (c) the sample, (d) the survey instrument, (e) the data collection procedures, and (f) the data analysis.

Advisory Council

The research requirements of this study called for the establishment of an advisory council. The established advisory council (see Appendix A) was made up of persons with a sound knowledge of and an extensive background in vocational and correctional educational programs, and in

human resource management. The membership consisted of (a) three persons from business enterprises, (b) four persons from court services and correctional agencies, (c) four persons from postsecondary educational institutes, (d) one person from the Texas Employment Commission, and (e) one person from the Texas Higher Education Coordinating Board, a program director, who served as an ex-officio member.

The responsibilities of the Advisory Council were:

1. To provide guidance and assistance to the study.
2. To routinely monitor the progress of the study.
3. To conduct requested special evaluations of the study.

During the one-year period that this study covered, the Advisory Council had two formal meetings. At the first meeting, which was held on August 28, 1989, the Advisory Council (a) discussed the purpose and procedures of the study, (b) established the organizational structure of the Advisory Council, and (c) assisted in the development of the survey instrument. (Copies of the correspondence on the selection of members of the Advisory Council, a copy of the letter scheduling the first meeting, and a copy of the paper outlining the study are included as Appendix B.) At the second meeting, which was held on June 1, 1990, the Advisory Council discussed and recommended changes to the draft report, and made recommendations on the preparation and submission of the preliminary and final reports. (A copy of the correspondence on the second meeting is included as Appendix C.)

Review of Literature

During the eight-week period of August 14 to October 6, 1989, an extensive review of the literature was conducted. This review provided information on (a) the subject of the study, and (b) the survey research method, which focused on the survey techniques and research variables needed to conduct and report the results of the survey.

Sample

The sample for the study consisted of private sector employers in 17 Standard Metropolitan Statistical Areas (SMSAs) in East Texas (see Appendix D). As requested, the Texas Employment Commission (TEC) provided a systematic random sample of 400 employers from its Quarterly Wage and Employment file, which included 99 percent of the state's more than 300,000 employers. (A copy of the TEC's transmittal letter for the sample and a copy of the systems analyst's statement on the preparation of the sample are included as Appendix E.)

From telephone and written inquiries in the early stages of the survey regarding the sample provided by TEC, it was learned that 29 employers had gone out of business and 8 employers refused to participate in the study. (A copy of the employer data telephone form, a copy of the transmittal letter, and a copy of the employer data inquiry form are included as Appendix F.) The sample of 400 was accordingly reduced by 37 employers, leaving a revised sample of 363 employers for the survey.

Survey Instrument

From a review of the literature, and particularly the studies reported by Tromanhauser (1976) and Nedd (1973), an initial survey instrument (questionnaire) was developed. This instrument included both dichotomous and Likert-type scaled questions, as well as a comment section for each question, and a personal information section relating to each respondent. Although considerable time and effort went into the development of the instrument, it was determined at the first meeting of the Advisory Council that, if the instrument were to accomplish its intended purpose, it would require substantial revision with respect to both form and content. Accordingly, at that meeting, the instrument received the necessary revisions to make it suitable for the survey. Notably, the revised instrument was designed not as a questionnaire per se, but as an item response form. The form contained five checklist items relating to general organizational information about the employer, and 49 Likert-type items, with accompanying comment spaces, relating to attitude information about the employer.

Pilot survey. During the five-week period of September 22 to October 27, 1989, the revised survey instrument (survey form) was pilot tested in a mail survey of a sample of 15 employers in Brazos County, Texas. (Copies of the correspondence relating to the pilot survey are included as Appendix G.) From the pilot survey, it was determined that the revised survey form was indeed suitable for the actual survey. For example, 60 percent of the employers in the pilot survey returned completed survey forms, and the manner in which each employer responded indicated that the form contained (a) directions that were understandable, (b) items that

were clear and concise, and (c) other technical features that were satisfactory.

Based upon the results of the pilot survey, and upon the satisfactory evaluations of the form by research specialists at Texas A&M University, the piloted survey form was accepted as the final version of the survey instrument (see Appendix H). Accordingly, it was used in the mail survey to collect the data for the study.

Data Collection Procedures

The survey process used to collect the data for this study was one in which telephone procedures were coupled with mail survey procedures. This process was primarily used to increase the number of usable responses in the mail survey. A 63 percent return rate for usable survey forms⁵ accordingly proved the process to be reasonably successful. This notion of success is based on a "thumb rule" about return rates that was offered by Babbie (1986). He stated:

A quick review of the survey literature will uncover a wide range of response rates. . . . Even so, it's possible to state some rules of thumb about return rates. I feel that a response rate of at least 50 percent is adequate for analysis and reporting. A response of at least 60 percent is good. And a response rate of 70 percent is very good. (p 221)

The procedures used in conducting the survey are described below.

First, during the seven-week period of September 5 to October 20, 1989, research persons telephoned the personnel manager or another representative of each employer in the sample to notify him or her of the

⁵ A usable survey form is one that has been either substantially or totally completed.

study and to obtain the name of the person who could most appropriately respond for the employer. Second, during the eighteen-week period of November 10, 1989 to March 16, 1990, the mail survey was conducted. The survey process included the utilization of both mail survey techniques and telephone survey techniques. The process is described in the remainder of this chapter.

Survey mailing. On November 10, 1989, survey packets were sent by first-class mail to each of the 363 employers who made up the survey sample. Each packet contained a survey form, an informative cover letter (see Appendix I), and a self-addressed, stamped envelope. From the time the survey packets were mailed on November 10 until the follow-up packets were mailed on December 11, 1989, a period of four weeks, a total of 120 usable survey forms were returned. This represented 33 percent of the 363 survey forms mailed.

Follow-up by mail. On December 11, 1989, follow-up survey packets were sent by first-class mail to each of the 243 nonresponding employers. Each packet contained a survey form, a follow-up request letter (see Appendix J), and a self-addressed, stamped envelope. From the time the follow-up packets were mailed on December 11, 1989 until the follow-up telephone requests were made on January 15, 1990, a period of five weeks, a total of 50 usable survey forms were returned. This represented 14 percent of the 363 survey forms originally mailed.

Follow-up by telephone. During the two-week period of January 15 to January 30, 1990, research persons made telephone follow-up requests to each of the 193 nonresponding employers. (A copy of the form used in making the telephone follow-up requests is included as Appendix K.)

From the beginning of the telephone follow-up period on January 15 until the termination of the mail survey on March 16, 1990, a period of nine weeks, a total of 59 usable survey forms were returned. This represented 16 percent of the 363 survey forms originally mailed.

During the eighteen-week mail survey period, a total of 229 usable survey forms and 16 unusable survey forms were returned. These returns respectively represented 63 percent and 4 percent of the 363 survey forms originally mailed. In sum, 67 percent of the survey forms originally mailed were returned. Table 1 provides a distribution of the returned usable survey forms by week.

Table 1
Returned Usable Survey Forms by Week

| Week | Number | Percent |
|-------|-----------|----------|
| 1 | 47 | 21 |
| 2 | 44 | 19 |
| 3 | 25 | 11 |
| 4 | 4 | 2 |
| 5 | 6 | 3 |
| 6 | 22 | 10 |
| 7 | 0 | 0 |
| 8 | 15 | 7 |
| 9 | 7 | 3 |
| 10 | 4 | 2 |
| 11 | 6 | 3 |
| 12 | 15 | 7 |
| 13 | 23 | 10 |
| 14-18 | <u>11</u> | <u>4</u> |
| Total | 229 | 100 |

* Percentages are rounded to nearest whole number.

Data Analysis

A total of 229 employers returned usable survey forms, and these respondents, therefore, constituted the study sample on which the data were analyzed. The methods and techniques used to analyze the data are described below.

During the initial phase of the survey, the research persons developed the computer programs with which to analyze the data collected in the mail survey. Upon receipt, the usable data were accordingly entered into the WYLBUR computer system for analysis through the use of the 1984 SPSSx software package. SPSSx procedures described as FREQUENCIES, CONDESCRIPTIVE, and CROSSTABS were used to produce the desired statistics. Frequency distributions and the summary statistic mean were used to describe the data. The chi-square statistic was used to test the statistical significance of the data. Specifically, the chi-square test was used to determine whether associations existed between selected respondent characteristics (as independent variables) and the respondents' willingness to hire released prisoners (as dependent variables). A chi-square statistic of .06 was used to determine whether the tests were significant. The Cramer's Coefficient C statistic was used to test the substantive significance (i.e., the strength) of the selected data.⁶

⁶ In the second edition of Nonparametric Statistics for the Behavioral Sciences, Siegel and Castellan (1988) refer to the Cramer coefficient as Cramer's Coefficient C instead of its earlier designation as Cramer's Coefficient V. Accordingly, in this paper the Cramer coefficient will be referred to as Cramer's Coefficient C.

Some of the usable survey forms either included or were limited to written statements found in the comment spaces for the attitude response items. Statements that were of a frequent or unusual nature, as well as others considered to be important, were recorded and analyzed in a qualitative manner. These statements are included as Appendix L.

CHAPTER IV

PRESENTATION AND ANALYSIS OF DATA

This chapter presents the results of the analysis of the data on the 229 responding employers. The chapter is divided into two parts. The first part describes the responding employers. The second part presents the data analyses relating to the research questions listed in Chapter I.

Characteristics of Responding Employers

Presented here are the selected organizational characteristics which describe the responding employers (firms). The characteristics are (a) type of firm, (b) age of firm, (c) size of firm, (d) union policy (status) of firm, and (e) policy of firm on hiring released prisoners.

Type of Firm

Table 2 provides a breakdown of the respondents by type of firm. It shows that the majority of the respondents (66.7 percent) were from either the service type firm or the retail type firm, with each type respectively representing 50.2 percent and 16.6 percent of the total respondents. The table also shows that the minority of the respondents (5.7 percent) were from either the transportation type firm, the agriculture type firm, or the mining type firm, with each type respectively representing 3.1 percent, 2.2 percent, and 0.4 percent of the total respondents.

Table 2
Respondents by Type of Firm

| Type of Firm | Number | Percent |
|----------------------------------------------------|------------|-------------|
| Agriculture | 5 | 2.2 |
| Manufacturing | 15 | 6.6 |
| Mining | 1 | 0.4 |
| Construction | 15 | 6.6 |
| Wholesale Trade | 15 | 6.6 |
| Retail Trade | 38 | 16.6 |
| Transportation, Communications Public Utilities | 7 | 3.1 |
| Finance, Insurance & Real Estate Services | 18 | 7.9 |
| | <u>115</u> | <u>50.2</u> |
| Total | 229 | 100.0* |

*Rounded to 100 percent.

Age of Firm

Table 3 provides the data on the respondents by age of firm.

Table 3
Respondents by Age of Firm

| Age of Firm (in years) | Number | Percent |
|------------------------|-----------|-------------|
| 0 - 5 | 36 | 15.7 |
| 5 - 10 | 64 | 27.9 |
| 10 - 20 | 61 | 26.6 |
| 20 or more | <u>68</u> | <u>29.7</u> |
| Total | 229 | 100.0* |

*Rounded to 100 percent.

It shows that the respondents were almost equally distributed in each of the three higher age categories, with the largest number of respondents (29.7 percent) being in the 20 years or more category.

Size of Firm

Table 4 presents the data on the respondents by size of firm, in terms of number of employers. It shows that most of the respondents (81.2 percent) were in the 0-19 size category, while only a few were in the 100-499 size category.

Table 4
Respondents by Size of Firm

| Size of Firm (number of employees) | Number | Percent |
|------------------------------------|-----------|------------|
| 0 - 19 | 186 | 81.2 |
| 20 - 99 | 27 | 11.8 |
| 100 - 499 | 5 | 2.2 |
| 500 or more | <u>11</u> | <u>4.8</u> |
| Total | 229 | 100.0 |

Union Policy (Status) of Firm

Table 5 presents the data on the respondents by union status of firm. It shows that the overwhelming majority of the respondents (96.5 percent) were nonunion firms, while the minority (0.9 percent) were union firms.

Table 5
Respondents by Union Status of Firm

| Union Status of Firm | Number | Percent |
|--------------------------|----------|------------|
| Union | 2 | 0.9 |
| Nonunion | 221 | 96.5 |
| Mixed (Union & Nonunion) | <u>6</u> | <u>2.6</u> |
| Total | 229 | 100.0* |

*Rounded to 100 percent.

Policy of Firm on Hiring Released Prisoners

Table 6 presents the data on the respondents by type of policy on hiring released prisoners. It shows that most of the respondents (83 percent) had no policy on hiring released prisoners, while only a few (3.5 percent) had a formal policy.

Table 6
Respondents by Policy of Firm on Hiring Released Prisoners

| Policy | Number | Percent |
|---------------------------|------------|-------------|
| Formal | 8 | 3.5 |
| Informal | 15 | 6.6 |
| Mixed (Formal & Informal) | 16 | 7.0 |
| None | <u>190</u> | <u>83.0</u> |
| Total | 229 | 100.0* |

*Rounded to 100 percent.

Analyses of Research Questions

Presented in the remainder of this chapter are the analyses of the data relating to the research questions of the study. As previously shown in Chapter I, these questions are:

1. Are employers inclined to hire released prisoners?
2. Why are employers inclined to hire released prisoners?
3. Why are employers not inclined to hire released prisoners?
4. Are employers inclined to hire released prisoners who were imprisoned for specific types of crimes?
5. Are employers not inclined to hire released prisoners who were imprisoned for specific types of crimes?
6. In what types of firms are employers inclined to hire released prisoners?
7. In what types of firms are employers not inclined to hire released prisoners?
8. For what types of jobs are employers inclined to hire released prisoners?
9. For what types of jobs are employers not inclined to hire released prisoners?

It is noted here that, in order to properly answer these questions, survey response items were accordingly grouped and categorized. Also, some six-number Likert-scaled responses were bifurcated with the bottom half of the scale (numbers 1 through 3) representing the employers who were not inclined (not willing) to hire released prisoners, and the top half of the scale (numbers 4 through 6) representing the employers who were inclined (willing) to hire released prisoners.

It is further noted that, in order to provide a proper flow of the data analyses, the material was arranged by the type of the data analysis conducted. Accordingly, the research questions did not routinely appear in their established numerical order.

Question 1: Are employers inclined to hire released prisoners?

Attitude response items 1 and 2 were used to answer this question. These response items were divided into the categories of "will-hire" respondents and "will-not-hire" respondents by using the bifurcation method described above. Table 7 provides the distribution of respondents in these categories. It also provides a breakdown of the will-hire respondents by their willingness to hire released prisoners with multiple imprisonments. As the table shows, less than one-third of all respondents (30.1 percent) were willing to hire released prisoners. Further, of the 30.1 percent who were willing to hire released prisoners, only 21.7 percent were willing to hire released prisoners with multiple imprisonments. These data suggest that employers are not very likely to hire released prisoners, particularly released prisoners with multiple imprisonments.

Table 7
Respondents' Willingness to Hire Released Prisoners

| Category | Number | Percent |
|--------------------------------------------------------------------------------------------------|------------|-------------|
| <u>Willingness to hire</u> | | |
| Will-Hire | 69 | 30.1 |
| Will-Not-Hire | <u>160</u> | <u>69.9</u> |
| Total | 229 | 100.0 |
| <u>Will-hire respondents' willingness to hire released prisoners with multiple imprisonments</u> | | |
| Will-Hire | 15 | 21.7 |
| Will-Not-Hire | <u>54</u> | <u>78.3</u> |
| Total | 69 | 100.0 |

Question 6: In what types of firms are employers inclined to hire released prisoners?

Question 7: In what types of firms are employers not inclined to hire released prisoners?

Attitude response item 1 was used to answer these questions. This response item was divided into the categories of will-hire respondents and will-not-hire respondents by using the bifurcation method previously described. Table 8 provides a summary of the results of the chi-square test and the Cramer's Coefficient C on the association between the respondent characteristics and the respondents' willingness-to-hire. As the table shows, of the five respondent characteristics tested, only union status was statistically significant ($\chi^2=5.91$ df=2, $p=.05$; $C=.16$). These

associations are covered further in the discussion of the data presented in Table 9.

Table 8

Summary of Associations Between Respondent Characteristics and Respondents' Willingness to Hire

| Respondent Characteristic | Chi-Square (χ^2) | df | p | Cramer's C |
|---------------------------|-------------------------|----|------|------------|
| Type of Firm | 10.61 | 8 | .23 | .22 |
| Age of Firm | 2.52 | 3 | .47 | .11 |
| Size of Firm | 1.71 | 3 | .63 | .09 |
| Union Status | 5.91 | 2 | .05* | .16 |
| Hiring Policy | 2.76 | 3 | .43 | .11 |

* $p < .06$

Table 9 provides a breakdown of respondent characteristics by respondents' willingness-to-hire. As the table shows, type of firm, age of firm, size of firm, and hiring policy of firm were not significantly associated with willingness-to-hire ($p > .06$). With respect to the nine type-of-firm categories, the construction firm category had the highest will-hire rate, with 53.3 percent, while the wholesale trade firm category had the lowest will-hire rate, with 6.7 percent. Concerning the four age-of-firm categories, the 5-10 year age category had the highest will-hire rate, with 35.9 percent, while the 10-20 year age category had the lowest rate, with 24.6 percent. Concerning the four size-of-firm categories, the 500-plus size category had the highest will-hire rate, with 45.5 percent, while the 20-99 size category had the lowest rate, with 25.9 percent. With respect

Table 9

Respondent Characteristics by Respondents' Willingness-To-Hire

| Respondent Characteristic | Will-hire Respondents | | Will-Not Hire Respondents | |
|---------------------------------------------------------|--------------------------|---------|------------------------------|---------|
| | Number | Percent | Number | Percent |
| Type of firm | | | | |
| Agriculture | 1 | 20.0 | 4 | 80.0 |
| Manufacturing | 6 | 40.0 | 9 | 60.0 |
| Mining | 0 | 0.0* | 1 | 100.0 |
| Construction | 8 | 53.3 | 7 | 46.7 |
| Wholesale trade | 1 | 6.7 | 14 | 93.3 |
| Retail trade | 13 | 34.2 | 25 | 65.8 |
| Transportation, Communications & Public utilities | 3 | 42.9 | 4 | 57.1 |
| Finance, Insurance & Real estate | 4 | 22.2 | 14 | 77.8 |
| Services | 33 | 28.7 | 82 | 71.3 |
| (p > .06) | | | | |
| * Not included in written analysis. | | | | |
| Age of firm | | | | |
| 0 - 5 | 9 | 25.0 | 27 | 75.0 |
| 5 - 10 | 23 | 35.9 | 41 | 64.1 |
| 10 - 20 | 15 | 24.6 | 46 | 75.4 |
| 20 or more | 22 | 32.4 | 46 | 67.6 |
| (p > .06) | | | | |
| Size of firm | | | | |
| 1 - 19 | 55 | 29.6 | 131 | 70.4 |
| 20 - 99 | 7 | 25.9 | 20 | 74.1 |
| 100 - 499 | 2 | 40.0 | 3 | 60.0 |
| 500 or more | 5 | 45.5 | 6 | 54.5 |
| (p > .06) | | | | |

Table 9 (Continued)

| Respondent Characteristic | Will-hire Respondents | | Will-Not Hire Respondents | |
|------------------------------|--------------------------|---------|------------------------------|---------|
| | Number | Percent | Number | Percent |
| Union Status | | | | |
| Union | 2 | 100.0 | 0 | 0.0 |
| Nonunion | 64 | 29.0 | 157 | 71.0 |
| Mixed | 3 | 50.0 | 3 | 50.0 |
| (p < .06) | | | | |
| Hiring Policy | | | | |
| Formal | 3 | 37.5 | 5 | 62.5 |
| Informal | 6 | 40.0 | 9 | 60.0 |
| Mixed | 7 | 43.8 | 9 | 56.3 |
| None | 53 | 27.9 | 137 | 72.1 |
| (p > .06) | | | | |

to the four hiring-policy categories, the mixed hiring-policy category had the highest will-hire rate, with 43.8 percent, while the no hiring-policy category had the lowest rate, with 27.9 percent. These data suggest that certain respondent characteristics (e.g., type of firm) differ more among one another with respect to willingness to hire released prisoners than other respondent characteristics (e.g., age of firm).

Further, Table 9 shows that the union status variable was significantly associated with the willingness-to-hire variable ($p < .06$). As the table also shows, for the three union status categories, the union status category had the highest will-hire rate, with 100 percent, while the nonunion status category had the lowest rate, with 29 percent. This

strongly suggests that union employers are more likely to hire released prisoners than nonunion employers.

Question 2: Why are employers inclined to hire released prisoners?

Attitude response items 3 through 14 were used to answer this question. It is noted here that the means used to rank the data in tables 10 through 20 were calculated using the number of respondents who answered each response item. Accordingly, the minimum number of respondents and the maximum number of respondents are shown in the tables in the respective columns for each respondent category. Also, the data used to compute the means with which the rankings were made in tables 10 through 20 are included as Appendix M.

Table 10 provides the data on the reasons to hire released prisoners ranked by the respondents' willingness to hire. As the table shows, of the 12 reasons listed, "crime does not relate to job" ranked the highest in all of the respondent categories: all, will-hire, and will-not-hire, while "legal obligation" ranked the lowest in all of these categories. The table also shows that the rankings of all of the reasons were quite similar between the three respondent categories.

Table 10
Reasons to Hire Ranked by Respondents' Willingness to Hire

| Reason | Respondents | | | | | |
|----------------------------------|-------------------------------------|------|-----------------------------------------|------|-----------------------------------------------|------|
| | All Rank Mean (N = 205 - 221) | | Will-hire Rank Mean (N = 58 - 67) | | Will-not-hire Rank Mean (N = 147 - 154) | |
| Crime does not relate to job | 1 | 3.23 | 1 | 3.96 | 1 | 2.91 |
| Skills training & work record | 2 | 3.13 | 1 | 3.96 | 2 | 2.78 |
| Readiness to work | 3 | 3.01 | 3 | 3.86 | 5 | 2.63 |
| Third-party credentialing | 4 | 2.96 | 4 | 3.68 | 4 | 2.64 |
| Shortage of other workers | 5 | 2.95 | 5 | 3.50 | 3 | 2.72 |
| Reliable & competent worker | 6 | 2.68 | 6 | 3.36 | 7 | 2.39 |
| Societal obligation | 7 | 2.62 | 7 | 3.29 | 8 | 2.34 |
| Ability to get along with others | 8 | 2.62 | 9 | 3.13 | 6 | 2.40 |
| Moral obligation | 9 | 2.58 | 8 | 3.16 | 9 | 2.32 |
| Government incentive programs | 10 | 2.41 | 11 | 2.72 | 10 | 2.28 |
| Superior worker | 11 | 2.39 | 10 | 2.76 | 11 | 2.25 |
| Legal obligation | 12 | 2.24 | 12 | 2.55 | 12 | 2.11 |

To further describe these data, the reasons were divided into two categories: employee-based reasons and employer-based reasons. Table 11 presents the data on the employee-based reasons ranked by the respondents' willingness to hire. As the table shows, "skills training and work record" ranked the highest in all of the respondent categories, while "superior worker" ranked the lowest in all of the categories. These data suggest that, with respect to hiring, employers are more influenced

by the released prisoner's skills training and work record than by any other employee attribute listed in the table.

Table 11
Employee-Based Reasons to Hire

| Employee-Based Reason | Respondents | | | | | |
|----------------------------------|-------------|------|-----------|------|---------------|------|
| | All | | Will-hire | | Will-not-hire | |
| | Rank | Mean | Rank | Mean | Rank | Mean |
| Skills training & work record | 1 | 3.13 | 1 | 3.96 | 1 | 2.78 |
| Readiness to work | 2 | 3.01 | 2 | 3.86 | 3 | 2.63 |
| Third-party credentialing | 3 | 2.96 | 3 | 3.68 | 2 | 2.64 |
| Reliable & competent worker | 4 | 2.68 | 4 | 3.36 | 5 | 2.39 |
| Ability to get along with others | 5 | 2.62 | 5 | 3.13 | 4 | 2.40 |
| Superior worker | 6 | 2.39 | 6 | 2.76 | 6 | 2.25 |

Table 12 presents the data on the employer-based reasons to hire ranked by the respondents' willingness to hire. As the table shows, "crime does not relate to job" ranked the highest in all of the respondent categories, while "legal obligation" ranked the lowest in all of the categories. These data suggest that employers are more likely to hire released prisoners who were imprisoned for crimes that do not relate to the job (to be filled) than for any other employer-based reason listed in the table.

Table 12
Employer-Based Reasons to Hire

| Employer-Based Reason | Respondents | | | | | |
|-------------------------------|-------------|------|-----------|------|---------------|------|
| | All | | Will-hire | | Will-not-hire | |
| | Rank | Mean | Rank | Mean | Rank | Mean |
| Crime does not relate to job | 1 | 3.23 | 1 | 3.96 | 1 | 2.91 |
| Shortage of other workers | 2 | 2.95 | 2 | 3.50 | 2 | 2.72 |
| Societal obligation | 3 | 2.62 | 3 | 3.29 | 3 | 2.34 |
| Moral obligation | 4 | 2.58 | 4 | 3.16 | 4 | 2.32 |
| Government incentive programs | 5 | 2.41 | 5 | 2.72 | 5 | 2.28 |
| Legal obligation | 6 | 2.24 | 6 | 2.55 | 6 | 2.11 |

Question 3: Why are employers not inclined to hire released prisoners?

Attitude response items 37 through 48 were used to answer this question. Table 13 provides the data on the reasons not to hire released prisoners ranked by the respondents' unwillingness to hire. As the table shows, of the 12 reasons listed, "lack of honesty and trustworthiness" ranked the highest in all of the respondent categories, while "employment would adversely affect community" ranked the lowest in all of the categories. The table also shows that the rankings of a few of the reasons (i.e., "employment would damage firm image") were substantially different between the will-hire and will-not-hire categories.

Table 13
Reasons Not to Hire Ranked by Respondents' Unwillingness to Hire

| Reason | Respondents | | | | | |
|-----------------------------------------------------------------|-------------------------------------|------|-----------------------------------------|------|-----------------------------------------------|------|
| | All Rank Mean (N = 202 - 218) | | Will-hire Rank Mean (N = 63 - 66) | | Will-not-hire Rank Mean (N = 139 - 152) | |
| Lack of honesty & trustworthiness | 1 | 3.93 | 1 | 3.46 | 1 | 4.14 |
| Availability of other workers | 2 | 3.87 | 2 | 3.42 | 2 | 4.07 |
| Likely to commit employment-related crimes | 3 | 3.69 | 6 | 3.06 | 3 | 3.97 |
| Employment would damage firm image | 4 | 3.55 | 11 | 2.85 | 4 | 3.86 |
| Employment would damage employee morale | 5 | 3.52 | 8 | 2.91 | 7 | 3.49 |
| Lack of interest in work | 6 | 3.45 | 3 | 3.38 | 7 | 2.39 |
| Lack of job skills | 7 | 3.43 | 4 | 3.20 | 6 | 3.54 |
| Marginal worker | 8 | 3.34 | 7 | 3.05 | 8 | 3.48 |
| Lack of maturity | 9 | 3.31 | 5 | 3.17 | 9 | 3.37 |
| Moral objection to associating with released prisoners | 10 | 3.19 | 9 | 2.89 | 10 | 3.32 |
| Moral objection to rewarding released prisoners with employment | 11 | 3.11 | 10 | 2.88 | 11 | 3.21 |
| Employment would adversely affect community | 12 | 3.03 | 12 | 2.73 | 12 | 3.16 |

To further describe these data, the reasons not to hire were divided into two categories: employee-based reasons and employer-based reasons. Table 14 presents the data on the employee-based reasons not to hire ranked by the respondents' unwillingness to hire. As the table

shows, "lack of honesty and trustworthiness" ranked the highest in all of the respondent categories, while "lack of maturity" ranked the lowest in the all-respondent category and the will-not-hire category, and next to the lowest in the will-hire category. These data suggest that, with respect to hiring, employers are more influenced by the released prisoner's honesty and trustworthiness than by any other employee attribute listed in the table.

Table 14
Employee-Based Reasons Not to Hire

| Employee-Based Reason | Respondents | | | | | |
|-----------------------------------|-------------------------------------|------|-----------------------------------------|------|-----------------------------------------------|------|
| | All Rank Mean (N = 202 - 218) | | Will-hire Rank Mean (N = 63 - 66) | | Will-not-hire Rank Mean (N = 139 - 152) | |
| Lack of honesty & trustworthiness | 1 | 3.93 | 1 | 3.46 | 1 | 4.14 |
| Lack of interest in work | 2 | 3.45 | 2 | 3.38 | 3 | 2.39 |
| Lack of job skills | 3 | 3.43 | 3 | 3.20 | 2 | 3.54 |
| Marginal worker | 4 | 3.34 | 5 | 3.05 | 4 | 3.48 |
| Lack of maturity | 5 | 3.31 | 4 | 3.17 | 5 | 3.37 |

Table 15 presents the data on the employer-based reasons not to hire ranked by the respondents' unwillingness to hire. As the table shows, "availability of other workers" ranked the highest in all of the respondent categories, while "employment would adversely affect community" ranked the lowest in all of the categories. These data suggest that employers are less likely to hire released prisoners when there are other workers available than for any other reason listed in the table.

Table 15
Employer-Based Reasons Not to Hire

| Employer-Based Reason | Respondents | | | | | |
|-----------------------------------------------------------------|-------------------------------------|------|-----------------------------------------|------|-----------------------------------------------|------|
| | All Rank Mean (N = 202 - 218) | | Will-hire Rank Mean (N = 63 - 66) | | Will-not-hire Rank Mean (N = 139 - 152) | |
| Availability of other workers | 1 | 3.87 | 1 | 3.42 | 1 | 4.07 |
| Likely to commit employment-related crimes | 2 | 3.69 | 2 | 3.06 | 2 | 3.97 |
| Employment would damage firm image | 3 | 3.55 | 6 | 2.85 | 3 | 3.86 |
| Employment would damage employee morale | 4 | 3.52 | 3 | 2.91 | 4 | 3.49 |
| Moral objection to associating with released prisoners | 5 | 3.19 | 4 | 2.89 | 5 | 3.32 |
| Moral objection to rewarding released prisoners with employment | 6 | 3.11 | 5 | 2.88 | 6 | 3.21 |
| Employment would adversely affect community | 7 | 3.03 | 7 | 2.73 | 7 | 3.16 |

Question 4: Are employers inclined to hire released prisoners who were imprisoned for specific types of crimes?

Question 5: Are employers not inclined to hire released prisoners who were imprisoned for specific types of crimes?

Attitude response items 15 through 27 were used to answer these questions. Table 16 provides the data on the types of crimes ranked by the respondents' willingness to hire. As the table shows, of the 13 crimes listed, the crime of drug abuse or driving while intoxicated (DWI) ranked

the highest in all of the respondent categories, while the crime designated as crimes against children ranked the lowest in all of the categories. The table also shows that the rankings of a few of the crimes (e.g., assault and battery) were substantially different between the will-hire and the will-not-hire categories.

Table 16
Types of Crimes Ranked by Respondents' Willingness to Hire

| Type of Crime | Respondents | | | | | |
|-------------------------|-------------------------------------|------|-----------------------------------------|------|-----------------------------------------------|------|
| | All Rank Mean (N = 216 - 219) | | Will-hire Rank Mean (N = 63 - 66) | | Will-not-hire Rank Mean (N = 151 - 154) | |
| Drug abuse/DWI | 1 | 2.41 | 1 | 3.23 | 1 | 2.07 |
| Theft by computer | 2 | 2.19 | 5 | 2.79 | 2 | 1.94 |
| Forgery | 3 | 2.15 | 3 | 2.83 | 3 | 1.86 |
| Larceny | 4 | 2.12 | 4 | 2.80 | 4 | 1.84 |
| Assault & battery | 5 | 2.11 | 2 | 2.95 | 6 | 1.77 |
| Embezzlement | 6 | 2.08 | 8 | 2.66 | 4 | 1.84 |
| Manslaughter | 7 | 2.01 | 7 | 2.70 | 7 | 1.72 |
| Arson | 8 | 2.00 | 6 | 2.74 | 9 | 1.69 |
| Burglary | 9 | 1.98 | 9 | 2.64 | 8 | 1.71 |
| Robbery | 10 | 1.95 | 10 | 2.62 | 10 | 1.67 |
| Sexual Assault | 11 | 1.71 | 12 | 2.08 | 11 | 1.54 |
| Murder | 12 | 1.63 | 11 | 2.09 | 12 | 1.42 |
| Crimes against children | 13 | 1.45 | 13 | 1.63 | 13 | 1.37 |

To further describe these data, the types of crimes were divided into two categories: blue-collar crimes and white-collar crimes. (The blue-collar crimes involve force or violence; the white collar crimes do not involve force or violence.) Table 17 presents the data on blue-collar

crimes ranked by the respondents' willingness to hire. As the table shows, the crime of assault and battery ranked the highest in all of the respondent categories, while the crime designated as crimes against children ranked the lowest in all of the categories. These data suggest that employers are more likely to hire released prisoners who were imprisoned for assault and battery than released prisoners who were imprisoned for any other blue-collar crime listed in the table.

Table 17
Blue-Collar Crimes Ranked by Respondents' Willingness to Hire

| Blue-Collar Crime | Respondents | | | | | |
|----------------------------|-------------|------|-----------|------|---------------|------|
| | All | | Will-hire | | Will-not-hire | |
| | Rank | Mean | Rank | Mean | Rank | Mean |
| Assault & battery | 1 | 2.11 | 1 | 2.95 | 1 | 1.77 |
| Manslaughter | 2 | 2.01 | 3 | 2.70 | 2 | 1.72 |
| Arson | 3 | 2.00 | 2 | 2.74 | 4 | 1.69 |
| Burglary | 4 | 1.98 | 4 | 2.64 | 3 | 1.71 |
| Robbery | 5 | 1.95 | 5 | 2.62 | 5 | 1.67 |
| Sexual Assault | 6 | 1.71 | 7 | 2.08 | 6 | 1.54 |
| Murder | 7 | 1.63 | 6 | 2.09 | 7 | 1.42 |
| Crimes against children | 8 | 1.45 | 8 | 1.63 | 8 | 1.37 |

Table 18 presents the data on white-collar crimes ranked by the respondents' willingness to hire. As the table shows, the crime of drug abuse/DWI ranked the highest in all of the respondent categories, while the crime of embezzlement ranked the lowest in all of the categories. These data suggest that employers are more likely to hire released prisoners who were imprisoned for drug abuse or DWI than released

prisoners who were imprisoned for any other white-collar crime listed in the table.

Table 18
White-Collar Crimes Ranked by Respondents' Willingness to Hire

| White-Collar Crime | Respondents | | | | | |
|--------------------|-------------|------|-----------|------|---------------|------|
| | All | | Will-hire | | Will-not-hire | |
| | Rank | Mean | Rank | Mean | Rank | Mean |
| Drug abuse/DWI | 1 | 2.41 | 1 | 3.23 | 1 | 2.07 |
| Theft by computer | 2 | 2.19 | 4 | 2.79 | 2 | 1.94 |
| Forgery | 3 | 2.15 | 2 | 2.83 | 3 | 1.86 |
| Larceny | 4 | 2.12 | 3 | 2.80 | 4 | 1.84 |
| Embezzlement | 5 | 2.08 | 5 | 2.66 | 4 | 1.84 |

Question 8: For what types of jobs are employers inclined to hire released prisoners?

Question 9: For what types of jobs are employers not inclined to hire released prisoners?

Attitude response items 28 through 36 were used to answer these questions. To properly describe the data, the types of jobs covered in these response items were divided into two categories: assignment-based jobs and advancement-based jobs. Table 19 provides the data on the assignment-based types of jobs ranked by the respondents' willingness to hire. As the table shows, the semi-skilled job ranked the highest in the all-respondent category and the will-hire category, and next to the highest in the will-not-hire category, while the professional job ranked the lowest in all of the categories. These data suggest that

employers are more likely to hire released prisoners for semi-skilled and skilled jobs than for any other type of job listed in the table.

Table 19

Assignment-Based Types of Jobs Ranked by Respondents' Willingness to Hire

| Type of Job | Respondents | | | | | |
|--------------------|-------------|----------------|-----------|--------------|---------------|----------------|
| | All | | Will-hire | | Will-not-hire | |
| | Rank | Mean | Rank | Mean | Rank | Mean |
| | | (N = 213, 216) | | (N = 63, 66) | | (N = 148, 151) |
| Semi-skilled labor | 1 | 3.32 | 1 | 4.05 | 2 | 3.00 |
| Unskilled labor | 2 | 3.31 | 4 | 3.97 | 1 | 3.03 |
| Skilled labor | 3 | 3.30 | 1 | 4.05 | 3 | 2.98 |
| Technical | 4 | 3.17 | 3 | 3.99 | 4 | 2.82 |
| Clerical | 5 | 3.09 | 5 | 3.83 | 5 | 2.77 |
| Professional | 6 | 2.97 | 6 | 3.77 | 6 | 2.63 |

Table 20 provides the data on the advancement-based types of jobs ranked by the respondents' willingness to hire. As the table shows, the short-term/temporary job ranked the highest in all of the respondent categories, while the limited-advancement-potential job ranked the lowest in the all-respondent category and the will-not-hire category, and next to the lowest in the will-hire category. These data suggest that employers are more likely to hire released prisoners for short-term or temporary jobs than for the other two types of jobs listed in the table.

Table 20

Advancement-Based Types of Jobs Ranked by Respondents' Willingness to Hire

| Type of Job | Respondents | | | | | |
|-------------------------------|----------------|------|------------------|------|----------------------|------|
| | <u>All</u> | | <u>Will-hire</u> | | <u>Will-not-hire</u> | |
| | Rank | Mean | Rank | Mean | Rank | Mean |
| | (N = 213, 216) | | (N = 63, 66) | | (N = 148, 151) | |
| Short-term/temporary | 1 | 3.06 | 1 | 3.72 | 1 | 2.78 |
| Limited advancement potential | 2 | 2.84 | 3 | 3.35 | 2 | 2.62 |
| Upwardly-mobile | 3 | 2.75 | 2 | 3.48 | 3 | 2.44 |

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

The purpose of this study was to fill the need for more complete information on the attitudes of employers with respect to hiring released prisoners. The specific aims of the study were:

1. To determine whether employers are inclined to hire released prisoners.
2. To gain insight into the reasons employers are or are not inclined to hire released prisoners.
3. To determine whether employers are or are not inclined to hire released prisoners who were imprisoned for specific types of crimes.
4. To determine in what types of firms and for what types of jobs employers are or are not inclined to hire released prisoners.

Accordingly, the questions addressed in the study were:

1. Are employers inclined to hire released prisoners?
2. Why are employers inclined to hire released prisoners?
3. Why are employers not inclined to hire released prisoners?
4. Are employers inclined to hire released prisoners who were imprisoned for specific types of crimes?
5. Are employers not inclined to hire released prisoners who were imprisoned for specific types of crimes?

6. In what types of firms are employers inclined to hire released prisoners?
7. In what types of firms are employers not inclined to hire released prisoners?
8. For what types of jobs are employers inclined to hire released prisoners?
9. For what types of jobs are employers not inclined to hire released prisoners?

The sample for the study consisted of private sector employers in 17 Standard Metropolitan Statistical Areas (SMSAs) in East Texas. As requested, the Texas Employment Commission (TEC) provided a systematic random sample of 400 employers from its Quarterly Wage and Employment file, which included 99 percent of the state's more than 300,000 employers. From telephone and written inquiries in the early stages of the survey regarding the sample provided by TEC, it was learned that 29 employers had gone out of business and 8 employers refused to participate in the study. The sample of 400 was accordingly reduced by 37 employers, leaving a revised sample of 363 employers for the survey.

The instrument used to collect the data for the study was a survey item response form. The form contained five checklist items relating to general organizational information about the employer, and 49 Likert-type items, with accompanying comment spaces, relating to attitude information about the employer.

The survey process used to collect the data for the study was one in which telephone procedures were coupled with mail survey procedures.

The procedures were as follows:

1. During the seven-week period of September 5 to October 20, 1989, research persons telephoned the personnel manager or another representative of each employer in the sample to notify him or her of the study and to obtain the name of the person who could most appropriately respond for the employer.
2. During the eighteen-week period of November 10, 1989 to March 16, 1990, the mail survey was conducted. During that period, a total of 229 employers returned usable survey forms, and these respondents, therefore, constituted the study sample on which the data were analyzed.

Upon receipt, the usable data were entered into the computer system for analysis through the use of the 1984 SPSSx software package. Frequency distributions and the summary statistic mean were used to describe the data. The chi-square statistic and the Cramer's Coefficient C statistic were used to test the significance of selected data. Also, the written statements found in the comment spaces for the attitude response items, which were of a frequent or unusual nature, or generally important, were recorded and analyzed in a qualitative manner.

The major findings relating to the research questions of the study are as follows:

Question 1: Are employers inclined to hire released prisoners?

1. The majority of the respondents (69.9 percent) were not willing to hire released prisoners.

2. Of the 30.1 percent of the respondents who were willing to hire released prisoners, only 21.7 percent were willing to hire released prisoners with multiple imprisonments.

Question 2: Why are employers inclined to hire released prisoners?

3. Of the 12 selected reasons respondents were willing to hire released prisoners, "crime does not relate to job" ranked the highest, while "legal obligation" ranked the lowest. Further, of the six employee-based reasons respondents were willing to hire, "skills training and work record" ranked the highest, while "superior worker" ranked the lowest. Also, of the six employer-based reasons respondents were willing to hire, "crime does not relate to job" ranked the highest, while "legal obligation" ranked the lowest.

Question 3: Why are employers not inclined to hire released prisoners?

4. Of the 12 selected reasons respondents were not willing to hire released prisoners, "lack of honesty and trustworthiness" ranked the highest, while "employment would adversely affect community" ranked the lowest. Further, of the five employee-based reasons respondents were not willing to hire, "lack of honesty and trustworthiness" ranked the highest, while "lack of maturity" ranked the lowest. Also, of the seven employer-based reasons respondents were not willing to hire, "availability of other workers" ranked the highest, while "employment would adversely affect community" ranked the lowest.

Questions 4 and 5: Are employers inclined to hire released prisoners who were imprisoned for specific types of crimes? Are employers not inclined to hire released prisoners who were imprisoned for specific types of crimes?

5. Of the 13 selected crimes relating to respondents' willingness to hire released prisoners, drug abuse/DWI ranked the highest, while crimes against children ranked the lowest. Further, of the eight blue-collar crimes relating to respondents' willingness to hire, assault and battery ranked the highest, while crimes against children ranked the lowest. Also, of the five white-collar crimes relating to respondents' willingness to hire, drug abuse/DWI ranked the highest, while embezzlement ranked the lowest.

Questions 6 and 7: In what types of firms are employers inclined to hire released prisoners? In what types of firms are employers not inclined to hire released prisoners?

6. Type of firm was not significantly related to the willingness of respondents to hire released prisoners. Construction firms had the highest will-hire rate, with 53.3 percent, while firms grouped as transportation, communications, and public utilities had the next highest rate, with 42.9 percent. Conversely, wholesale trade firms had the lowest will-hire rate, with 6.7 percent, while agriculture firms had the next lowest rate, with 20 percent.
7. Age of firm was not significantly related to the willingness of respondents to hire released prisoners. Firms that had been in business from 5 to 10 years had the highest will-hire rate, with 35.9 percent, while firms that had been in business from 10 to 20 years had the lowest rate, with 24.6 percent.

8. Size of firm was not significantly related to the willingness of respondents to hire released prisoners. Firms with 500 or more employees had the highest will-hire rate, with 45.5 percent, while firms with 20 to 99 employees had the lowest rate, with 25.9 percent.
9. Hiring policy of firm was not significantly related to the willingness of respondents to hire released prisoners. Firms with a mixed hiring policy (formal and informal) had the highest will-hire rate, with 43.8 percent, while firms with no hiring policy had the lowest rate, with 27.9 percent.
10. Union status of firm was significantly related statistically with the willingness of respondents to hire released prisoners. Firms with union status had the highest will-hire rate, with 100 percent, while firms without union status had the lowest rate, with 29 percent.

Questions 8 and 9: For what types of jobs are employers inclined to hire released prisoners? For what types of jobs are employers not inclined to hire released prisoners?

11. Of the six selected assignment-based jobs for which respondents were willing to hire released prisoners, the semi-skilled and skilled jobs ranked the highest, while the professional job ranked the lowest. Also, of the three selected advancement-based jobs for which respondents were willing to hire, the short-term/temporary job ranked higher than either of the other two types of jobs.

Finding Relating to All Research Questions

12. Several respondents qualified their responses for some response items by including a written comment with a numerical response or by providing only a written comment as a response. Accordingly, the above-listed findings are considerably more tentative than would have been the case if no comments had been provided. The most frequent comments made by the respondents were (a) cannot determine, (b) depends on the individual, (c) depends on the crime (offense), and (d) depends on the situation.

Conclusions

The conclusions which may be drawn from the major findings of the quantitative analysis of the study are as follows:

1. Employers are not very willing to hire released prisoners, particularly released prisoners with multiple imprisonments.
2. Employers in the type-of-firm categories studied are equally willing to hire released prisoners.
3. Employers in the age-of-firm categories studied are equally willing to hire released prisoners.
4. Employers in the size-of-firm categories studied are equally willing to hire released prisoners.
5. Employers in the hiring-policy-of-firm categories studied are equally willing to hire released prisoners.
6. Employers in the union-status-of-firm categories studied are not equally willing to hire released prisoners. Employers with union

employees are the most willing to hire released prisoners, and employers with no union employees are the least willing to hire released prisoners.

An additional conclusion which may be drawn from the major finding of the qualitative analysis of the study is that employers frequently take a contingency, or situational, approach to the hiring of released prisoners; that is, they base their hiring decisions on the particular factors pertaining to each situation.

Recommendations

Based upon the findings and conclusions of this study, the following recommendations are made:

1. More and better research relating to the hiring of released prisoners should be conducted in the employer side of the labor market. Such research is needed in order to provide more complete information on which to base effective national and state programs for dealing with the problems relating to the hiring of released prisoners.
2. More and better education relating to the benefits of hiring released prisoners should be provided to potential employers. Such education is needed in order to help eliminate the employer-attitude barrier that released prisoners face when seeking employment.

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APPENDIX A
ADVISORY COUNCIL

This appendix was referenced on page 26.

THE ADVISORY COUNCIL FOR A CARL D. PERKINS' PROJECT FOR 1990

Conducted by Texas A&M University

Mr. Dan Richard Beto
Chief Probation Officer
Brazos County Adult Probation
Department
Bryan, Texas

Dr. Jack Foreman
Executive Dean
Instruction & Resource Development
Northeast Texas Community College
Mt. Pleasant, Texas

Mr. David Brochu
Vice-President
The Greenery
Bryan, Texas

Mr. James Forst
Division Administrative Manager
GTE Southwest Incorporated
Bryan, Texas

Mr. Larance E. Coleman
Director
Harris County Adult Probation
Department
Houston, Texas

Dr. Neal McBryde
Vice-President
Bee County College
Beeville, Texas

Dr. Charles Cottingham
Vice-President of Academic Affairs
Blinn College
Brenham, Texas

Mr. Jerry D. Millsapps
Director
Judicial District Adult Probation
for Travis County
Austin, Texas

Mr. Quest Daniel
Manager
Employee Relations
Westinghouse Electric Company
College Station, Texas

Ms. Linda Sutton
Parole Supervisor
Texas State Board of Pardons &
Paroles
Conroe, Texas

Ms. Carol Dupree
Program Coordinator
Lamar University-Orange
Orange, Texas

Dr. Ann Lopez
Program Officer
Texas Higher Education
Coordinating Board
Austin, Texas
(Ex Officio Member)

Mr. Harold Eaton
Veterans Employment
Texas Employment Commission
Bryan, Texas

APPENDIX B
CORRESPONDENCE ON THE ADVISORY COUNCIL AND ON THE
FIRST MEETING, AND A PAPER OUTLINING THE STUDY

This appendix was referenced on page 27.

TEXAS A&M UNIVERSITY
DEPARTMENT OF INDUSTRIAL, VOCATIONAL AND TECHNICAL EDUCATION
COLLEGE OF EDUCATION
COLLEGE STATION, TEXAS 77843-3256

July 24, 1989

Telephone 409-845-3016
Room 620, Harrington
Education Center

[Name and address]

Dear [Name]:

In cooperation with the Texas Higher Education Coordinating Board, we are conducting research on the attitudes of employers with respect to hiring released prisoners. In order to keep the research project moving toward the goals that we have established, we believe that an advisory council will be critical. The Advisory Council will be made up of individuals who have a strong interest in the outcome of this research.

It is anticipated that the Advisory Council will meet two or three times between now and the end of June, 1990. At the first meeting, we will explain to the council the scope of the project and the time lines involved, and we will solicit recommendations on how the objectives of the project can best be accomplished. Thereafter, we will keep the Council informed of the progress of the project and seek its advice and assistance as required.

Because of your background and current position, we earnestly invite you to become a member of this Advisory Council. Also, we would like for you to know that, although you will not be paid for your service on the Council, you will be reimbursed for the travel, meals, and lodging expenses you incur in attending meetings.

I respectfully ask that you give this request your utmost consideration and let me know of your decision at your earliest convenience. Should you find that you are unable to serve on the Council, please let me know of anyone who might be interested in serving in your stead. I thank you for your cooperation.

Sincerely yours,

G. Dale Gutcher, Ph.D.
Professor and Project Director

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TEXAS A&M UNIVERSITY

DEPARTMENT OF INDUSTRIAL, VOCATIONAL AND TECHNICAL EDUCATION
COLLEGE OF EDUCATION
COLLEGE STATION, TEXAS 77843-1256

August 10, 1989

Telephone 409-345-3016
Room 620, Harrington
Education Center

[Name and address]

RE: Carl D. Perkins' Project - 1990

Dear [Name]:

I am pleased that you have accepted our invitation to serve as a member of the Advisory Council for the above-referenced project. Your willingness to serve in this capacity demonstrates your awareness of and concern for human resource management in Texas. I also appreciate the confidence you have shown in this project, and I look forward to working with you during the next year.

The first meeting of the Advisory Council will be held on Tuesday, August 29, 1989, at Rudder Tower, Room 402, Texas A&M University. A get-acquainted period, with refreshments, will be from 9:15 A.M. until 10:00 A.M. The meeting will begin at 10:00 A.M. and end at approximately 3:00 P.M. I know that you now plan to attend this meeting; however, should you find that you will be unable to attend, I ask that you let me know accordingly.

As I indicated in my first letter, you will be reimbursed for the travel, meals, and lodging expenses you incur in attending the meetings. Therefore, I suggest that you bring that information with you so that you can complete a travel expense form prior to the close of the meeting.

Also, for your planning purposes, I shall send you a meeting agenda and some other project material prior to August 23. Should you have any additional questions about the project, please get in touch with me or one of my project persons at your convenience.

I again thank you for your cooperation and assistance.

Sincerely yours,

G. Dale Gutcher, Ph.D.
Project Director

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INTRODUCTION

A great deal of information is available on educating and training prisoners for the work force, but little seems to be known about the attitudes of employers with respect to the hiring of released prisoners--a notable deficiency on a most critical issue today. This deficiency will be partially satisfied through this project, which will (a) investigate such attitudes and (b) report the data to the following primary consumers:

1. Community colleges.
2. Technical institutes.
3. Other educational institutes.
4. Business enterprises.
5. Correctional agencies.
6. Other governmental organizations.
7. Research individuals and groups.

OBJECTIVES

The objectives of this project will be to collect and use data on the following questions:

1. Why do employers hire released prisoners?
2. Why do employers not hire released prisoners?
3. In what types of firms do employers hire released prisoners?
4. In what types of firms do employers not hire released prisoners?
5. For which types of crimes imprisoned are employers inclined to hire released prisoners?
6. For which types of crimes imprisoned are employers not inclined to hire released prisoners?
7. For what types of jobs are employers inclined to hire released prisoners?
8. For what types of jobs are employers not inclined to hire released prisoners?

PROCEDURES

Procedures for the Project are as follows:

1. An advisory council will be formed. It is anticipated that the Advisory Council will meet two or three times (tentatively in August 1989 and in May 1990, or in August and October 1989 and May 1990).
2. The project data will be obtained from a mail survey of 400 employers in 15 designated East Texas SMSAs. The names of the employers will be obtained from the Texas Employment Commission (TEC). The TEC will draw a random sample from

- their records of employers for the designated East Texas SMSAs.
3. A thorough review of the literature will be conducted. The literature review will be conducted at the Texas A&M Evans Library, which will facilitate the use of automated retrieval and inter-library services.
 4. A survey instrument will be developed. It will be a questionnaire containing both specific choice and open-ended answers. The questions will be designed to measure intensity through the use of Likert-type scaling.
 5. A telephone call will be made to the personnel manager of each employer (firm) to determine who will be the appropriate participant for the employer (firm).
 6. The survey instrument will be mailed, together with an informative cover letter, to each participant.
 7. Follow-up letters will be mailed to all participants who have not responded within a specified period of time.
 8. The collected data will be classified and analyzed.
 9. The data analyses will be reviewed with the Advisory Council.
 10. A preliminary report will be submitted to the Coordinating Board.
 11. A final report will be submitted to the Coordinating Board.

PERFORMANCES AND TIMELINES

Performances and timelines are as follows:

1. The Advisory Council will be selected by August 11, 1989.
2. The Texas Employment Commission (TEC) will be requested to provide the names of employers to be surveyed by August 25, 1989.
3. The review of the literature will be conducted between August 14 and October 6, 1989.
4. The survey instrument will be developed by October 20, 1989.
5. The telephone calls to personnel managers of the firms will be made between September 5 and October 20, 1989.
6. The mail survey will be conducted between October 27, 1989 and March 14, 1990.
7. The collected data will be classified and analyzed between March 14 and May 1, 1990.
8. The data analyses will be reviewed with the Advisory Council by May 8, 1990.
9. The preliminary report will be submitted to the Coordinating Board by May 15, 1990.
10. The final report will be submitted to the Coordinating Board by June 15, 1990.

APPENDIX C
CORRESPONDENCE ON THE SECOND MEETING

This appendix was referenced on page 27.

TEXAS A&M UNIVERSITY

DEPARTMENT OF INDUSTRIAL, VOCATIONAL AND TECHNICAL EDUCATION
COLLEGE OF EDUCATION
COLLEGE STATION, TEXAS 77843-3256

April 30, 1990

Telephone 409-845-3016
Room 620, Harrington
Education Center

[Name and address]

RE: A Carl D. Perkins' Project for 1990

Dear [Name]:

By way of this letter I am letting you know that we now expect to complete the above-referenced project as scheduled. Accordingly, the next meeting of the Advisory Council will be held on June 1, 1990 at Rudder Tower, Room 402, Texas A&M University. The meeting will begin at 9:00 a.m. and end at approximately 12:00 noon.

On May 18, I shall send you a meeting agenda and a draft copy of the report to that date. Should you have any further questions about the project or the scheduled meeting, please let me know accordingly.

Sincerely,

G. D. Gutcher
Project Director

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APPENDIX D
STUDY SAMPLE SMSA'S

This appendix was referenced on page 28.

SMSAs

1. Austin
2. Beaumont - Port Arthur, Orange
3. Brazoria
4. Brownsville - Harlingen, San Benito
5. Bryan - College Station
6. Corpus Christi
7. Dallas
8. Fort Worth
9. Galveston - Texas City
10. Houston
11. Longview
12. San Antonio
13. Temple - Belton - Killeen
14. Texarkana
15. Tyler
16. Sherman - Denison
17. Waco

APPENDIX E
TEXAS EMPLOYMENT COMMISSION'S TRANSMITTAL LETTER
AND SYSTEMS ANALYST'S STATEMENT

This appendix was referenced on page 28.



TEXAS EMPLOYMENT COMMISSION
Austin, Texas 78778

September 7, 1989

Lonnie F. Hulsey, Project Coordinator
Texas A & M University, College of Education
Harrington, Room 620
College Station, Texas 77843-3256

Dear Mr. Hulsey:

Enclosed is the random survey of Texas employers in the East Texas area which you recently requested from this agency. Also attached is a brief description of the methodology used to prepare this random sample. This description was prepared by the programmer who produced this list. The "BL290M1" file referred to in this description is the Quarterly Wage and Employment file maintained by this agency, used for economic research and analysis. If you need any additional information, please feel free to contact me.

This project required 8 hours of programming time. The total fee for this project is \$224.08. Please make arrangements to remit this amount to this office at your earliest convenience. If you are able to pay by InterAgency Transfer Voucher, please contact Ms. Sandy Gerhart of this office at (512) 462-2423, to discuss preparation of same.

Sincerely,

A handwritten signature in cursive script, appearing to read "Phoebe Knauer".

Phoebe Knauer
Attorney, TMS Department
Texas Employment Commission
TEC Building, Rm 274
Austin, Texas 78778

```
EDIT ---- L.PJS.JCL(RS328DOC) - 01.00 ----- COLUMNS 001 072
COMMAND ==> SCROLL ==> CSR
***** TOP OF DATA *****
000001 SYSTEMS ANALYST' s STATEMENT
000002
000003 The RS328 Survey was conducted in the following manner:
000004 The BL290M1 file was culled of all but private ownership
000005 records within the counties of interest (SMSA's: AU, BE,
000006 BV, BY, CC, DA, FW, GA, HO, SA, KI, TA, TY, SH, WA, BZ, LO). The resulting
000007 file was input to a Cobol program which selected every 800th
000008 record as long as it had all valid data (if not, next record
000009 was selected). The EMF was read directly for the telephone
000010 number information for selected records only and the selected
000011 employer was then printed to the report. This method of
000012 selection should assure that employers within the desired
000013 counties are represented in direct proportion to their
000014 categorical frequencies. Paul J. Somma, Sept. 5th, 1989.
***** BOTTOM OF DATA *****
```

APPENDIX F
EMPLOYER DATA TELEPHONE FORM, TRANSMITTAL LETTER,
AND EMPLOYER DATA INQUIRY FORM

This appendix was referenced on page 28.

CARL D. PERKINS' PROJECT FOR 1990
EMPLOYER DATA TELEPHONE FORM

Name of Firm: _____ Date of Call: _____

Telephone: _____

1. My name is _____.
2. I am a research coordinator/assistant at Texas A&M University.
3. Texas A&M University is presently conducting a study for the Texas Higher Education Coordinating Board.
4. I am calling to tell you that your firm is one of 400 firms that was selected to participate in the survey. The name of your firm was provided to us by the Texas Employment Commission (TEC).
5. The survey deals with the attitudes of employers with respect to hiring released prisoners.
6. You will be receiving a survey form in the mail sometime after October 28, which requires only a few minutes to complete.
7. Now, I would like for you to please tell me the name of the person to whom the survey material should be addressed (the name of the person who can best respond for your firm).
8. I thank you for your help.

Name and Position: _____

Mailing address: Same as listed by TEC - _____

TEXAS A&M UNIVERSITY

DEPARTMENT OF INDUSTRIAL, VOCATIONAL AND TECHNICAL EDUCATION
COLLEGE OF EDUCATION
COLLEGE STATION, TEXAS 77843-3256

October 24, 1989

Telephone 409-845-3016
Room 620, Harrington
Education Center

[Name and address]

Dear [Name]:

For the past several days, our research persons have attempted to contact you by telephone to (1) notify you that your firm has been selected to participate in a study that is being conducted by Texas A&M University for the Texas Higher Education Coordinating Board, and (2) obtain from you the name of the person who can best respond for your firm in this study. The name of your firm was provided to us by the Texas Employment Commission.

The study is entitled "Attitudes of Employers with Respect to Hiring Released Prisoners." Its purpose is to determine (a) why employers do or do not hire released prisoners, and (b) in what types of firms and for what types of jobs employers do or do not hire released prisoners. The survey material will be mailed to the participants within the next two weeks.

To obtain the appropriate mailing information for your firm, we are now sending you the enclosed Business Correspondence Inquiry Form and requesting that you complete and return it to us at your earliest convenience, preferably the same day you receive it. We are also enclosing a self-addressed, postage-paid envelope in which you can conveniently return the completed form.

We thank you, in advance, for your participation in this study.

Sincerely,

Lonnie F. Hulsey
Project Coordinator

G. D. Gutcher
Project Director

enc

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BUSINESS CORRESPONDENCE INQUIRY FORM

 Please complete the appropriate portions of this form and return it to Texas A&M University in the accompanying self-addressed, postage-paid envelope. The information you provide will be used by Texas A&M University to mail survey material to your firm for a study entitled "Attitudes of Employers with Respect to Hiring Released Prisoners." **This information will not be used for any other purpose, and it will be kept strictly confidential.**

Name of Firm: _____

Address of Firm: _____

Address Change:

| | | |
|--------|--------|-------|
| Number | Street | Suite |
|--------|--------|-------|

| |
|-----------------|
| P.O. Box Number |
|-----------------|

| | | |
|------|-------|----------|
| City | State | ZIP Code |
|------|-------|----------|

Telephone Number: _____

Name of Person to
Receive Survey
Material

Title of Person to
Receive Survey
Material:

APPENDIX G
CORRESPONDENCE ON PILOT SURVEY

This appendix was referenced on page 29.

TEXAS A&M UNIVERSITY
DEPARTMENT OF INDUSTRIAL, VOCATIONAL AND TECHNICAL EDUCATION
COLLEGE OF EDUCATION
COLLEGE STATION, TEXAS 77843-3256

September 22, 1989

Telephone 409-845-3016
Room 620, Harrington
Education Center

[Name and address]

RE: A Carl D. Perkins' Project for 1990

Dear [Name]:

Your firm has been selected to participate in the pilot study for the above-referenced project, which is being conducted by Texas A&M University for the Texas Higher Education Coordinating Board. A listing of employers from which participants were selected was obtained from the Texas Employment Commission.

The project is entitled, "Attitudes of Employers with Respect to Hiring Released Prisoners." Its purpose is to determine (a) why employers do or do not hire released prisoners, and (b) in what types of firms and for what types of jobs employers do or do not hire released prisoners.

We are now sending you the enclosed survey form and respectfully requesting that you complete and return it to us at your earliest convenience, preferably within five days after you receive it. We are also enclosing a self-addressed, stamped envelope in which you can conveniently return the completed form. All of this should take but a few minutes of your time.

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Although your survey form has been coded for follow-up purposes, should such be necessary, we assure you that all identification will be kept strictly confidential. Also, you are not required to provide us with your name or the name of the firm (employer) which you represent.

We thank you, in advance, for your participation in this study.

Sincerely,

Lonnie F. Hulsey
Project Coordinator

G. D. Gutcher
Project Director

enc

TEXAS A&M UNIVERSITY

DEPARTMENT OF INDUSTRIAL, VOCATIONAL AND TECHNICAL EDUCATION
COLLEGE OF EDUCATION
COLLEGE STATION, TEXAS 77843-3256

October 18, 1989

Telephone 409-545-3016
Room 620, Harrington
Education Center

[Name and address]

RE: A Carl D. Perkins' Project for 1990

Dear [Name]:

On September 22, 1989, we sent you a survey packet for the above-referenced project. Recognizing that you may have not received the survey packet, we are sending another with the plea that you complete the form as soon as possible and return it to us. The information resulting from this survey will be of vital importance to the law enforcement and business communities as well as to the many educational entities in this state.

We are presently in the final stages of refining the survey form. To make certain that the questions we ask can be answered by all of those to whom the form will be sent, we have asked a small number of people to help us field test the survey form. You are one of those in this small number, and your help is very important to the success of the project. It will be very difficult for us to proceed without your input.

Once again, we ask that you complete and return to us the enclosed survey form, and we want you to know that your participation will be greatly appreciated.

Sincerely,

Lonnie F. Hulsey
Project Coordinator

G. D. Gutcher
Project Director

enc

APPENDIX H
SURVEY INSTRUMENT

This appendix was referenced on page 30.

EMPLOYER SURVEYPART I - GENERAL INFORMATION

For the following items, please place an X by the appropriate response.

A. Type of business firm:

- | | |
|------------------------------------------|---------------------------------------------------------------------------------|
| <input type="checkbox"/> Agriculture | <input type="checkbox"/> Transportation, communications and public utilities |
| <input type="checkbox"/> Manufacturing | <input type="checkbox"/> Finance, insurance, and real estate |
| <input type="checkbox"/> Mining | <input type="checkbox"/> Services |
| <input type="checkbox"/> Construction | |
| <input type="checkbox"/> Wholesale trade | |
| <input type="checkbox"/> Retail trade | |

B. Age of business firm:

- | | |
|--------------------------------------------|-------------------------------------------|
| <input type="checkbox"/> Less than 5 years | <input type="checkbox"/> 10 to 20 years |
| <input type="checkbox"/> 5 to 10 years | <input type="checkbox"/> 20 years or more |

C. Number of employees:

- | | |
|----------------------------------|--------------------------------------|
| <input type="checkbox"/> 1 - 19 | <input type="checkbox"/> 100 - 499 |
| <input type="checkbox"/> 20 - 99 | <input type="checkbox"/> 500 or more |

D. Union Policy

- | | |
|-----------------------------------|-----------------------------------------------------|
| <input type="checkbox"/> Union | <input type="checkbox"/> Mixed (Union and Nonunion) |
| <input type="checkbox"/> Nonunion | |

E. Type of policy on hiring released prisoners:

- | | |
|-----------------------------------|------------------------------------------------------|
| <input type="checkbox"/> Formal | <input type="checkbox"/> Mixed (formal and informal) |
| <input type="checkbox"/> Informal | <input type="checkbox"/> None |

PART II - ATTITUDE INFORMATION

For each of the items listed in Sections A through F, please circle the numeral that best describes your attitude. Also, if you desire, include a comment in the space provided.

PLEASE NOTE THAT YOUR RESPONSES SHOULD REFLECT THE ATTITUDES OF YOUR FIRM (EMPLOYER).

SCALE

- 1 = most strongly disagree
- 2 = strongly disagree
- 3 = disagree
- 4 = agree
- 5 = strongly agree
- 6 = most strongly agree

A. Many employers hire released prisoners.

1. I am inclined to hire released prisoners.

1 2 3 4 5 6

Comment: _____

2. I am inclined to hire released prisoners who have been imprisoned more than one time.

1 2 3 4 5 6

Comment: _____

B. Employers hire released prisoners for various reasons.

3. I am inclined to hire released prisoners because of a moral obligation.

1 2 3 4 5 6

Comment: _____

4. I am inclined to hire released prisoners because of a legal obligation.

1 2 3 4 5 6

Comment: _____

5. I am inclined to hire released prisoners because of a societal obligation.

1 2 3 4 5 6

Comment: _____

6. I am inclined to hire released prisoners because of government incentive programs (for example, targeted job tax credits and salary reimbursements).

1 2 3 4 5 6

Comment: _____

7. I am inclined to hire released prisoners because of third party credentialling (for example, parole officers vouching for released prisoners and government agencies providing fidelity bonding for them).

1 2 3 4 5 6

Comment: _____

8. I am inclined to hire released prisoners because of their skills training and work records in prison.

1 2 3 4 5 6

Comment: _____

9. I am inclined to hire released prisoners because they have a readiness to work.

1 2 3 4 5 6

Comment: _____

10. I am inclined to hire released prisoners because they are reliable and competent workers.

1 2 3 4 5 6

Comment: _____

11. I am inclined to hire released prisoners because their work is quantitatively and qualitatively superior to that of my other workers.

1 2 3 4 5 6

Comment: _____

12. I am inclined to hire released prisoners because of their ability to get along with their co-workers, superiors, and customers.

1 2 3 4 5 6

Comment: _____

13. I am inclined to hire released prisoners when there is a shortage of workers with the specific job requirements.

1 2 3 4 5 6

Comment: _____

C. Employers hire released prisoners who have been imprisoned for different classifications and categories of crimes.

14. I am inclined to hire released prisoners whose crimes do not relate to the jobs to be filled.

1 2 3 4 5 6

Comment: _____

15. I am inclined to hire released prisoners who were imprisoned for embezzlement.

1 2 3 4 5 6

Comment: _____

16. I am inclined to hire released prisoners who were imprisoned for forgery.

1 2 3 4 5 6

Comment: _____

17. I am inclined to hire released prisoners who were imprisoned for theft by computer.

1 2 3 4 5 6

Comment: _____

18. I am inclined to hire released prisoners who were imprisoned for drug abuse, including driving while intoxicated.

1 2 3 4 5 6

Comment: _____

19. I am inclined to hire released prisoners who were imprisoned for larceny.

1 2 3 4 5 6

Comment: _____

20. I am inclined to hire released prisoners who were imprisoned for burglary.

1 2 3 4 5 6

Comment: _____

21. I am inclined to hire released prisoners who were imprisoned for robbery.

1 2 3 4 5 6

Comment: _____

22. I am inclined to hire released prisoners who were imprisoned for arson.

1 2 3 4 5 6

Comment: _____

23. I am inclined to hire released prisoners who were imprisoned for assault and battery.

1 2 3 4 5 6

Comment: _____

24. I am inclined to hire released prisoners who were imprisoned for sexual assault.

1 2 3 4 5 6

Comment: _____

25. I am inclined to hire released prisoners who were imprisoned for crimes against children.

1 2 3 4 5 6

Comment: _____

26. I am inclined to hire released prisoners who were imprisoned for manslaughter.

1 2 3 4 5 6

Comment: _____

27. I am inclined to hire released prisoners who were imprisoned for murder.

1 2 3 4 5 6

Comment: _____

D. Employers hire released prisoners for various types of jobs.

28. I am inclined to hire released prisoners for upwardly-mobile jobs.

1 2 3 4 5 6

Comment: _____

29. I am inclined to hire released prisoners primarily for limited advancement potential jobs.

1 2 3 4 5 6

Comment: _____

30. I am inclined to hire released prisoners for short-term temporary jobs.

1 2 3 4 5 6

Comment: _____

31. I am inclined to hire released prisoners for professional jobs (degreed or offsetting experience required).

1 2 3 4 5 6

Comment: _____

32. I am inclined to hire released prisoners for technical jobs.

1 2 3 4 5 6

Comment: _____

33. I am inclined to hire released prisoners for clerical jobs.

1 2 3 4 5 6

Comment: _____

34. I am inclined to hire released prisoners for skilled labor jobs.

1 2 3 4 5 6

Comment: _____

35. I am inclined to hire released prisoners for semi-skilled labor jobs.

1 2 3 4 5 6

Comment: _____

36. I am inclined to hire released prisoners for unskilled labor jobs.

1 2 3 4 5 6

Comment: _____

E. Employers do not hire released prisoners for various reasons.

37. I am not inclined to hire released prisoners because of a moral objection to associating with released prisoners.

1 2 3 4 5 6

Comment: _____

38. I am not inclined to hire released prisoners because of a moral objection to rewarding released prisoners with employment.

1 2 3 4 5 6

Comment: _____

39. I am not inclined to hire released prisoners because of the availability of other persons in the work force.

1 2 3 4 5 6

Comment: _____

40. I am not inclined to hire released prisoners because of their lack of interest in or poor reasons for obtaining work.

1 2 3 4 5 6

Comment: _____

41. I am not inclined to hire released prisoners because they are marginal workers.

1 2 3 4 5 6

Comment: _____

42. I am not inclined to hire released prisoners because of their lack of maturity.

1 2 3 4 5 6

Comment: _____

43. I am not inclined to hire released prisoners because of their lack of job related skills.

1 2 3 4 5 6

Comment: _____

44. I am not inclined to hire released prisoners because of their lack of honesty and trustworthiness.

1 2 3 4 5 6

Comment: _____

45. I am not inclined to hire released prisoners because their employment would damage employee morale.

1 2 3 4 5 6

Comment: _____

46. I am not inclined to hire released prisoners because their employment would damage the image of the firm.

1 2 3 4 5 6

Comment: _____

47. I am not inclined to hire released prisoners because their employment would adversely affect the community.

1 2 3 4 5 6

Comment: _____

48. I am not inclined to hire released prisoners because they are likely to commit employment-related crimes.

1 2 3 4 5 6

Comment: _____

F. Employers hire released prisoners for reasons other than those listed in sections A through E.

49. I am inclined to hire released prisoners for reasons other than those listed in sections A through E.

1 2 3 4 5 6

Comment: _____

END OF SURVEY

APPENDIX I
CORRESPONDENCE ON MAIL SURVEY

This appendix was referenced on page 31.

TEXAS A&M UNIVERSITY

DEPARTMENT OF INDUSTRIAL, VOCATIONAL AND TECHNICAL EDUCATION
COLLEGE OF EDUCATION
COLLEGE STATION, TEXAS 77843-3256

November 21, 1989

Telephone 409-845-3016
Room 620, Harrington
Education Center

[Name and address]

RE: A Carl D. Perkins' Project for 1990

Dear [Name]:

Recently, one of our research persons contacted you or another member of your firm by telephone to discuss your participation in the above-referenced project. As our research person stated in the telephone conversation, your firm has been selected as one of 400 firms in Texas to participate in a study that is being conducted by Texas A&M University for the Texas Higher Education Coordinating Board, and the name of your firm was provided to us by the Texas Employment Commission.

The study is entitled, "Attitudes of Employers with Respect to Hiring Released Prisoners." Its purpose is to determine (a) why employers are inclined or are not inclined to hire released prisoners, and (b) in what types of firms and for what types of jobs employers are inclined or are not inclined to hire released prisoners.

We are now sending you the enclosed survey form and respectfully requesting that you complete and return it to us at your earliest convenience, preferably within five days after you receive it. We are also enclosing a self-addressed, postage-paid envelope in which you can conveniently return the completed form. All of this should take but a few minutes of your time.

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Although your survey form has been coded for follow-up purposes, should such be necessary, we assure you that all identification will be kept strictly confidential. Also, you are not required to provide us with your name or the name of the firm (employer) which you represent.

We thank you, in advance, for your participation in this study.

Sincerely,

Lonnie F. Hulse
Project Coordinator

G. D. Gatcher
Project Director

enc

APPENDIX J
CORRESPONDENCE ON SURVEY FOLLOW-UP

This appendix was referenced on page 31.

TEXAS A&M UNIVERSITY

DEPARTMENT OF INDUSTRIAL, VOCATIONAL AND TECHNICAL EDUCATION
COLLEGE OF EDUCATION
COLLEGE STATION, TEXAS 77843-3256

December 11, 1989

Telephone 409-845-3016
Room 620, Harrington
Education Center

[Name and address]

RE: A Carl D. Perkins' Project for 1990

Dear [Name]:

On November 10, 1989, we sent you a survey packet for the above-referenced project. Recognizing that you may have not received it, we are sending you another packet and asking that you complete the survey form as soon as possible and return it to us. The information resulting from this survey will be of vital importance to the law enforcement and business communities as well as to the many educational entities in this state.

We would like for you to know that, although we could proceed with the information we have received from other participants in the survey, we feel that the information you can provide us is very important, and that it should be included in the results of the survey. Therefore, we again ask that you complete and return to us the enclosed survey form; and we want you to know that your participation will be greatly appreciated.

Sincerely,

Lonnie F. Hulsey
Project Coordinator

G. D. Gutcher
Project Director

enc

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APPENDIX K
TELEPHONE FOLLOW-UP FORM

This appendix was referenced on page 31.

**TELEPHONE FOLLOW-UP FORM
FOR THE SURVEY ENTITLED
ATTITUDES OF EMPLOYERS WITH RESPECT TO HIRING
RELEASED PRISONERS**

NAME OF FIRM _____

DESIGNATED PERSON _____

TELEPHONE NUMBER _____

DATE OF CALL _____ INITIALS OF CALLER _____

1. In October, one of our research persons telephoned your firm to obtain the name of the appropriate person in the firm to participate in this study. Your name was given as that person.
2. On November 10, we mailed you a survey packet for the study.
3. Since we had not received a response from you, on December 11 we sent you a follow-up letter and another survey form.
4. Now, we are making this telephone follow-up (inquiry) to determine whether or not you plan to respond to the survey.
5. Do you plan to respond?
 - a. Yes _____
 - (1) Do you need any additional survey material (i.e., survey form or mailing envelope) ?

Yes _____

Type _____
 - (2) We appreciate your participation in this study and look forward to receiving your completed survey form. Thank you.
 - b. No _____
 - (1) Comment _____
 - (2) We thank you for your allowing us to communicate with you on this matter.

APPENDIX L
RESPONDENTS' COMMENTS

This appendix was referenced on page 34.

RESPONDENTS' COMMENTS

The most frequent comments (i.e., comments appearing three or more times), the most unusual comments (verbatim transcriptions), and the other important comments provided by the respondents are listed below. The (f) denotes a frequent comment, the (u) denotes an unusual comment, and the (o) denotes an other important comment.

1. I am inclined to hire released prisoners.
 - Depends on individual. (f)
 - Only on the basis of going through an Alcoholics Anonymous or Narcotics Anonymous program with continuous sobriety. (u)
 - It depends on the person's crime and rehabilitation. (o)
 - Confidential nature of business precludes hiring released prisoners. (o)
2. I am inclined to hire released prisoners who have been imprisoned more than one time.
 - Depends on offense. (f)
 - Can't stand the turnover the next time would cause. (u)
4. I am inclined to hire released prisoners because of a legal obligation.
 - The government does not need any more power to dictate my own hiring policies! (o)
6. I am inclined to hire released prisoners because of government incentive programs (for example, targeted job tax credits and salary reimbursements).
 - Don't know of any programs. (o)
7. I am inclined to hire released prisoners because of third party credentialing (for example, parole officers vouching for released prisoners and government agencies providing fidelity bonding for them).
 - Recommendations may be helpful. (o)
 - Maybe, if government provides fidelity bonding. (o)
 - Not aware of any programs. (o)
8. I am inclined to hire released prisoners because of their skills training and work records in prison.
 - Depends mainly on experience. (o)
9. I am inclined to hire released prisoners because they have a readiness to work.
 - Cannot determine. (f)
 - I work with prisoners and have not found any readiness to work. (u)
10. I am inclined to hire released prisoners because they are reliable and competent workers.
 - Cannot determine. (f)
 - Stereotyping. (u)
 - How could one know--an inane question. (u)

11. I am inclined to hire released prisoners because their work is quantitatively and qualitatively superior to that of my other workers.
 - Cannot determine. (f)
 - I would suspect the work to be done very poorly. (u)
 - Had staff person who was on probation; however, caught him stealing and fired him. (u)
12. I am inclined to hire released prisoners because of their ability to get along with their co-workers, superiors, and customers.
 - Cannot determine. (f)
 - Depends on the individual. (f)
13. I am inclined to hire released prisoners when there is a shortage of workers with the specific job requirements.
 - That would not be a factor. (o)
 - I would hire workers based more on their qualifications, not just because of a prison record. (o)
 - If there is a released prisoner who had job specifications that others did not have, and if he/she interviewed very well, and had third party support, I would probably hire him/her. (o)
14. I am inclined to hire released prisoners whose crimes do not relate to the jobs to be filled.
 - Depends on the individual. (f)
 - In the retail industry almost every crime can relate to the job in some way. (u)
15. I am inclined to hire released prisoners who were imprisoned for embezzlement.
 - Case by case basis. (o)
 - If not in a position of handling money, checks, etc. (o)
 - A good deal of money is handled in this office, and I have had employee theft before. (o)
16. I am inclined to hire released prisoners who were imprisoned for forgery.
 - Not as easy to regulate. (u)
17. I am inclined to hire released prisoners who were imprisoned for theft by computer.
 - They would be a real benefit because they knew so much about computers. (u)
18. I am inclined to hire released prisoners who were imprisoned for drug abuse, including driving while intoxicated.
 - Recovery rate is negligible. (u)
 - Have hired DWI's--not drug offenders. (o)
23. I am inclined to hire released prisoners who were imprisoned for assault and battery.
 - The reason for the assault, I would look at. (o)
25. I am inclined to hire released prisoners who were imprisoned for crimes against children.
 - Should be executed. (u)
 - I would be happy to fund lethal injections for these people. (u)

29. I am inclined to hire released prisoners primarily for limited advancement potential jobs.
- Depends on situation. (f)
31. I am inclined to hire released prisoners for professional jobs (degreed or offsetting experience required).
- Depends on situation. (f)
32. I am inclined to hire released prisoners for technical jobs.
- Depends on situation. (f)
 - Would consider white collar criminals.(o)
33. I am inclined to hire released prisoners for clerical jobs.
- Depends on situation. (f)
35. I am inclined to hire released prisoners for semi-skilled labor jobs.
- Depends on situation. (f)
36. I am inclined to hire released prisoners for unskilled labor jobs.
- Depends on situation. (f)
37. I am inclined to hire released prisoners because of a moral objection to associating with released prisoners.
- Depends on situation. (f)
 - Because day care centers are not allowed to hire released prisoners. (f)
39. I am not inclined to hire released prisoners because of the availability of other persons in the work force.
- If qualified would still consider hiring. (o)
40. I am not inclined to hire released prisoners because of their lack of interest in or poor reasons for obtaining work.
- Depends on situations. (f)
 - Cannot determine. (f)
 - Some may be highly motivated. (u)
41. I am not inclined to hire released prisoners because they are marginal workers.
- Cannot determine. (f)
 - Stereotyping. (u)
42. I am not inclined to hire released prisoners because of their lack of maturity.
- Depends on the individual. (f)
43. I am not inclined to hire released prisoners because of their lack of job related skills.
- Cannot determine. (f)
 - Other people don't have experience either! (u)
44. I am not inclined to hire released prisoners because of their lack of honesty and trustworthiness.
- I believe in rehabilitation; it can succeed. (o)
 - If that is an issue in the position available. (o)
 - Stereotyping. (u)
45. I am not inclined to hire released prisoners because their employment would damage employee morale.
- Cannot determine. (f)
 - Stupid thinking. (u)

- Depends upon current attitude of employees. (o)
 - Should not become an issue. (o)
46. I am not inclined to hire released prisoners because their employment would damage the image of the firm.
- Depends upon the circumstances. (f)
 - Status confidential. (u)
 - There is more risk. (o)
47. I am not inclined to hire released prisoners because their employment would adversely affect the community.
- I would not pay attention to attitude of community. (u)
 - Released prisoners without jobs are a potential threat to the community. (o)
48. I am not inclined to hire released prisoners because they are likely to commit employment related crimes.
- My situation is that of homeowner and employer of domestic workers only. I will not employ released prisoners to work in my home. (u)
 - Reasons for imprisonment would be critical. (o)
49. I am inclined to hire released prisoners for reasons other than those listed in sections A through E.
- No other reason. (f)
 - Depends on person, situation, and job. (f)
 - Reasons for hire are based on qualifications for the job in question and not on race, sex, age, religion or national origin. (u)
 - Released prisoners have made my co. some of the best workers we have every had. (u)
 - This survey doesn't really pertain to us because we only hire them to do physical moving for less than one hour for each situation. (u)
 - I have hired a few released prisoners; however, most of them are only looking for temporary work. (u)
 - Our opinion on this survey may be biased because of our lack of knowledge concerning released prisoners. It might be helpful if you would include the percentage of those released that return to prison. (u)
 - Second chance behavior. (u)
 - Most prisoners have serious drug problems. (u)
 - It would seem to me that one is just buying a peck of trouble. (u)
 - If the prisoner has been changed through salvation with Jesus Christ and is qualified for the job. (u)
 - This survey is a waste of your money and my time. Do you know anything about statistics? (u)
 - I have a store that, without any trouble at all, you could walk out with several thousands of dollars. I would never hire a child or spouse abuser because the next person to be in jail would be me. (u)

- Everyone deserves a second chance--except murders, rapist, child molesters and child abusers. (u)
- My own inability to walk on water leads me to hire or not based only on an applicant's work record, personal grooming, desire to work, etc. (u)
- This whole paper would be contingent upon the person dealing with some sort of twelve step program to deal with family definition, co- dependency, or A. A, or N. A. programs. (u)
- I think it's important to help mainstream people, and past mistakes should not necessarily mean that someone will repeat them in the future. (u)
- The type of business I have would not accommodate the hiring of released prisoners. (o)
- Given the confidential and fiduciary aspects of our own work. . . hiring released prisoners is not feasible. (o)
- This is a very inappropriate survey for me. I have never been subjected to this and have no experience except in my feelings. (o)
- My drivers are on their own and must have good driving records. (o)
- If a person cannot be bonded, I cannot hire them. (o)
- I know . . . that they are capable of doing the work, but all (except one!) blamed the "system" for their circumstances rather than taking responsibility for their own lives and thus affecting a change! (o)
- I might take a chance with employing a released prisoner, but I would not be too anxious to do so, because I would consider other employees. (o)
- What it amounts to is an assessment of the individual--a "gut" reaction. (o)
- Each person is different so a lot of your questions cannot be given a yes or a no answer. (o)
- This is a small business and much depends on the availability of other workers and on the job applicant. (o)
- If not in the medical field, we would hire for technical, vocational, and clerical areas. (o)
- The situation has never come up before because we so very seldom have employees, period. Therefore, this was a difficult survey. (o)
- Hiring released prisoners would give the prisoner access to confidential information that could jeopardize our client's assets. (o)
- No. I am not inclined to hire released prisoners at all. (o)

APPENDIX M
FREQUENCY DATA

This appendix was referenced on page 45.

FREQUENCY DATA

| <u>Attitude Response Item</u> | <u>Most Strongly Disagree</u> | <u>Strongly Disagree</u> | <u>Disagree</u> | <u>Agree</u> | <u>Strongly Agree</u> | <u>Most Strongly Agree</u> |
|-----------------------------------|-----------------------------------|------------------------------|-----------------|--------------|---------------------------|--------------------------------|
| 1 | 45 | 19 | 96 | 62 | 4 | 3 |
| 2 | 102 | 51 | 56 | 13 | 0 | 2 |
| 3 | 66 | 28 | 71 | 49 | 4 | 3 |
| 4 | 85 | 28 | 81 | 21 | 1 | 3 |
| 5 | 63 | 24 | 73 | 50 | 6 | 2 |
| 6 | 78 | 24 | 74 | 34 | 4 | 3 |
| 7 | 44 | 24 | 67 | 70 | 9 | 5 |
| 8 | 39 | 16 | 62 | 83 | 14 | 4 |
| 9 | 45 | 18 | 60 | 77 | 10 | 4 |
| 10 | 52 | 18 | 93 | 39 | 6 | 1 |
| 11 | 69 | 25 | 82 | 21 | 7 | 1 |
| 12 | 53 | 27 | 88 | 30 | 7 | 3 |
| 13 | 48 | 12 | 74 | 74 | 9 | 2 |
| 14 | 33 | 19 | 58 | 88 | 15 | 6 |
| 15 | 93 | 35 | 71 | 17 | 2 | 0 |
| 16 | 91 | 33 | 65 | 29 | 0 | 0 |
| 17 | 88 | 29 | 73 | 27 | 1 | 0 |
| 18 | 75 | 40 | 50 | 48 | 5 | 1 |
| 19 | 90 | 30 | 80 | 17 | 1 | 0 |
| 20 | 99 | 39 | 66 | 13 | 1 | 0 |
| 21 | 105 | 35 | 62 | 16 | 0 | 0 |
| 22 | 102 | 36 | 57 | 23 | 0 | 0 |
| 23 | 90 | 36 | 67 | 22 | 1 | 0 |
| 24 | 131 | 32 | 47 | 7 | 2 | 0 |
| 25 | 159 | 25 | 31 | 2 | 0 | 1 |
| 26 | 104 | 35 | 52 | 23 | 0 | 2 |
| 27 | 140 | 30 | 36 | 8 | 1 | 1 |
| 28 | 49 | 20 | 84 | 54 | 4 | 1 |
| 29 | 39 | 22 | 91 | 62 | 2 | 0 |
| 30 | 37 | 14 | 78 | 75 | 10 | 2 |
| 31 | 46 | 12 | 68 | 80 | 7 | 1 |
| 32 | 39 | 11 | 52 | 99 | 9 | 3 |
| 33 | 41 | 14 | 59 | 92 | 7 | 3 |
| 34 | 35 | 11 | 47 | 102 | 13 | 6 |
| 35 | 33 | 11 | 48 | 103 | 12 | 6 |
| 36 | 34 | 10 | 57 | 91 | 15 | 8 |
| 37 | 29 | 25 | 91 | 41 | 13 | 19 |
| 38 | 32 | 22 | 96 | 40 | 12 | 15 |
| 39 | 12 | 6 | 60 | 85 | 23 | 29 |
| 40 | 20 | 12 | 73 | 78 | 17 | 12 |
| 41 | 18 | 15 | 83 | 62 | 14 | 10 |
| 42 | 17 | 13 | 97 | 59 | 6 | 13 |
| 43 | 18 | 13 | 76 | 79 | 11 | 13 |
| 44 | 14 | 8 | 61 | 67 | 20 | 42 |
| 45 | 14 | 12 | 93 | 57 | 12 | 23 |
| 46 | 16 | 15 | 92 | 47 | 12 | 31 |
| 47 | 23 | 21 | 126 | 28 | 6 | 11 |
| 48 | 17 | 12 | 69 | 70 | 18 | 30 |
| 49 | 37 | 5 | 55 | 39 | 4 | 2 |

VITA

Name: Lonnie Freeman Hulsey

Permanent Address: 1411 Clement Court
College Station, Texas 77842

Education: Bachelor of Science - 1972
Mankato State University
Major: Social Studies (Economics)

Bachelor of Science (Teaching) - 1980
Mankato State University
Major: Business Education: Distributive
Education

Master of Business Administration - 1973
Mankato State University
Major: Management