

Mr. DELLENBACK. Mr. Harris, we appreciate your appearing before us as a witness. We welcome the skill and the expertise you really do bring to the committee.

In looking through this report that you have given us this morning and in listening and reading it, do I read correctly that you measure success, this balancing off of success and failure, as you use the length of time in a site or center as a correlated measure of it, and really you are looking for such factors as adjustment to the center and stable job and high earnings and these you look on as the indicia of success?

Mr. HARRIS. There is no doubt if you can keep a kid in the center 6 months or more you have a much better chance of his doing very well.

Mr. DELLENBACK. What you are saying is the stable earnings and the higher success of the program is the goal?

Mr. HARRIS. Yes, sir.

Mr. DELLENBACK. As far as the Job Corps area is concerned. Cleanliness, social training, social graces, you are visualizing these trainings in these areas as incidental supplements to the things you look on as success, namely, stable job and higher earnings?

Mr. HARRIS. Those are the tangible measures we use. We know from other work when someone is motivated and this often happens when they learned a skill or are beginning to learn it and get excited—all learning is a very exciting thing—or even more important it happens when they have grown to have respect for themselves as human beings. Then kids will clean their fingernails, brush their hair, brush their teeth. In other words, it seems to me you cannot isolate them. They are part of the same pattern.

In social psychology many people speak of the principle of “the more the more”. We see it in such a shibboleth as “Ask a busy man to get something done.” The fact of the matter is, it is absolutely true that a person who is activated mentally, is likely to be activated mentally in more than one area. If you want to put it another way, somehow as these kids stay longer in the Job Corps they get awakened right down the line, so the measures we use, which I think are fair, are stability of employment, wages earned, increment of increase.

I hope in the future we will be able to see 12 months or 18 months after they leave the Job Corps that they will even do better.

Mr. DELLENBACK. These will still be the criteria to which you are going to look because you see these as the essential goals of the program?

Mr. HARRIS. These are the easier measures to use.

Mr. DELLENBACK. Some of the other things are self-reinforcing.

Mr. HARRIS. As Congressman Brademas points out, the other elements may be more important but these are harder to measure, harder to put your finger on. When a person learns to improve his character and learns to improve himself as an individual you can feel it, but it is very difficult to pin it down.

Mr. DELLENBACK. But these are the things that you use as your measuring sticks.

Mr. HARRIS. Yes, sir.

Mr. DELLENBACK. Have you made any other studies of different types of programs intended to turn the pattern of failure into a pattern of success outside of the Job Corps?

Mr. HARRIS. Yes, sir.