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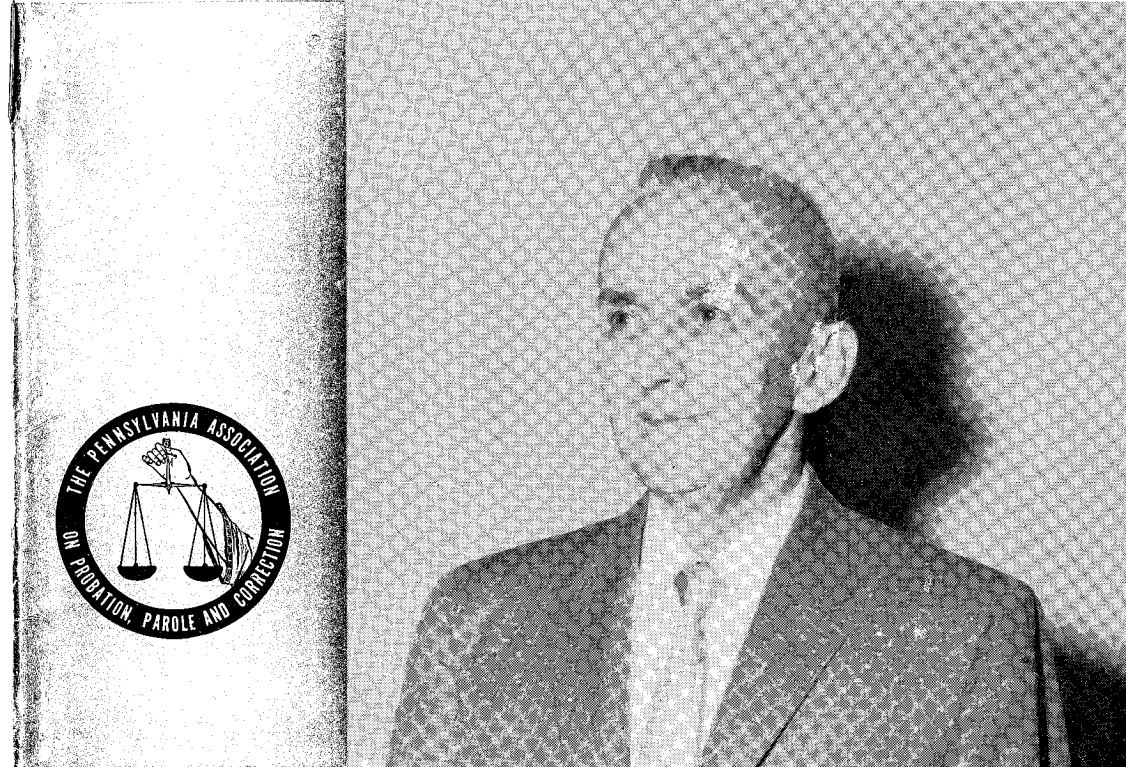
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VOL. XVI, No. 3



LAWRENCE R. CAMPBELL
President

*The
Pennsylvania Association
on
Probation, Parole and Correction*

The Pennsylvania Association on Probation, Parole and Correction

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the quarterly

VOL. XVI, No. 3

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PRESIDENT'S LETTER

Dear Members:

Many recent events have caused me to scrutinize our efforts to improve our professional service and to attempt an assessment of some of our methods in working towards a fuller achievement of this goal. I find the direction we are taking most heartening, indeed. It has been well said that training gives greater validity to experience; and to our long and varied experience we are now adding the benefit of purposeful training.

May I mention some of the training programs which have come to my notice in the past few months. It is hoped it may be considered pardonable pride if I point to the two recent regional conferences sponsored by our progressive organization, The Pennsylvania Association on Probation, Parole and Correction (Pittsburgh, October 1st and 2nd, 1959—Allentown, November 5th and 6th, 1959). In my opinion the program content of both meetings were of value to all of us in the correctional field. I would also like to list the following: The excellent training being conducted by the Pennsylvania Bureau of Corrections, the Fourth Institute for Juvenile and Correctional Personnel held at the Pennsylvania State University—October 14-16, 1959, the ongoing training programs being conducted in the juvenile and adult probation offices, the Youth Service Division, Welfare Department, the unique visual aid program of the Philadelphia Youth Study Center, the visionary training program conducted by the Pennsylvania Board of Parole for all of its field staff—to which as a public service have been invited all the adult probation officers in the state, in addition to the cognizance being taken by our great universities of our need for continuous progress.

As I have already mentioned it does seem advisable to try to assess this trend. What does it mean? It would seem to me that this is a reaching out—a reaching out in a meaningful manner, a careful searching and appraisal of available resources in order to enable us to reach our ultimate objective—the protection of society through the rehabilitation of the offender. If we do not relax our efforts I have no doubt that this great state will continue to respond to our needs in a positive manner.

I salute all who help in this great task.

Sincerely yours,

Lawrence R. Campbell

President



EDITOR'S NOTEBOOK

All members of this Organization are urged to use the pages of this Magazine to disseminate pertinent information about their agencies and their treatment programs. If material of general interest is submitted it will receive prompt consideration for publication.

Many laudatory reports have been received about the two Regional Conferences sponsored by the PAPPC in Pittsburgh Oct. 1-2, and Allentown, Nov. 5-6. It is obvious all the participants did a good job, particularly Mr. Ernest Patton, Pittsburgh, and William Candia, Allentown, Chairmen of the Program Committees. Some of the proceedings of both Conferences will be published in the next Issue of this Quarterly.

Recently, Mrs. Ruth Grigg, Secretary of Public Welfare, attended ground breaking ceremonies to mark the start of the construction of the new Western Pennsylvania State School and Hospital near Canonsburg which adjoins the site of the present Pennsylvania Training School at Morgantown. The facilities of the older Training School will be integrated with those of the new institution. The new school and hospital will have capacity for 784 patients. Some of the new facilities will reflect new approaches to mental care and treatment.

How much time a "Lifer" spends in the institution before being released by commutation to parole is a question that occurs frequently. Dr. Kenneth Taylor of the Pennsylvania Bureau of Corrections informs that a recent study shows that the average time is 18 years and 9 months.

The Pittsburgh Area Council of the PAPPC began its season with a very successful picnic at South Park, Allegheny County late in September. The Council has scheduled an inspection tour of the Allegheny County Workhouse early in December.

Whatever makes men good Christians, makes them good citizens.

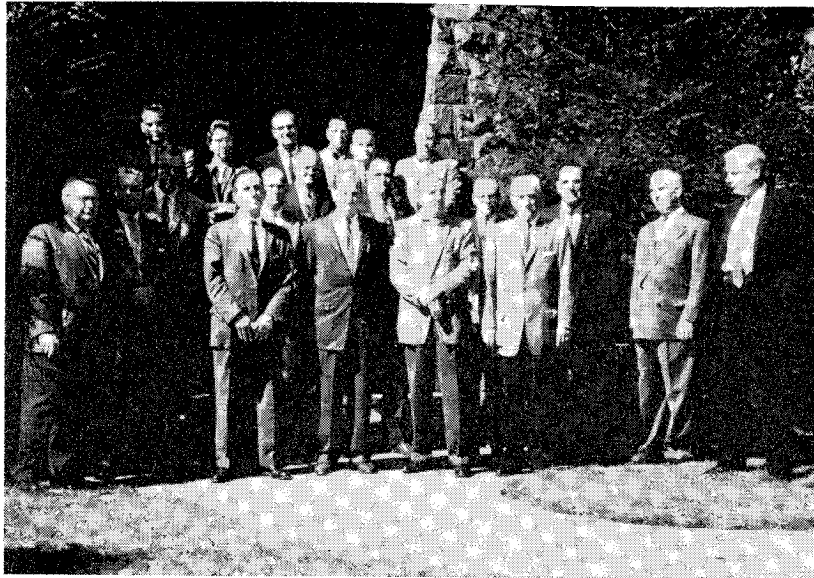
Daniel Webster

Justice, sir, is the great interest of man on earth.

Daniel Webster

Patient endurance of sufferings, bold resistance of power, forgiveness of injuries, hard-trying and faithful friendship, and self-sacrificing love are seen in beautiful relief over the flat uniformity of life, or stand out in steady and bright grandeur in the midst of dark deeds of men.

Richard Henry Dana



County Probation Personnel at Parole Board Training Session, Harrisburg.

Parole Board Training Program

Following the long established custom of having continuous training the Pennsylvania Board of Parole opened its 1959-1960 training program in Harrisburg on Sept. 17, 1959. The first two classes (morning and afternoon) were for the Board's supervisory personnel. Dr. G. I. Giardini, Superintendent of Parole Supervision lectured on employee relations at both classes.

At the annual In-Service dinner meeting held that evening at the Civic Club, Harrisburg, Pa., Mr. Paul J. Gernert, Chairman of the Pennsylvania Board of Parole was toastmaster; Rev. Frank W. Ruth, Senator, Berks County, Reading, Pa., was the guest of honor and the Honorable Genevieve Blatt, Secretary of Internal Affairs was the featured speaker. In attendance were the Board's entire supervisory personnel and all agents, in addition to some county probation personnel invited to participate in training sessions for parole agents.

Miss Genevieve Blatt said she

thought it highly commendable that the Board gives such high priority to training. She has always had a keen interest in the concept of rehabilitation, particularly for those who have come into conflict with the law, because she firmly believes redemption and forgiveness are possible. She is aware of the need to be skilled in many disciplines to deal effectively with the offender and, therefore, she can readily appreciate the excellent job being done by the Pennsylvania Board of Parole with parolees and special probationers. In her opinion people in parole work have answered a "calling" not dissimilar to those in religious vocations and are engaged in a wonderful work — helping people in trouble. She is cognizant of the need for more personnel to get better results and of the difficulty of acquainting the public and the legislature of our problems. Since the legislature in this session has had to deal with 3500 bills covering a multitude of subjects, we

must assume an even greater responsibility in communicating to them that the public interest is better served with sufficient staff oriented to career service. She said that the job of public relations is not an easy one but stressed it needs to be done. She believes the best method is to present the fact that the rehabilitative approach not only "saves lives" but also saves money, and while she is certainly opposed to the indiscriminate increasing of taxes, if the advance of this essential work makes more taxes necessary we should support such measures. She volunteered to help as a friend of parole.

Miss Blatt said that the need for better public understanding extends also to the Pennsylvania Board of Pardons as the general public and even many lawyers have many misconceptions about its true function. There are many opinions. Few know the real purpose of the philosophy of the indeterminate sentence. She said it is the duty of the Pardon Board to see to it that the offender is not released too soon, but not to prevent release if society's debt has been satisfied and the offender is ready to assume a productive role in the community. The possibility of commutation holds out hope for inmates and encourages them to become law abiding citizens—thereby implementing the concept that the best way to protect society is through the rehabilitation of the offender. Yet, some believe that no one should interfere with the sentence imposed by the Judge, while others impute sinister motives to all commutations. The members of the Pardon Board are sensitive to the highly publicized criticism of the past and are determined to give careful and just deliberation to every case. Strict impartiality is maintained. To facilitate the appearance of many unable to travel relatively long distances, the Pardon Board has instituted the practice of holding hearings not only in Harrisburg but also in Philadelphia and Pittsburgh. All of the members of the Board serve ex-officio, and while

their primary responsibility is sufficient to keep them fully occupied, enough time is allowed for complete presentation of all petitions. Hearings are held in public as required by law and anyone desiring the opportunity to be heard is given the chance to speak. The Board weighs numerous factors. Miss Blatt said that in many instances the Pardon Board leans heavily upon Mr. John M. DesRochers, Secretary to the Parole Board, for advice and better understanding of the Parole Board's attitude in specific cases. She said the Pardon Board members are most appreciative of the service given by Mr. DesRochers who now attends all Pardon Board hearings. Miss Blatt spoke of the extremely limited Pardon Board staff — one secretary and two stenographers. She said it would not be possible for them to operate with the same effectiveness without the valuable assistance of the Parole Board and its agents who supply them with comprehensive investigations on approximately 1,000 cases a year. She added that the quality of these investigations is excellent; in fact, she stressed the Pardon Board has never received a poor one. Miss Blatt stated that all of the members of the Pardon Board join her in expressing gratitude to the Pennsylvania Board of Parole for this service.

Mr. Paul Gernert introduced the guest of honor, the Rev. Frank W. Ruth, Senator, Berks County. Senator Ruth, a native of Pennsylvania was born in Quakertown, Pa., October 30, 1888. Among other academic achievements he received the degree of Doctor of Divinity, Gettysburg College 1950, was elected to the Pennsylvania House of Representatives 1931, 1933, 1935; served as a majority floor leader 1935; elected to the State Senate in 1936, 1940, 1944, 1948, 1952 and 1956. He has served in almost every capacity in numerous community programs. Mr. Gernert described Senator Ruth as the "grandfather" of the present uniform parole system in Pennsylvania which

he felt was largely due to the valiant service Senator Ruth performed as chairman of the Ruth Committee established in 1937 to review and improve the criminal procedure in this state. This committee was in existence for 1½ years and had the services of five men from the Federal Bureau of Investigation and twenty-one state policemen, and studies were made of 45 State Courts. Mr. Gernert said that from personal knowledge he was able to say that Senator Ruth worked almost incessantly to achieve the reforms resulting from this committee's studies and recommendations.

Senator Ruth was presented with a certificate of merit from the Pennsylvania Board of Parole. This award marked his long and faithful service and interest to the state's criminal justice program and to the parole system in particular.

Miss Genevieve Blatt read a letter from Governor David L. Lawrence. It stated:

"Dear Mr. Gernert: It is a matter of deep regret to me that unforeseen developments prevent my being with you at the Civic Club this evening. I am asking your speaker, the distinguished and able Secretary of Internal Affairs, Gen Blatt, to bring this letter with her so that I may present my greetings to your staff.

In addition, I want to add my tribute to the one all of you will tender, the Hon. Frank W. Ruth, State Senator from Berks County. Senator Ruth, with his christian approach to government, has been active in many governmental reforms. Back in 1939 when he labored with the Ruth Legislative Commission, he was then creating the foundation on which the uniform system of parole in Pennsylvania has been based. To your thanks I add my own. To your congratulations I again add my own.

Senator Ruth is a great American and an able public servant and I am sorry I can-

not be with you to greet him in person.

With kindest regards, I am—

Very truly yours,

/S/ David L. Lawrence"

In addressing the group, Senator Ruth spoke with customary humility. He said that he is very proud of the results achieved by the Ruth Commission and he gave credit to his colleagues and the many others who rendered valuable assistance. He said that like his work in the ministry he did not consider his tasks on the Ruth Committee as arduous but that he felt it a privilege to have had the opportunities to give service.

At the morning session on September 18, 1959, which included the Board's supervisory personnel, all of the agents in addition to a large group of county probation personnel there was a brief seminar with Pennsylvania Board of Parole Members. Mr. Paul Gernert, Chairman, stated it was gratifying to see the number of probation workers who had accepted the invitation to join the training program. He felt this was a result of the growing recognition of the need for continuous more effective service. He expressed the opinion that the need will become more acute in light of the fact that the inmate population of the state's correctional institutions has increased and eventually agencies dealing with the released offenders must be prepared to accept greater responsibility. The wider acceptance of the concept of probation will pose a similar problem to county probation departments. As the only central agency dealing with parolees and special probationers, and because of the larger variety of resources available to a state-wide agency, Mr. Gernert stated the Board thought it their duty to take a leading part in helping establish standards. The following county probation workers were present: Ralph H. Marsh, Delaware County; John E. Dolan, Alex Debreczein, Washington County; Edmund G. Burbank, Allegheny County; Kenneth

C. Wilson, Fayette County; Irvin L. Groninger, Robert A. Strohm, Jr., Kay M. Kollinger, Cumberland County; D. M. Anderson, Adams County; Cy Achenbach, C. L. Barnhart, Gene E. Kramer, Franklin County; Henry McCool, Monroe County; L. R. Campbell, Carbon County; Lee Andreas, Columbia County; Henry D. Stone, Bradford County; Charles E. Duncan, Jr., Northumberland County; P. P. Zimmerman, Cecelia M. Tate, Centre County; John H. Bower, Lycoming County, Andrew Kistler, Vanango County; Chairles C. Naddeo, Crawford County, Raven H. Ziegler, William Candia, Lehigh County; Russell E. Dougherty, Northampton; Carl F. Seawald, Larence County; J. R. Chynoweth, Somerset County; William T. Conrad, James E. McClain, Huntingdon County.

Dr. G. I. Giardini, Superintendent of Parole Supervision delivered a well received lecture on the "Roles of Probation and Parole Officer and the Philosophy of Supervision." All of the members of the class were supplied with training material for this class and future classes. Dr. Giardini emphasized that all county probation workers were welcome to attend the future classes to be conducted regionally in Philadelphia, Harrisburg and Pittsburgh.

In the afternoon session, the Honorable Frank P. Lawley, Deputy Attorney General lectured on "Criminal Procedure and Legal Aspects of Probation and Parole."

The schedule for future classes was announced. It is as follows:

Philadelphia — October 5; Harrisburg — October 7; Pittsburgh — October 9, 1959. Morning and Afternoon Classes — Nature of Human Behavior—Dr. G. I. Giardini.

Philadelphia — November 9; Pittsburgh — November 13; Harrisburg — November 18, 1959. Morning Session — Control of Human Behavior—Dr. G. I. Giardini. Afternoon Session — Personality Tests: Meaning and Use in Correction Work — Speakers from Bureau of Corrections. This is to be followed by a visit to a State Institution.

Philadelphia — January 5; Pittsburgh — January 8; Harrisburg — January 19, 1960. Morning Session — Principles of Supervision — Mr. Elton R. Smith. Afternoon Session — Principles of Counseling — Elton R. Smith.

Philadelphia — February 8; Harrisburg — February 11; Pittsburgh — February 16, 1960. Morning and Afternoon Sessions — Problems of Supervision—Mr. Elton R. Smith, Mr. John R. Bierstein—Mr. George K. Henshaw.

Philadelphia—March 3; Pittsburgh — March 8; Harrisburg — March 16, 1960. Morning Session — Interstate Problems — Mr. George K. Henshaw. Afternoon Session — Principles of Recording — Mr. Gerald C. Snively and Mr. C. P. McIntosh.

Philadelphia — April 4; Harrisburg — April 7; Pittsburgh — April 12, 1960. Morning Session—Classification Summaries and Special Probation Cases — Mr. John M. DesRochers. Afternoon Session — Pre-Parole Investigations—Mr. John R. Bierstein.

Philadelphia — May 5; Harrisburg — May 10; Pittsburgh — May 12, 1960. Morning Session—Statistical Reporting — Mr. William L. Jacks. Afternoon Session — Performance Rating—Mr. William L. Jacks and Dr. G. I. Giardini.

Philadelphia — June 6; Harrisburg — June 8; Pittsburgh — June 10, 1960. Morning Session—Public Relations — Panel. Afternoon Session — Visit to a County Prison.

Editor's Note: To date two sessions have been held in each of the three regions. A large number of county probation workers attended all classes. The Pennsylvania Board of Parole renews its invitation to all county probation personnel to join these training sessions.

ALL STATE ROOFING

1401 Sedgwick Street

Pittsburgh

1. Recording of material for the likelihood that it might be used for research or for training be avoided. These require specially prepared records.
2. Rigid standards of report length may result in inappropriate terseness or superficiality.
3. A case record should be developed around some kind of theory of human behavior to enable us to determine what is important for the record.
4. There is a danger in insisting on the use of "plain speech" or simple language throughout the record. We should promote the use of a vocabulary derived from scientific theory to achieve precision of thought and economy of expression.

Workshop On Techniques of Supervision

Chairman: Pleasant C. Shields, Executive Secretary, Board of Parole, Virginia.

Discussion Leader: Tully McCrea, Consultant, N.P.P.A., Austin, Texas.

This was a full day workshop. There were no prepared papers.

It was agreed that supervision, whether it be of the parolee by a parole officer or of a parole officer by his supervisor, is a kind of relationship which has as its goal helping or enabling the subject being supervised to achieve certain predetermined goals.

The nature of the relationship was discussed at some length. The use made of authority by the agent could make the relationship either threatening or enabling. It was the consensus that it would be unwise to consider the relationship as that of a friend. Such a relationship would impose upon the parole officer obligations which his professional status and the policies of his agency would not permit him to assume.

On the question of responsibility for determining whether a parolee was in violation, it was agreed that the role of the parole

officer was important in determining violations and responsibility lies with the Board of Parole. It should be expected that each person involved would see the case differently, and therefore differences of opinion would arise between the Board and the staff.

In the use of authority the parole officer is concerned with avoiding personal blame for returning a parolee. It was suggested that if the parole officer uses an impersonal approach to convey the idea that what he does is required by policy of his agency and not a matter of personal choice, the parolee would not hold the return against the parole officer. However, the conclusion was that the personal approach will not remove the fixing of responsibility for return upon the parole officer by the parolee.

The point was discussed that sometimes a probation officer finds himself in conflict with the court because the conditions the court imposes are in conflict with the plans of the parole officer, such as when the probationer is required to pay support when, in fact, he cannot do so. It was observed that this need not be considered as a conflict in that it is the responsibility of the parole officer to keep the court informed of the needs of the probationer and point out what is best for him that will not, at the same time, endanger society.

Most of the afternoon session was spent on problems of supervision of parole officers by their supervisors and particularly on training as a role of personnel supervision. On-the-job training was differentiated from formal training with the conclusion that on-the-job training cannot replace formal training. In the first place, formal training applies to supervisors as well as subordinates. Both require training of some sort in administrative procedures for knowledge in the interpretation and application of new regulations and to promote uniformity of interpretation of policies and procedures.

Parole of Life Termers

Chairman: Hugh C. Carney, Member, Board of Pardons and Parole, Georgia.

Speakers: Russell G. Oswald, Chairman, Board of Parole, New York. Kenneth E. Taylor, Deputy Commissioner, Bureau of Correction, Pennsylvania.

Mr. Oswald expressed the view that every prisoner should have the opportunity for parole regardless of the crime he committed. Parole should be made available to those who are sentenced to life imprisonment for murder in the first degree and for other crimes. However, he was primarily concerned with lifers charged with first degree murder.

He believed that life sentences should carry a minimum at the completion of which the prisoner can be considered for parole. He did not commit himself as to the length of the minimum sentence.

Doctor Taylor took the place of Gus Harrison, of Michigan, who was not able to attend the conference. Doctor Taylor talked mainly on Pennsylvania lifers. Since the creation of the Bureau of Correction, there has been a change in the management of lifers in Pennsylvania. Prior to the creation of the Bureau, prisoners with life sentences were not transferred to institutions of less than the maximum security custody. With the setting up of the two diagnostic clinics in Philadelphia and Pittsburgh, transfers are based on personality studies of the prisoner rather than on the length of their sentences. As a result, quite a number of lifers have been transferred to the minimum security institutions of the State. To date there have been no escapes.

Doctor Taylor described the procedure by which lifers may be released on parole in Pennsylvania and gave some statistics on the length of time they serve in prison on an average.

Research In Probation and Parole

Chairman: Thomas R. Jones, Chairman, Board of Parole and Probation, Minnesota.

Speaker: Daniel Glaser, Associate Professor of Sociology, University of Illinois.

In Doctor Glaser's absence, his paper was read by another person.

Doctor Glaser differentiates two major kinds of research. "Inventory research" is the kind of research we find in annual reports which helps to forecast case loads, anticipates staff needs and is used to justify budget requests. The other kind he calls "correctional or judicial operations research" and includes such things as follow-ups of offenders to determine the effect of a particular program, measuring attitudes of offenders during and after correctional programs, time studies of correctional jobs and surveys of attitudes of correctional personnel. The purpose of such research is to determine how effectively an agency performs a particular task, what are the effects of alternative policies or of particular circumstances the agency faces.

In the past, operations research has been regarded as a frill, having only some public relations value. Today it is considered more important although the evidence it has produced so far is more suggestive than conclusive. It has made us aware of how much we still don't know about criminals and delinquents. As a result of this change in attitude toward research, correctional reformers are now being asked to show proof that one method of treatment is better than another before their requests are granted.

The leader in operations research today is the State of California. There are forty-eight employees in that State engaged entirely in correctional research, and another fifty-six professional persons, and twelve clerks in institutions and parole officers who have research functions. There are, in addition, several research projects financed by federal funds and the Ford Foundation.

The second largest investment in correctional research is that of the British Home Office. A perman-

ent research program was established by law in 1948. A \$200,000 per year program has been established.

In 1958 a four-year program was instituted in the Federal Correctional System under a grant of \$242,000 from the Ford Foundation. Other projects are underway at Syracuse University, on juvenile delinquency, and by the American Bar Association, on the administration of American justice. Both programs are financed by the Ford Foundation.

Doctor Glaser described the new "base expectancy" method for utilizing prediction tables. This method was devised by Mr. Wilkins, of England. The method provides valid and stable prediction statistics which differentiate offenders into distinct risk groups under average treatment. Preliminary evidence represented by this method indicates that some prolonged or expensive treatments do not alter subsequent behavior more than some brief or cheap treatments.

Other important types of statistical studies deal with commitment rates. The average sentence from some judges is several times as large as the average sentence imposed by others for a given type of offender. There is some indication in some urban areas that felons without previous convictions receive, on the average, sentences as long as those imposed on repeaters.

Doctor Glaser discussed also the correctional process analyses, concerned with the systematic study of what actually happens to persons during their involvement in correctional treatment.

In general, the various forms of research will indicate which parole or probation programs and policies are most effective and which the least effective. But it may be that what works with one type does not work with another. Therefore, there is need of limited and carefully designed experiments as a final stage of a research program.

Such projects as the Special Intensive Parole Unit in California

is an example of such experiments. The experiment showed no reduction of rate of violation in case loads of fifteen as compared to case loads of ninety, but it showed a lower violation rate for parolees without employment at time of release, for whom the parole officers later found employment. The experiment is being continued with different size case loads and different conditions.

The paper concluded with the statement of some basic principles for research:

1. Any generalization which research may yield about the relative advantages or disadvantages about a particular policy or practice will be a statistical generalization.
2. A corollary of the first principle is that you cannot generalize from single cases.
3. Research which proves out fruitful should become routine.
4. Every research routine should be periodically re-evaluated to see if it is still fruitful.
5. The maximum benefit will be derived from a research program only if one is prepared to experimentally initiate any manageable change suggested by research findings, and only if the experiment itself is designed scientifically as a controlled test of the new practice or policy.

Parole—A Part of The Correctional Process

Speaker: Herbert W. Kochs, Diverser Corporation, Chicago, and President of the National Probation and Parole Association.

Mr. Kochs, speaking as a businessman, made a comparison between parole and business. Aside from his belief that parole should be run like a business, parole and business do not have much in common. Business deals primarily with things and services, with completion as its mode of operation, and profit as its motive. In parole we deal solely with problems of people; there is no place

for competition and certainly no financial profits result from it that can be put into research to improve production. In business mass production methods serve the profit motive and are, therefore, desirable. While we do have mass production methods for treatment in parole and correction in general, such methods constitute a weakness. Research has shown that under standard conditions advocated by the National Probation and Parole Association the parole officer has less than an hour that he can spend with each parolee.

The principal problem faced by parole administrators is gaining public acceptance and support for parole. The product is salable, the public needs it; the public gains from it economically. Why is the public reluctant to support it? The answer lies with the administration of parole:

1. Practices vary widely from state to state; there is disagreement as to the best methods and procedures.
2. Administration of a public service requires more courage and leadership than administration of private enterprise. In public service there are no stockholders (taxpayers) that expect failure, and successes do not show a profit on the books.
3. Because of this public reaction, the administrator will tend to seek public favor by not requesting appropriations needed for a real job.

There is public readiness to support major overhauls in correctional systems as indicated:

1. By the effects of prison riots.
2. By citizens action committees made up of lay leaders.
3. By foundations' willingness to finance projects, such as the Ford Foundation, the Babcock Foundation, and others.

It is significant that in no state where the N.P.P.A. has created citizens committees (eight states)

has any committee raised a doubt about the efficacy of parole. Their only concern has been how soon the committees can establish a sound parole system in their state.

Parole and probation find themselves in a favorable economic position because of the high cost of maintenance in institutions. This position should be fully exploited by administrators. Experiments with short-term treatment in prisons and on parole indicate the possibility of further reduction of cost of effective correction. But it will require well-trained officers.

Effective parole requires:

1. Proper legal power to grant, revoke and discharge from parole.
2. Professional skill to determine when the individual is ready for parole, return for violation, or discharge from parole.
3. Specially trained Parole Board Members.
4. Professional and on-the-job training for parole officers.

One of the reasons the public is reluctant to support parole is that we discuss it in terms of a professional service using scientific matters; whereas, in fact, the public sees appointment by political patronage of persons of such calibre as to give the impression that anyone can run a parole system. To get acceptance will require professional career personnel for Board and staff as well as improved legislation and increased appropriations.

We are firm believers in the maxim that, for all right judgment of any man or thing, it is useful, nay essential, to see his good qualities before pronouncing on his bad.

Thomas Carlyle

To make some nook of God's Creation a little fruitfuler, better, more worthy of God; to make some human hearts a little wiser, manfuler, happier,—more blessed, less accursed! It is work for a God.

Thomas Carlyle

Highlights of County Prison Wardens Conference

Under Auspices of
PENNSYLVANIA
BOARD OF PAROLE
Harrisburg
September 24, 1959

Self-Improvement Program— Philadelphia County Prison

Mr. E. J. Hendrick, Superintendent, Philadelphia County Prison System, discussed the new Self-Improvement Program. This program was begun at the Philadelphia County Prison in April, 1959, at the suggestion of a member of the Society of Friends Committee on Prisons, who had seen a similar program at the McNeil Island Penitentiary. The program is in the hands of a steering committee composed of a representative of the Society of Friends, administrative personnel of the prison and some inmates.

The major points of Mr. Hendrick's presentation were:

1. Speakers from all walks of life are carefully chosen and invited by the steering committee to appear before the inmates.
2. The meetings are held weekly, on inmates' time, on Saturdays.
3. Attendance is completely voluntary.
4. Inmate participation in discussion is encouraged.
5. The self-improvement group now publishes a monthly paper called "Horizon," covering the activities of the group.

Among the people who have appeared before the group are Walter Barnes and Elton Smith, of the Board of Parole. Recently, Assistant District Attorney Juanita Stout (now Judge of the Municipal Court), of Philadelphia, appeared before the group. The negative inmate attitude which had prevailed toward Mrs. Stout because of her role as representative of the District Attorney's office before the Board of Pardons was completely changed as a

result of her appearance. She cleared up many misunderstandings surrounding commutation and the new law providing for long minimum sentences in drug cases.

The results of the organization of the self-improvement group have been very gratifying. The inmate attendance has been beyond expectations. At some of the sessions many of the inmates had to be turned away for lack of space.

When Warden Krueger, who has 27 years of prison experience, was asked about his impression, he stated that the program has been an excellent morale builder and has had a stabilizing influence on those inmates who had been denied release on parole or commutation.

Mr. Hendrick stated that the program has not been in existence long enough to determine the effect it will have upon the inmates after their release from prison.

The point was made that this kind of a program can be instituted in any county prison because it requires little staff. It can be sponsored by the institution, in cooperation with any responsible outside group, and holds the possibility not only of building morale but also giving insight and a sense of responsibility to the inmates.

Handling Mental Cases in County Prisons

Dr. H. C. Eaton, Superintendent of the Harrisburg State Hospital, in his talk gave ample evidence that he was well informed on the problems confronting county prison officials.

Doctor Eaton discussed the various ways in which a person that develops mental symptoms in a county prison can be transferred to a mental hospital under the Mental Health Act. The wardens questioned the involved and tedious procedure that mental hospitals require before they will take an inmate from a county prison

in an emergency. Doctor Eaton insisted that there must be a proper commitment from the court in order for a mental hospital to receive anyone, just as there must be a proper commitment from the court for a warden to receive a person charged with a crime. He pointed out that any person can sign a petition to have a disturbed person committed, but this must be approved by the court before it is valid. Mental hospitals must accept cases on court order. Institutions for defectives can refuse defective cases, even on court order.

The problem of the reluctance of members of the family to institute commitment procedures was discussed. If a disturbed person is at liberty, anyone can have the person committed to the county prison on a charge of Surety of the Peace. It then becomes the warden's burden to have such a person transferred to the proper institution if he continues to show a mental disturbance.

The other problem raised was commitment over week ends and at night. Doctor Eaton explained that mental hospitals have the same personnel problems as do all other institutions and have only a skeleton staff on at night and week ends. It is for this reason that restrictions must be imposed.

Doctor Eaton left some valuable suggestions:

1. That prison wardens should establish personal contact with the superintendent of the State hospital in their respective districts.
2. A discussion of the problems confronting the prison warden with the superintendent, and soliciting his aid in arriving at a solution that would expedite the transfer of mental cases from county prisons to State hospitals.
3. That the superintendents of State hospitals and their staffs be invited to visit the county prisons and see the facilities at first hand so that a mutual working arrangement can be formulated

ed between the two agencies. This procedure will be of great aid in processing cases for commitment to State hospitals. It was further suggested that the prison physician be called in for consultation when these mutual visits are arranged.

4. That all prison wardens and sheriff-wardens avail themselves of copies of the Mental Health Act. He stated that copies were distributed to all counties, and he was positive that a copy could be obtained from the County Commissioners' Office. Mr. Itri stated that copies are available at the Bureau of Correction's office.

The inference gathered from the presentation was that regardless of the law and its many implications, a closer personal relationship among the county solicitors, the courts, the prison wardens and the State hospital officials, would be the ideal way of solving the problem of transferring mental cases from county prisons to mental hospitals.

Luncheon

The luncheon was very informal and permitted everyone in attendance to pose any question they wished to discuss, or to make suggestions for future meetings with the Board of Parole.

At this luncheon the Board presented its first Certificate of Appreciation given to a warden to Walter N. Foust, Warden of the Lancaster County Prison. Warden Foust is the oldest prison warden in Pennsylvania. He will complete 34 years of continuous service at the end of this year when he retires from his present position. Warden Foust has a unique legislative setup, in that he is elected by popular vote every two years instead of being appointed. It is a credit to the County of Lancaster that they have seen fit to retain Walter Foust as their prison warden over a period of 34 years. It attests to his integrity, his honesty and service as a public servant. For this, and for his inter-

est in State parole service, the Board of Parole presented him with a Certificate of Appreciation. *Bureau of Correction*

The Bureau of Correction was represented by Mr. Robert Itri, Director of Research and Statistics. Mr. Itri offered a few remarks expressing his appreciation for the opportunity given him as

a representative of the Bureau of Correction to join in mutual relationship with the county prison wardens, sheriff-wardens and the Board of Parole.

It was the consensus of opinion of those present that these joint meetings should be continued, and that the Board of Parole should make every effort to make this possible as an annual affair.

Fourth Institute For Juvenile And Correctional Personnel

THE PENNSYLVANIA STATE UNIVERSITY
Institute of Public Administration
Continuing Education Services
in cooperation with
THE PUBLIC SERVICE INSTITUTE
Pennsylvania Probation and Parole Association
October 14th, 15th, and 16th, 1959
University Park, Pennsylvania

PROGRAM

Wednesday, October 14, 1959:
4:00 P.M. — Registration; 6:00 P.M.—Dinner; 7:45 P.M.—Panel —Highlights of Current Training Programs.

Thursday — October 15, 1959:
12:15 P.M.—Luncheon — Speaker —C. Wilson Anderson.

Friday — October 16, 1959:
12:15 P.M.—Luncheon — Speaker Miss Anne X. Alpern.

Concurrent Workshops — Job Orientation — Job Satisfaction— Job Incentives—Thursday October 15, 1959—9 A.M. and 2 P.M.; Friday October 16, 1959—9 A.M.

At the dinner welcoming speeches were made by Dr. Lawrence Dennis, Vice President in charge of academic affairs, Pennsylvania State University; Dr. John H. Ferguson, Director of Institute Public Administration; Pennsylvania State University; Mr. Fred Miller, Supervisor, Public Service Institute and Dr. Kenneth Taylor, Deputy Commissioner, Pennsylvania Bureau of Corrections.

The approximately 40 persons representing practically all of the correctional agencies in Pennsylvania who attended this institute unanimously expressed appreciation for the excellent programming and fine arrangements. The

consensus was that the total effect had been stimulating and informative and that this institute like the three proceeding ones succeeded in making a substantial and significant contribution to the correctional field.

DR. G. I. GIARDINI was chairman for the panel which discussed the topic "Highlights of Current Training Programs." The panelists were Mr. Paul J. Gernert, Chairman, Pennsylvania Board of Parole; Mr. Richard G. Farrow, Chief Youth Service Division, Department of Public Welfare; Mr. Arthur T. Prasse, Commissioner, Pennsylvania Bureau of Corrections; Mr. William A. Childers, Training Officer, U. S. Bureau of Prisons and Mr. Edwin G. Burbank, Chief Probation Officer, Allegheny County Criminal Court.

Dr. Giardini opened this seminar by stating that it seemed essential to take a penetrating look at the training programs offered by the various agencies represented and to consider this an opportunity for a meaningful exchange of ideas to help us improve our techniques and advance our knowledge. Dr. Giardini added the many intangibles that go into training are not easily taught and we should not lose sight of the

fact that good morale is encouraged through staff training.

MR. PAUL GERNERT, Chairman of the Pennsylvania Board of Parole stated that the Board considers the philosophy of training to be the giving to employees sufficient knowledge and skill necessary to do their jobs more effectively. He said the essentiality of training can be better understood only if we recognize the complexities of the total job with its requirements for well trained professional personnel who should be thoroughly experienced in the problems of the day, particularly as they affect the policy and requirements of the agency. Mr. Gernert said that it is axiomatic that well trained personnel will be able to do a more effective job in less time. He added many means are employed to provide the training function such as on the job training, lectures by leaders in related fields, group instructions, advisory council meeting and regularly scheduled In-Service Training Institutes. The courses which are planned to improve supervision by assisting administrators and supervisors acquire professional knowledge include, basic responsibilities of supervisor, organization of state government, employee and public relations, communication problems confronting supervisors and agents, principles of planning and supervision, office administration, job improvement and conference leadership, training as a function of the supervisor and case analysis. The training program for agent personnel offers the subjects of, role of the parole officer, philosophy of parole supervisor, criminal procedure and legal aspects of parole, nature and control of human behavior, study of personality tests and their meaning and use in correctional work, study of State institutions and county prisons, principles and problems in parole supervision such as counselling, interviewing etc., interstate parole problems, recording, preparation of classification summaries, treatment of special probation cases, pre-parole investigations, statistical reporting,

performance ratings and public relations. Mr. Gernert said that the classes for the supervisory personnel are held bi-monthly and the classes for agent personnel are held on a monthly basis. He assured that every effort will be made to intensify, implement and expand the training programs utilizing all available resources, and that at the present time the only limiting factors are budgetary provisions.

MR. RICHARD G. FARROW, Director, Bureau of Youth Service spoke of the varied programs of training in the large Department of Public Welfare. He pointed out that within the Department there were six different units or offices—one each for Public Assistance, Mental Health, Blind, Aging, Hospitals and Children and Youth. Each separate unit encompasses certain training activity making a very extensive total program for the department. Analyzed by type of training these activities group as follows:

1. *Stipend or Fellowship*—This program covers financial grants to students in order to complete training for degrees in social work, psychiatry, advanced psychology, or advanced nursing. The total program for social workers in the Offices for Children and Youth is supported by federal funds, and the psychiatric programs are supported by Mental Health Foundation grants.

2. *Purchase of Training*—This program is found in the Office of Public Assistance and involves courses for employed workers at schools of social work during the regular term and summer institutes for employed workers between terms.

3. *Affiliate* — The Office of Mental Health provides psychiatric training for nurses undergoing medical training in other hospitals. The Department also participates in the training of public administration interns.

4. *Direct Line* — This is the commonist training whereby supervisors instruct those persons for whom they are responsible. This

type of training is found in all units and is particularly applicable in institutions where supervisors, cottage parents and attendants are required to train persons who have had little or no previous experience.

5. *Institutes and Conferences*—Different units in the Department sponsor additional meetings for employees of the Department or employees of supervised or related institutions and agencies. Examples of this type of training are the patient-activities-centered, educational conferences provided for houseparents provided by the Office for Children and Youth, and the courses for chaplains in the state hospitals under Mental Health. In addition, the Department holds training sessions for employees of institutions, including farmers and engineers, with non-departmental institutions being invited to participate. A new venture in the past year was a conference for board members of welfare agencies and institutions. In addition, Public Assistance encourages meetings of the county directors and provides considerable training material for County Assistance Offices.

6. *Internships*—Public Assistance provides both summer and regular internships for beginning casework jobs and Mental Health provides internships for both nurses and doctors. Children and Youth also provided such opportunities for administration students and for case workers and psychologists in institutions.

7. *Professional Conferences and Associations*—In all units attendance at professional conferences and memberships in professional organizations are encouraged and supported.

Mr. Farrow's conclusion was that training to be effective had to relate not only to the specific content of a particular job but also to the framework of state government in which the job took place. It was his firmly stated belief that people had to see the importance of the public service in which they were engaged and it set their

position and responsibilities as public officials. This must be a part of training equally important with particular job skills. He also felt that training takes place regardless of whether there is a conscious effort to provide the training but that it is most effective when there is a wide variety of activity and a conscious training effort at all levels of activity.

MR. ARTHUR T. PRASSE, Commissioner, Pennsylvania Bureau of Corrections stated that he attached a very special meaning to the concept of training. He said speaking for one who started his career at a correctional institution at a time when no consideration whatsoever was given to training and when even the word training was in bad repute, he was pleased to observe the present trends in this direction. However, Mr. Prasse stated that he did not feel that we have by any means achieved the ultimate goal in training and he urged that we intensify our efforts in this area. Mr. Prasse spoke of the Bureau of Correction's Custodial Officers School which offers a two week course. He said the school came about in recognition of a long felt need that training was essential to the paramount mission of the custodial officer "The Rehabilitation of Inmates." Since custodial work is a highly specialized field and little training from previous work or experiences can be applied to this job, he said the Bureau of corrections has endeavored to make up for this deficiency with the training school. Mr. Prasse added that penologists agree that the correct approach is to enable the inmate to return to society as a productive citizen and it could not be disputed that proper training makes a worthy contribution to the fulfillment of this mission. Mr. Prasse said that numerous subjects are offered at the school under three broad categories—Custody, Treatment and Administration. The partial list of the subjects include: Military Courtesy, Use of Weapons, Searching and Restrain-

ing Prisoners, General Prison Problems, Classification, Treating with the Sex Offender, The Special Offender, the Mentally Disturbed, Psychology, Legal Aspects of Crime, Food Services and Supervision. Approximately two hundred custodial officers have been graduated from the school. Mr. Prasse said that the facilities of the school have been made available without cost to personnel in the local and county jails and that many have accepted the offer.

MR. WILLIAM A. CHILDERS, Training Officer, U. S. Bureau of Prisons, said that in many aspects the problems encountered in training the Federal Correctional worker were similar to those of the various states but in some aspects were different because his department was under obligation to provide training for personnel engaged in a much wider variety of tasks and also because of the geographical limitations. However, he said that in comparing specific program with specific program there was much less dissimilarity. Mr. Childers said that his department eagerly welcomed the opportunity to confer with officials and practitioners of the various correctional programs in Pennsylvania and other states and through this medium had obtained invaluable assistance. He pointed out that it was obviously impractical for all of the personnel in his department to try to meet at one time and therefore their meetings were held on a regional basis. Here he warned, it was essential to pay particular attention to communications in order to avoid misunderstanding even when the same material is presented at separate meetings. Mr. Childers emphasized he considers it of extreme significance that the United States government has a law making it mandatory for various Federal departments to provide training. Mr. Childers added that although his departments pattern in training was usually the same as in many states often they have the advantage of being able to place the trainee, such as case workers, in-

stitutional parole officers, teachers, chaplains, custodial officers etc., in the institutions where they reside on the premises and this in effect was a sort of internship which he felt materially facilitated the training process. Mr. Childers said that his department hopes to enlarge upon recent innovations such as attempting to train subordinates in all phases of the work and in what he called executive training for those who head up departments either in the matter of treatment or administration.

MR. EDMUND G. BURBANK, Chief Probation Officer, Allegheny County Criminal Court pointed out there was considerable difference in the resources available to the state agencies and county probation departments, which naturally have a more limited budget and this necessarily reflects in their training programs. In addition, cash, as Mr. Burbank put it seems to be a very important factor with members of his staff and he concluded it not only affected the recruitment of desirable personnel but also the retention of employees and the attitude and interest they took in the work and their degree of meaningful participation in the training process. (Mr. Burbank interpreted "cash" as meaning adequate beginning salary for staff plus regular meritorious increments adding that some agencies provided both while others including many probations offices provided neither.) He said he felt it important that we raise the question of whether or not the fiscal authorities will give material recognition to an employee who has acquired training and experience. However, Mr. Burbank was very emphatic in saying that he is in entire agreement with the philosophy which places the utmost importance on training. He said in his own department at the present time he leans heavily for help upon our universities which in recent years has made a significant response to this need. Another technique which he employs to good advantage is the regularly

scheduled staff meeting. Mr. Burbank said that his staff makes full use of the invitation to attend the staff development courses regularly conducted by the Pennsylvania Board of Parole, and that he wished to acknowledge his department's debt to the Board for this very fine public service. He said members of his staff have stated they have profited by attendance at these courses and have been able to adapt the material to their particular needs.

Following the talks by the panelists there was a brief discussion period. An interesting sug-

gestion was advanced by Dr. E. Preston Sharp to the effect that it might be advisable to attempt to establish correspondence courses for correctional workers. This suggestion was well received and the opinion was expressed that it be given serious study. In the closing precis by Dr. Giardini he emphasized there are more and more facilities being made available for training of correctional workers and there is a wealth of training material. However he stated that the matter of adapting this material to our particular needs presented many complex problems.

LUNCHEON ADDRESS

Thursday, October 15, 1959 by Dr. C. Wilson Anderson

DR. C. WILSON ANDERSON, Commissioner of Children and Youth, Pennsylvania Department of Welfare stated that morale is now recognized as being essential in any organization; this was first known in military circles. Napoleon considered it responsible for 75% of the values affecting efficiency in battle. Because this is so vital it would seem important to try to define it. Many definitions are available, but Dr. Anderson felt it particularly meaningful to quote Leonard White who said "Morale is both an index of a sound employment situation and a positive means of building an efficient organization. It reflects a social-psychological situation, a state of mind in which men voluntarily seek to develop and apply their full powers to their work, by reason of an intellectual or a moral satisfaction which they derive from their achievements and their "pride in service". Dr. Anderson added this should lead us to look briefly at the nature of professional learning and contrast the methods of learning on the job, if we are to attempt to assess the relationship of In-Service Training to morale.

It is inevitable one is bound to learn something on the job. Yet if self-taught the worker accepts only what has meaning to him and fails to determine how his job is a con-

tributing part of the common purpose. In addition how can there be basic standards in job performance where staff is self-taught? If each person selects his own standard of performance he will settle into an individual rather than a group pattern of work, emphasis, values and judgments. It may even lead to critical attitudes towards administration or avoidance of full responsibility in his job. Self-teaching is self-limiting.

The opposite of self-teaching will have a structured learning process of some kind; and the term "In-Service Training" is generally used to describe efforts towards staff education. Each person tries to use his skills and knowledge to make his job expressively his own, but this should not be to the extent that it operates outside of the conceptual purpose of the organization itself. The learning structure and content should provide means for working out changes in attitude, feeling and performance and must hold in balance two forces—those stemming from the individual and those operating out of organizational purposes.

Dr. Anderson listed three resources for In-Service Training; the Supervisor, the Staff meeting and the Classroom situation. He felt that without the supporting strength of the supervisor much of the value of In-Service Train-

ing is weakened. He said the staff meeting offers the opportunity of applying job experience to agency business by a purposeful weighing of values and exchange of opinions and experiences which modify individual judgments. Here administrative leadership must blend with the realities of the staff's daily experiences. The third resource for training, the classroom situation must have administrative recognition and support. The selection of the instructor and the material is to be carefully con-

sidered. However, it must remain clear that the supervisor is responsible for the workers individual performance although the instructor is responsible for creating a situation in which class members may learn.

The search for the meaning of morale takes many directions, security, homogeneity, group success and other things. However, morale, from the administrative point of view must have a progressive social utility.

LUNCHEON ADDRESS

Friday, October 16, 1959

by Attorney General Anne X. Alpern

ATTORNEY GENERAL ANNE X. ALPERN spoke at the Luncheon on Thursday, October 16, 1959 marking the closing session of the Institute. She prefaced her remarks by pointing out that the numerous broad and varied functions of the Attorney General's Office imposed severe limitation in the matter of time and often she is compelled to take a peripheral view of the total job. However, she made evident her deep interest in all phases of the correctional program.

Miss Alpern said that her special interest in juvenile delinquency began when she was Pittsburgh City Solicitor and throughout the years she has given much thought to this perplexing problem. She said one conclusion is our failure to give the adolescent firm direction. She added for better understanding we need to refine our techniques of classification of the juvenile delinquent to enable us to devise different treatment for the juvenile first offender, the juvenile recidivist, and the potential juvenile delinquent particularly in the schools, but that teachers are reluctant to call official attention to them, some times because of the negative attitude of the parents but more frequently because their heavy work load leaves them little time for treatment. Miss Alpern expressed the opinion schools

should have trained personnel whose primary duty would be to meet this need.

In the matter of crime in general, Miss Alpern said we needed to re-orient our thinking and added that the criminal code in Pennsylvania was antiquated. She hopes to be able to present to the Legislature a program to improve our criminal laws before she leaves the Attorney General's Office. She said of special concern to her is what she termed the great disparity in our sentencing procedures which inevitably have tremendous effect upon all correctional programs. She contrasted the policy in this country of having one judge do the sentencing with what she considers the more enlightened process of having three judges do the sentencing as is prevalent in almost all other countries. Miss Alpern said it could hardly be expected that our judges who are involved in day by day operation of the Court can have the time and opportunity to properly consider individualized treatment for the offender.

Miss Alpern stated that we could not expect real improvement until there is a national pattern for sentencing with the full acceptance of the philosophy of the indeterminate sentence. She said her firm conviction is that the indeterminate sentence, specifically

the very short minimum sentence with whatever maximum sentence is considered appropriate, should be used in all cases with the exception of those involving capital crimes.

Miss Alpern said she is entirely in sympathy with the aim of correctional personnel to achieve professional status. She said groups of all sorts find themselves unable to agree on a program usually because of minor methods of procedure. She thought it would prove disastrous if the correctional program leaders, although representing separate entities, failed to refrain from petty prejudices which obscure the common goals when presenting their programs to the Legislature. She further advised that we should continue to seek help from the Universities, not only in the establishment of higher standards but also in the recruiting of new personnel. Miss Alpern closed her remarks by assuring she plans to give firm support to all the correctional programs in Pennsylvania.

JOB ORIENTATION

DR. E. PRESTON SHARP, CHAIRMAN; MR. HAROLD B. SELKO, DISCUSSION LEADER. The discussants quickly expressed themselves in strong terms as feeling that proper orientation is vital in integrating the new employee with the agency and its function. Failure to have and execute an effective orientation plan is unquestionably costly and the harm caused by lack of such a plan may never be entirely overcome. There was considerable discussion about the definition of orientation. Generally it was held to be the introduction of the new employee to the agency, its purpose and function, and to agency personnel. It is something that should provide him with the opportunity to appraise the agency and its goals, to learn as clearly as possible what may be expected to him—and what he may expect of the agency. This makes evident the need to assure adequate means of communications. One thing most

strongly stressed was that the new employees should be welcomed in a warm manner—and under no circumstances ignored, even for the briefest period of time. Every possible step should be taken to avoid intensifying the natural feeling of insecurity in a new person, particularly in the correctional field, where the worker is almost immediately placed in the position of supervising others. There were diverse opinions about the order of procurement and this was accorded secondary importance, but it was stressed that the manner of greeting should be given special thought. However, it was agreed that information should be given as quickly as possible about the agency's program, chain of command, probationary period, service ratings, promotional possibilities, working hours, leave etc. In most instances it was thought advisable to have the immediate supervisor participate in a large degree in the orientation program. The length of time necessary for orientation varies with the different agencies. Orientation is not to be confused with job training, which helps the employee learn the actual work nor with academic training designed to improve knowledge and techniques. (Ideally, training begins the minute the new employee arrives on the job and continues for the duration of his employment.) Adaptation is necessary from agency to agency and job to job. Yet, regardless of the type of job no orientation program should be formalized to the point where it will be difficult to establish a warm relationship. We should never lose sight of the fact that a new employee is greatly concerned about becoming adjusted to the new working conditions, nor that some of the impressions and attitudes he forms will remain with him for his entire association with the agency.

THE YOUTH STUDY CENTER, PHILADELPHIA, has developed a unique program for orientation. Dr. E. Preston Sharp, Director of the Center, presented a series of slides combined with narration on a tape recorder.

These slides show the personnel of each department performing some of their duties and the tape recording explains the duties, names the personnel and gives a general outline of the centers entire function. The slides cover practically all phases of the work from reception to release or placement. By this method, at a relatively small cost and in apparently the shortest time, the employee has the advantage of an excellent orientation program. The consensus was that almost any department would benefit by using this method.

JOB SATISFACTION

RICHARD G. FARROW, CHAIRMAN, DISCUSSION LEADER, DR. HAROLD J. O'BRIEN. The discussants were asked to consider this topic in the context of a public agency. It was stressed that as public servants we must conduct ourselves in a manner to remain in harmonious relationship with the framework of the agency and to always place the public interest in the paramount position. There was agreement it would be most difficult to be satisfied with our jobs unless we were satisfied with life in general. For increased understanding of this concept, it seems essential to try to understand the nature of man—a reasoning animal (sometimes). It was felt that we must take into account some of the basic drives, such as self preservation, status, the need for love, security on the job and at home and many others. Besides we should examine ourselves and think of our own motives, particularly to seek to know why one comes to work in a correctional setting. Among myriad possible answers security was again mentioned, but the desire to help people was held to be no less an important contributing element. Other factors may be that the work provides intellectual challenge, possibly an emotional outlet, the satisfaction in doing an excellent creative job, recognition, the possibility of advancement and additional status, and of ever increasing importance — the oppor-

tunity to participate in training which enables us to become professionally proficient. Leadership was held to be invaluable. One may be inspired to a higher level of performance under ethical leadership. Yet it was also emphasized we are under obligation to do our jobs at our maximum abilities regardless of the quality of supervision. Some negative aspects were considered; inadequate pay, heavy work loads, and other obstacles. It was agreed we should find means to remove or alleviate these obstacles. It was agreed we should find means to remove or alleviate these obstacles as far as possible. It was concluded that management has the responsibility to provide the climate where job satisfaction is possible. Of greater importance was the final summation that as public servants engaged in the finest kind of service—enabling people in trouble achieve rehabilitation—we have an unusual opportunity to obtain job satisfaction.

JOB INCENTIVE

DR. JAMES BARBASH, CHAIRMAN, DISCUSSION LEADERS, DR. ROBERT DUNHAM AND MR. ANGELO CAVELL. The three participating groups had a slightly different emphasis and arrived at somewhat different conclusions. Many aspects of this problem were viewed from the manner in which they affected both the employee and the employer. For purposes of clarification it seemed expedient to use the familiar illustration of the carrot in front of the donkey's nose as one definition of the term incentive; in essence the stimulus motivates the donkey to a desired response. In a real life situation it was generally agreed that incentive could be wage or non-wage, intangible or tangible, personal or social, immediate or long range. One purpose of incentive in the correctional occupations is to attract and to keep competent employees who will constantly strive for improvement. Incentive should encourage

creativity in the employee and instill *esprit de corps* which should encourage the employee to seek a higher level of performance and not do the merely average or adequate job. There were many conflicting opinions about the value of competition in relation to incentive. It was generally held that by the very nature of things competition does exist in the working situation and it is management's responsibility to use it constructively. Extreme care should be exercised to avoid encouraging competition that would be undesirable for both the employee and the employer. Many participants expressed the feeling that while they rated pay high as an incentive they continue to work in the correctional field for many other reasons which they did not consider ancillary to pay, one of these being the opportunity to be of service to people in trouble. The thought was expressed that many employees would prefer to remain at the practitioners level both from inclination and ability, and that many sought advancement to administration positions frequently only because of better financial returns. There was almost unanimous agreement that while all desire to attain a good standard of

living the emphasis on large material gains should never be placed on the correctional workers job. The suggestion was made that an independent public body or commission should be created to attempt to make an evaluation of what is "a fair wage" for the various levels of correctional workers. The concept of seniority received careful attention. It was agreed that advantages accruing from seniority are compensations for certain pattern of behavior we should encourage but this should not in any sense replace the qualitative requirements; and that seniority and quality should be given separate consideration. (One problem for management is that employees do not exert the same effort as previously, possibly feeling that if they remain on the job long enough some sort of promotion will occur automatically.) The concluding remarks were to the affect that while we do not discount money as an incentive many intangibles are just as important. Since additional money is not immediately available in most of the correctional occupations, it was urged that management and supervision carefully utilize the intangibles as job incentives.

REMEMBER

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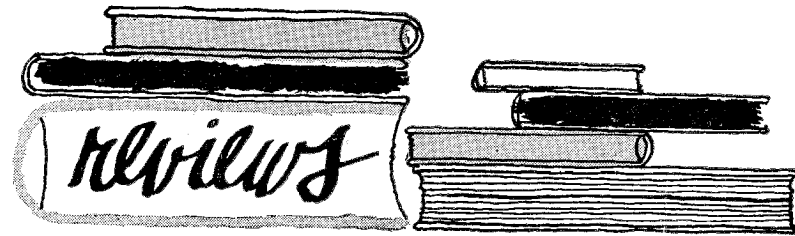
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"The Parole Process"

by G. I. Giardini, Superintendent of Parole Supervision,
Pennsylvania Board of Parole
Springfield, Illinois; Charles C. Thomas pp XIX and 458
Reviewed by Edmund G. Burbank, Chief Probation Officer,
Criminal Court of Allegheny County, Pittsburgh, Pa.

This impressive volume contains the very considerable knowledge and wisdom of a professional correctional worker with over thirty years experience in penitentiary and parole service in Pennsylvania. As this book makes abundantly clear, he is also a skillful teacher.

A nationally recognized authority on parole, Dr. Giardini intends this book "as a source of material for the training and guidance of correctional workers" (p. 23). To this end he has tried to relate the contents of the book to what he considers the three main aspects of parole, service, namely, the preparation of prisoners for parole, their selection for parole, and their supervision after release.

It is Dr. Giardini's view that the parole process begins either at the time the offender is sentenced or is admitted to a correctional institution. This contention provides him with a springboard for examining the program of the modern prison, particularly as to its effectiveness as a facility for preparing inmates for parole. He summarizes his convictions on the treatment processes of a prison in this way:

" . . . the success of the treatment processes . . . will depend, first of all, upon a sincere belief on the part of the administration in the treatment program, and a demonstration of contagious enthusiasm for it. Secondly, the

treatment atmosphere and attitude must permeate through all ranks of the personnel. Treatment is not the exclusive function of professional workers. Finally, custody and treatment are not incompatible. To the extent that treatment is successful we need to be concerned less about custody . . . Prisons run under these conditions should insure a higher rate of rehabilitation and therefore provide the best preparation for parole." (p. 49). Stress on positive professional leadership and continual staff training, as basic to successful corrections, is a constant theme of this book.

It is no easy task to summarize in a review the philosophy and practice of parole supervision which is the heart of this practical book. In brief, it appears to be this. The goal of supervision is to help the parolee find the potentialities for responsible self-growth and self-direction that will enable him to live his own life within the laws and customs of his community. Dr. Giardini goes on to state that "the task of parole supervision, therefore, is to provide the conditions conducive to the changes in behavior and in the environment necessary to achieve the desired goal." (p. 264).

To be effective as a source book for training, a book must have not only teachable material but also a useful table of contents and in-

dex for quick reference purposes. Both are admirable here. The thirteen chapters, covering 419 pages of text, are outlined in detail in eight pages of the table of contents. The outline headings provide ready reference to identical headings appearing in bold type on the appropriate page. If the reader is interested in the topic *INTERVIEWING*, for example, there are nearly sixty pertinent sub-topics which are objectively discussed, e.g.: "Interviewing in the Field," or "Necessity for Planning the Interview," or "Be a Patient Listener," or "Ordering and Forbidding."

Yet this is much more than a "How to Practice Parole" book, although it is certainly as practical and didactic as that type of book should be. It is at once more philosophical and more scholarly than a "How to" book, achieving both qualities without sacrificing clarity and simple sentence structure. While balanced and objective in tone, the author's convictions are positively stated. For example, on the role of religion in supervision:

"That religion has a place in the supervision of parolees there can be no question. The question is, how shall it be used . . . But there is a serious question whether morality can be attained without some form of religion, however unorthodox. Morality is certainly one of the goals of parole supervision, and it is in this connection that religion may play a part in parole supervision." (p. 281).

To specify what is already implicit in this review, "The Parole Process" is a volume broader in scope than its title suggests. For upon occasion Dr. Giardini uses the structure of parole and the stages in its process to discuss such correctional topics as "Drug Addiction," "The Defective Delinquent," "The Psychopathic Criminal," "The Psychotic Criminal," "The Sex Offender." These sections of the book may be likened to topical essays. They reflect current scholarships, long experience, and wise balance.

It appears that Dr. Giardini has deliberately although conventionally chosen to spot the beginning of the parole process *after* the court has sentenced the offender. By so doing he can perhaps be excused from avoiding discussion of sentencing. Yet this reviewer, a court worker, regrets that Dr. Giardini has not devoted more space to the implications for imprisonment and parole of the problems of sentencing. His comments would be enlightening and not without influence for a better future. The judge's task in sentencing is complex and the tools given him for the proper performance of the job are too often inadequate. As a consequence, variations in sentencing and poor sentences abound. "The Court is the state correctional system's front desk, its intake division," in the words of Milton Rector, N.P.P.A. Director; as such the court plays a vital role in "selection" of prisoners and ultimately of parolees. It seems relevant to the work of the parole officer that sentence is frequently imposed without reference to psychiatric clinic or presentence reports. It seems important that parole officials are required to work with many inmates and parolees who might have been successful probationers if "the intake division" had done its job right.

However, the subject of sentencing is worth a book in itself. Suffice it to say, "The Parole Process" is of great importance to correctional workers at all levels of government at all stages of the correctional process and should be handy for ready reference.

**Is man's civilization only a wrap-
page, through which the savage na-
ture of him can still burst, infernal
as ever?**

Thomas Carlyle

Early Days of The Juvenile Court of Philadelphia

by

Dr. Leonard Rosengarten
Director, Juvenile Division
Municipal Court of Philadelphia

Preface

In this year when the American Juvenile Court Movement is observing its 60th birthday, it might be of interest to probe into the early beginnings of the Juvenile Court in the largest city of the Commonwealth.

The background for juvenile probation in Philadelphia is, as in other areas, rooted in the efforts of private individuals and philanthropic societies to provide for handling children separately from adult criminals. An Act of 1893 provided, first, that children under sixteen should not be placed in association with adults charged with or convicted of crime; and second, that all cases involving commitment or trial of children for any crime or misdemeanor may be heard separately and apart from the trial of other criminals, with a separate docket and record. This act was declared unconstitutional three months later. An act of 1857 provided for the establishment of separate detention facilities for juveniles in Philadelphia. An act of 1899 authorized local institutions for juvenile delinquent to accept juveniles convicted in the United States Courts. An attempt to provide separate jurisdiction for juvenile cases was made in 1901, but was declared unconstitutional. The act of 1903, however, was declared constitutional and formed the basis of subsequent legislation.

Prior to the establishment of the Municipal Court in 1913, the Juvenile Court was a session of the Quarter Sessions Court in Philadelphia.

The period from 1903 to 1914 was one of exploration in a pioneer judicial field. Starting with the efforts of John Augustus, the use of probation had been fostered by private citizens of humanitar-

ian bent. The role of the private citizen in the sphere of probation in Philadelphia's Juvenile Court was considerable during the early years because the act of 1903 stipulated that probation officers were to receive no salary. Not until 1909 was provision made for payment of probation officers.

Published material is scant for the period preceeding the establishment of the Municipal Court. A review of the Juvenile Court's work published in 1908 underlines the tribulations of developing policies and procedures in this new judicial setting but offers little information concerning the selection of probation officers or the operation of the court's probation service.

The impression gained is that of a probation department operating under a partnership of the court and private organizations. Dating from about 1901 there was in existence an organization called "The Juvenile Court and Probation Association," which apparently recommended probation officers to the court. This Association operated under the law which stated that probation officers were to be unpaid workers. However, they were paid their salaries by societies, churches and individuals through the efforts of the Association. There is no information concerning any uniformity of salary for these people. While the court accepted suggestions from the Association and appointed a large majority of its probation officers upon the recommendation of the Association, it took pains to make clear that it had no power to share jurisdiction with or surrender jurisdiction to any organization. The court also pointed out that probation officers were under the order and direction of the court, and that no private organization could order, direct, or control a probation officer in the performance of his or her duties. That such pronouncements were necessary only

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PEOPLE



Left to right are: Penna. Board of Parole Chairman Paul J. Gernert; Lt. Col. Paul D. Sieler, Divisional Commander, Salvation Army, Pittsburgh Area; and Maj. Harry Poole, recipient of award.

Major Harry Poole

Approximately 75 persons attended a testimonial luncheon for Major Harry Poole, Salvation Army at the Sherwyn Hotel, Pittsburgh, on November 23, 1959. Ostensibly this affair was to celebrate Major Poole's recent and well deserved promotion from Captain. However, the real purpose was to demonstrate the high esteem in which he is held and to pay tribute to the unequalled service he gives in behalf of that splendid organization, the Salvation Army. Attending were representatives of the Salvation Army, Western State

Penitentiary, Duquesne University, University of Pittsburgh, Pennsylvania Board of Parole, State Bureau of Vocational Rehabilitation, Allegheny County Probation Office, Allegheny County Domestic Relations Court and other court attaches, Department of Public Welfare, and numerous social agencies. Major Poole was presented with a radio. Mr. Paul J. Gernert, Chairman of the Pennsylvania Board of Parole, presented Major Poole with a certificate of appreciation from the State Parole Board—in recognition for his service to the community and for his outstanding support of the State Parole Service.

PEOPLE

Leon T. Stern Honored

Leon T. Stern, member of the Pennsylvania Association on Probation, Parole and Correction for many years, attended one of the first classes graduated by the University of Pennsylvania. School of Social Work. In tribute to his long and distinguished career in social work, Gaylord P. Harnwell, President of the University of Pennsylvania, and Ruth E. Smalley, Dean of the University's School of Social Work, on the 50th Anniversary of the school on May 6, 1959, presented Mr. Stern with a scroll which reads as follows:

"On the occasion of the fiftieth anniversary of the School of Social Work, it is our pleasure to salute a member of one of its first classes

The School (has) utilized your talents as lecturer; and when you were helping to develop the Domestic Relations and Juvenile Division of the (Philadelphia) Municipal Court, a visit to your domain was a coveted assignment for a student. Over the years in all your subsequent brilliant achievement in penal affairs, your relationship to the School has been kept alive by frequent collaboration.

We proudly honor you, one of the earliest trained social workers anywhere, and we congratulate you upon your half-century of distinction in this field."

Testimonial Luncheon For Dr. Reinemann

Dr. John Otto Reinemann, Director of Probation, Municipal Court of Philadelphia, was given a testimonial luncheon by his friends and colleagues, on October 8, 1959, honoring him for twenty-five years of service to the Court and the community. Speeches were made by President Judge Adrian Bonnelly, and Judges John A. Boyle, J. Sydney Hoffman and Theodore O. Spaulding of Municipal Court; Congressman Herman Toll; City Welfare Commis-

sioner Randolph E. Wise; Dr. E. Preston Sharp, Executive Director, Youth Study Center; Robert C. Taber, Director Division of Pupil Personnel and Counseling, Board of Education; and Maurice B. Fagan, Executive Director, Philadelphia Fellowship Commission. Leon T. Stern presided, and H. Donald Burr was in charge of arrangements. Special mention was made of Dr. Reinemann's untiring efforts on behalf of forestry camps for the rehabilitation of juvenile offenders; two such camps are now in operation in Pennsylvania, under the auspices of the State Department of Public Welfare, in cooperation with the Department of Forests and Waters.

Dr. Reinemann also is co-author with Dr. Negley K. Teeters (who was present on this occasion) of the book, *The Challenge of Delinquency*.

Leonard Rosengarten Receives Doctor's Degree

Leonard Rosengarten, Director of the Juvenile Division of the Municipal Court of Philadelphia was awarded the Degree of Doctor of Education (EdD) by Temple University, in February, 1959. His thesis dealt with "Post-Probation Adjustment of Two Hundred Official Cases of Juvenile Delinquency"; his study was based on cases in the Municipal Court concerning boys whose probation terminated in 1950. Its result showed a 70% success rate.

New Supervisor of Adoption Division

Mrs. Ida Solomon was appointed Supervisor of the Adoption Division of the Municipal Court of Philadelphia by action of the Board of Judges in April, 1959, succeeding Mrs. Florence Moscrip, who retired. Mrs. Solomon has been in the employ of the Court for 11 years, including an assignment in the Prothonotary's Office.

Joe Paull

Mr. Eugene DiCerbo, Chief U. S. Probation Officer, Philadelphia, rightfully brings to our attention the story of Joe Paull, a man who has given so much help to parolees, inmates of penal institutions, and other people in trouble. Mr. Paull, now a successful butcher, came to this country in 1914. Since that time he has helped many families immigrate and get settled in this country, including many refugees. In 1923, he became interested in prisoners at the Eastern State Penitentiary and from that time has been aiding in their rehabilitation, visiting "Cherry Hill" at least once a week. Throughout the years he has helped more than 200 inmates of all creeds, color and religions obtain parole plans. For many of these men he has acted as Adviser. Others he has helped to obtain jobs and encouraged them to keep them—and frequently he has given financial assistance. A professional social worker once said: "Joe Paull is America's number one professional-amateur philanthropist."

Employment Opportunities

FULL TIME NPPA CONSULTANTS The Association is seeking community organization and technical consultants. *Technical Consultants* must have administrative or supervisory experience in probation, parole, correctional institutions (juvenile or adult), or delinquency prevention. These persons must be familiar with standards in the correctional field, able to evaluate the performance of programs against these standards, observe accurately, compile and analyze data, and express their findings and recommendations in writing. A working knowledge of or a potential for community organization work is desirable. *Community Organization Consultants* must have demonstrated skills in the community organization process and a working knowledge of

the prevention and correctional field. Two years graduate training in social work is preferred for both positions. These are permanent positions and successful applicants are assured of tenure based upon satisfactory performance. Beginning salary range is \$7500-10,000 with full travel and living expenses, social security, and an agency retirement plan provided. Twenty days annual leave. Salaries will be based on qualifications and position to which assigned. Send resume of education and experience and recent picture with inquiry to NPPA, 1790 Broadway, New York 19, New York.

CALIFORNIA, BELMONT — *Asst. Probation Officer (2)* (female). Salary \$5268-7368. Bachelor's degree in social sciences and (1) year graduate training or (2) one year's experience in probation or parole, social casework or group work. *Asst. Probation Officer (male)*. Salary \$5568-7788. Master's degree in social work. Qualifications above minimum may start as high as third step of salary range. Contact Anthony Lovoi, Director of Probation Services, San Mateo County Probation Dept., P. O. Box 35, Belmont, California.

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serves to illustrate the profound influence exerted by the "Juvenile Court and Probation Society". The various organizations that paid the salaries of the probation officers no doubt also exercised a measure of influence over them.

The provision calling for payment of probation officers was enacted in 1909. This provision represents the first step toward the integrated court probation service as we know it today. The decade from the passage of the Juvenile Court Act of 1903 to the creation of the Municipal Court in 1913 represents a period of transition in which the probation services emerged wholly independent of outside societies.

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 Prospect Food Center, Pittsburgh
 Lou Popes Auto Service, Hays
 Pastor's Funeral Home, Braddock
 George H. Paslian Co., Pittsburgh
 Parkway Landscaping, Pittsburgh
 Parkway Cleaners, Pittsburgh
 Nicholson File Co., Briageville
 Neisier Co., Pittsburgh
 Mullen Brothers, Pittsburgh
 Mount Royal Cemetery, Glenshaw
 Morgan Engineering Co., Pittsburgh
 Miller Shoe Store, Pittsburgh
 Joseph P. Mellody, Scranton

Knapp's Bakery, Pittsburgh
 McHugh Brothers, Pittsburgh
 Mason Heating, Pittsburgh
 Marsh Studios, Pittsburgh
 Mann's Brothers, Duquesne
 Mac & Mac, Pittsburgh
 M. V. & D. Contractors, Pittsburgh
 S. S. Kresge Co., Philadelphia
 Komoroski Real Estate, Carnegie
 Kirby Transfer & Moving, Pittsburgh
 Keystone Iron & Metal Co., Pittsburgh
 Jordan Banana Co., McKeesport
 John's Drug Store, Pittsburgh
 J & J Sales Co., Pittsburgh
 Hoeveler Warehouse Co., Pittsburgh
 Herzburn Inc., Sewickley
 Harris Drugs, Pittsburgh
 Harnies & Brand Insurance Co., Pittsburgh.
 Harcliffa Coal Comnanv
 Guild Studios, Pittsburgh
 Paul Gropelli Memorial Co., Pittsburgh
 Gordon's Truck Stop, Pittsburgh
 Geib's Cleaners, Elizabethtown
 Gateway Auto Service, Pittsburgh
 J. R. Fuller Co., Pittsburgh
 Fashion Hosiery Co., Pittsburgh
 Enright Window Shade Co., Wilkinsburg
 Elaine's Beauty Shop, Verona
 Dugan Electric, Glassport
 Diggory's Garage, Drexel Hill
 Dick's Texaco Service, Pittsburgh
 Club Bowling Alleys, Homestead
 Clayton Fuel Oil, Philadelphia
 Castellani Bakery, Pittsburgh
 Carter Electric Service, Pittsburgh
 Carol-Jo Beauty Salon, Pittsburgh
 Caravan Hotel, Philadelphia
 Cambria Lock Shop, Philadelphia
 Builders Supply Co., McKeesport
 Bergermatic Studios, Pittsburgh
 Beachcombers Cafe, Mt. Carmel
 Bauman Chevrolet, Wilkinsburg
 Autocraft Seat Covers, Norristown
 Associated Drive In Theater, Pittsburgh
 Acme Music, Duquesne

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