

Workforce Development within Reentry: Enhancing Public Safety through Employment

April 15, 2014
3:00-4:30 p.m. ET

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www.ncja.org

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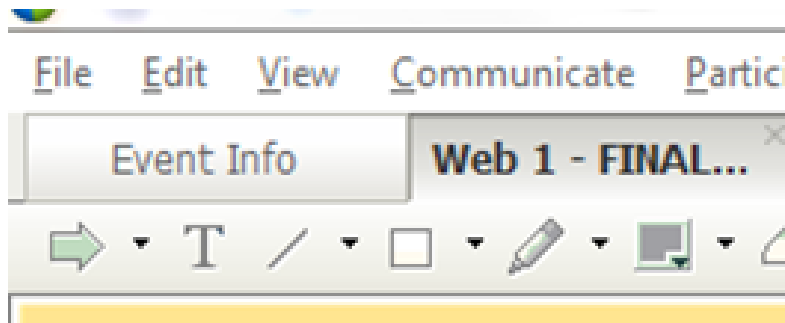
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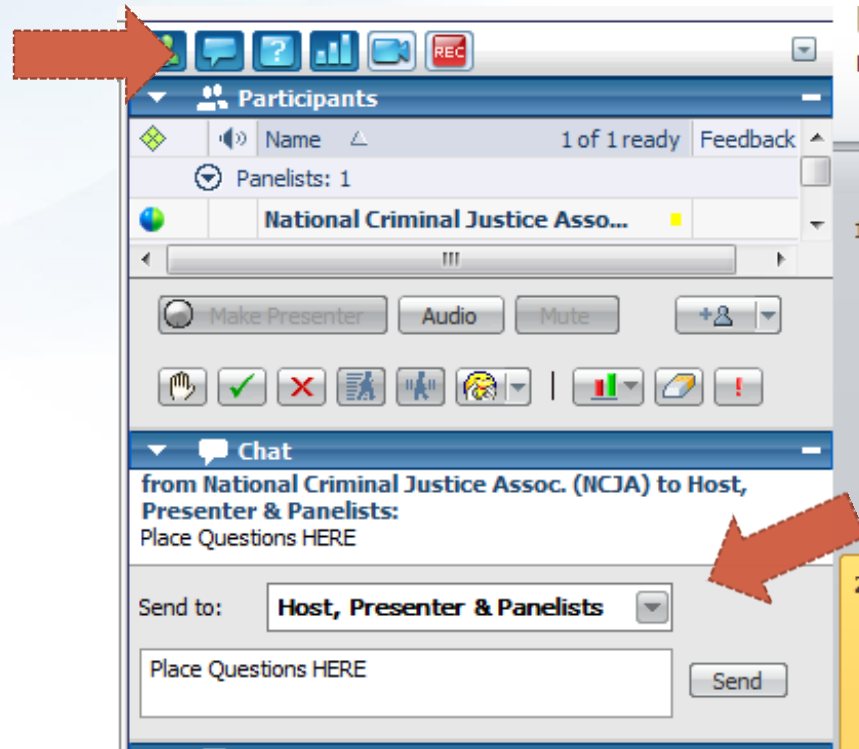
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Moderator



David Marimon

Senior Policy Analyst
National Criminal Justice Association

Presenters

Hank Rosen

Policy Analyst
Council of State Government's Justice Center

Jeff Wilson

Employment Taskforce Supervisor
Utah Department of Corrections

Sam Schaeffer

Chief Executive Officer /Executive Director
Center for Employment Opportunities

Integrated Reentry and Employment Strategies

Reducing Recidivism and Promoting Job Readiness

April 15, 2014

Hank Rosen, *Policy Analyst*



THE ANNIE E. CASEY FOUNDATION



JUSTICE★CENTER

THE COUNCIL OF STATE GOVERNMENTS

- ✓ National non-partisan non-profit membership association
- ✓ Represent all three branches of government
- ✓ Rely on research and data to dispense practical, non-partisan advice and training



<http://csgjusticecenter.org/reentry>

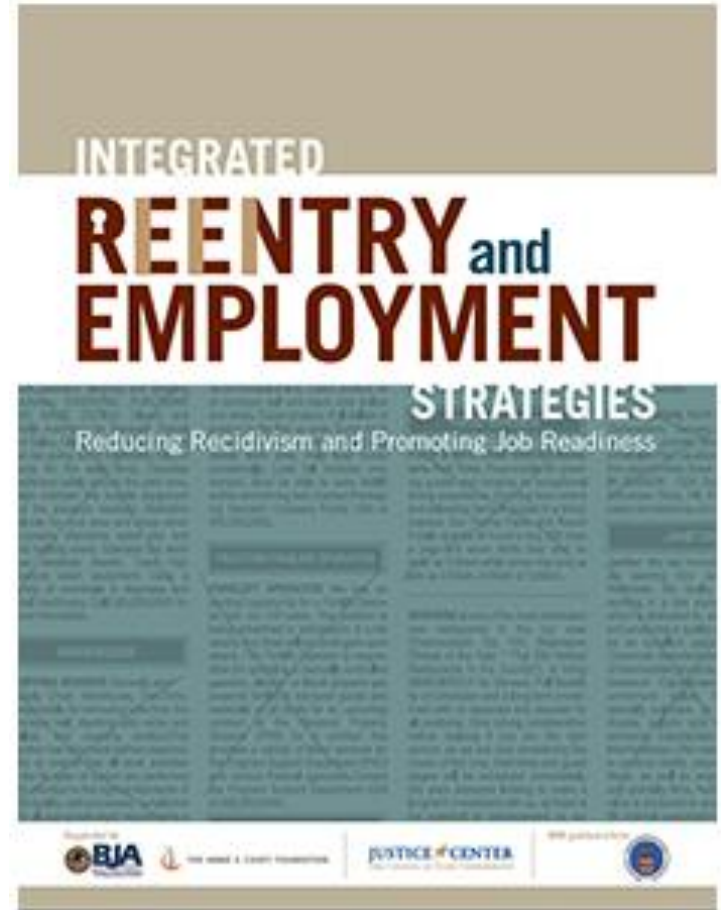


BJA
Bureau of Justice Assistance
U.S. Department of Justice

Presentation Overview

**Highlights from the
Reentry and
Employment White
Paper**

**Application of white
paper in different
settings**

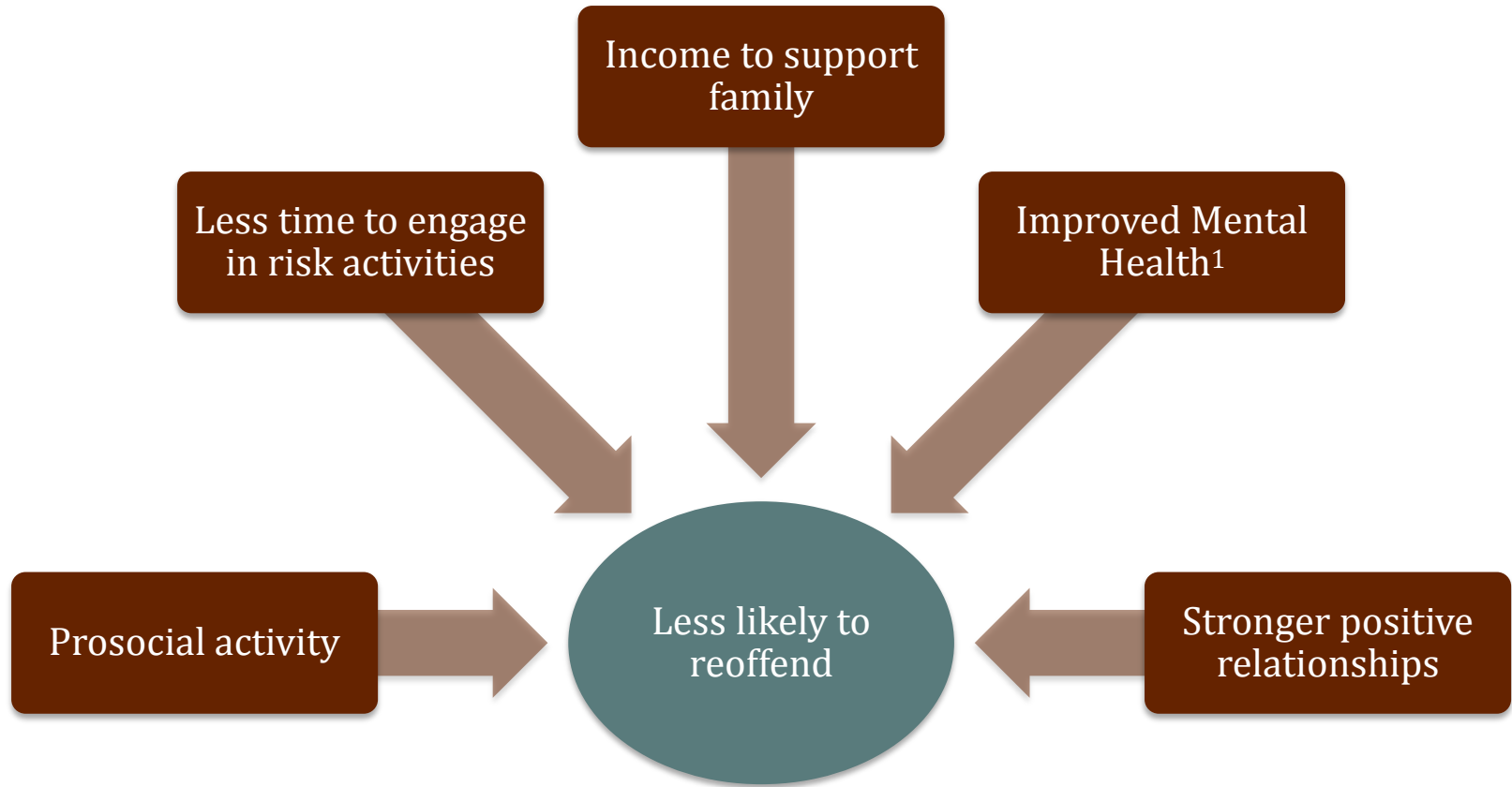


The White Paper

Themes:

- Research about employment's role in recidivism reduction is not straightforward
- Systems and services are largely uncoordinated despite shared population and emerging evidence-base that's increasingly interrelated
- Risk-reduction principles can be applied to effective workforce development strategies

Prioritizing Jobs: A Great Idea



1. Graffam, J., A. Shinkfield, B. Lavelle, B.W. McPherson. 2004. "Variables Affecting Successful Reintegration as Perceived by Offenders and Professionals." *Journal of Offender Rehabilitation*.40 (1/2), 147–171

What has research shown?

Job acquisition alone

≠

**Reduced
Recidivism**

Job acquisition alone

≠

**Long-term Workforce
Attachment**

We Need to Ask:

What works to reduce recidivism?

What works to improve job outcomes?

How do these intersect?

What Reduces Recidivism?

Risk – Need – Responsivity Principles

Risk: Target the most intensive services to those most likely to reoffend

Needs: Provide services that address individuals' factors that contribute to criminal behavior

Responsivity: Deliver individually tailored services that maximize motivation and ability to learn

*****How do we know who should get these services?*****

What Increases Employment?

Finding and Retaining Employment

- Non-transitional Subsidized Employment
- Job Development and Coaching
- Retention and Advancement Services
- Financial Work Incentives

Promoting Job Readiness

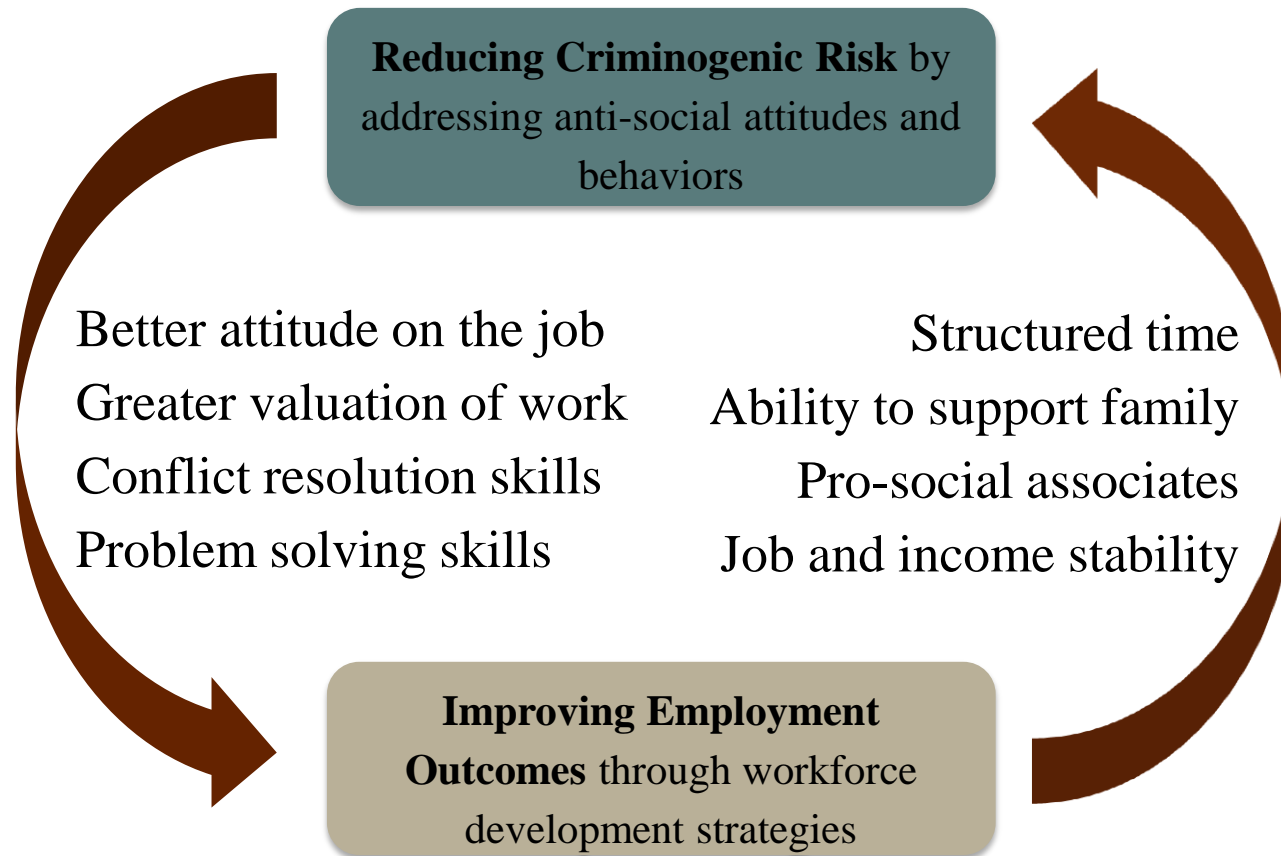
- Education and Training
- Soft-/Cognitive-Skill Development
- Transitional Job Placements
- Non-skill-Related Interventions

*****How do we know who should get these services?*****

Using assessment information to make the connection

Dynamic Predictors of Recidivism (common among higher-risk individuals) ⁴		Job-Readiness/ Employability Factors ⁵	
• Presence of Antisocial Behavior	The “Big 4” Risk Factors	• Low education Level	
• Antisocial Personality Pattern		• Lack of vocational skills	
• Antisocial Cognition		• Limited work experience	
• Antisocial Associates		• Lack of “soft job skills”	
• Poor Family and/or Marital Relationships		• Negative attitudes about work	
• Low levels of performance and satisfaction in work/school		• Unrealistic expectations about work	
• Lack of pro-social leisure activities		• Logistical barriers to employment	
• Substance Abuse		• Physical health	

What does this connection mean?



Problem: Systems and Services Largely Uncoordinated

What do we commonly see?

1. Resume writing
2. Job search assistance
3. Practicing interviews and disclosure of criminal records
4. Job development with employers

Problematic, implied assumption: these individuals are ready for employment, they just need help getting a job.

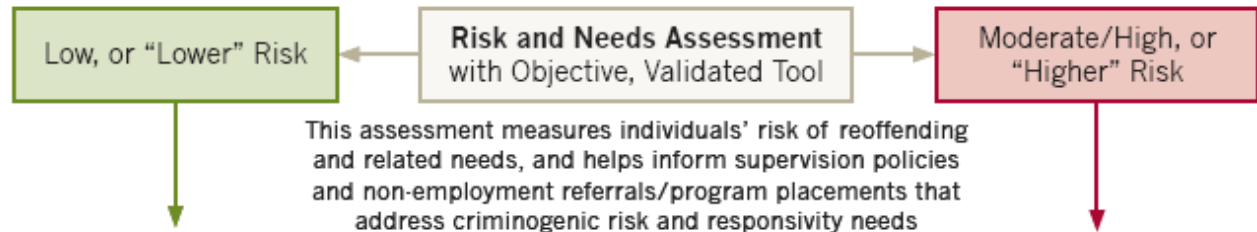
“If we truly want to incorporate employment into effective correctional programs, we need to employ techniques and approaches that have been found to be effective in changing behavior...

We should focus on preparing offenders to work by first targeting their attitudes and value about work, and then combine that with teaching those skills that will help them be successful at work.”

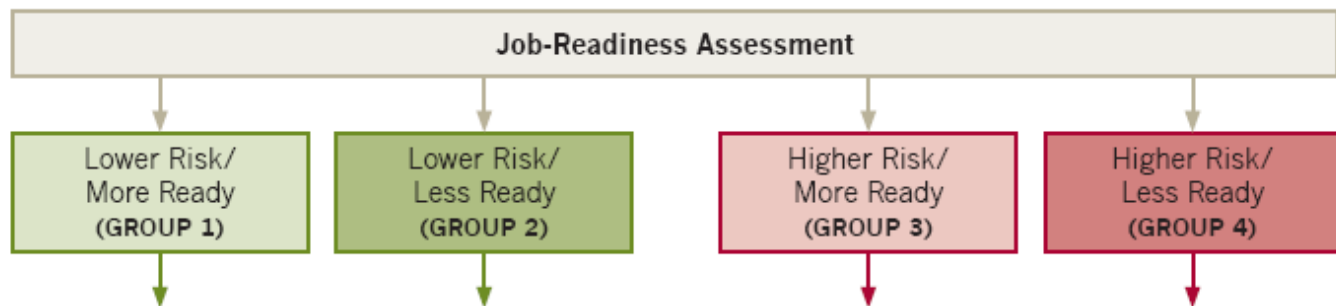
(Latessa, 2011)

Need tailored approach: *Resource-Allocation and Service Matching Tool*

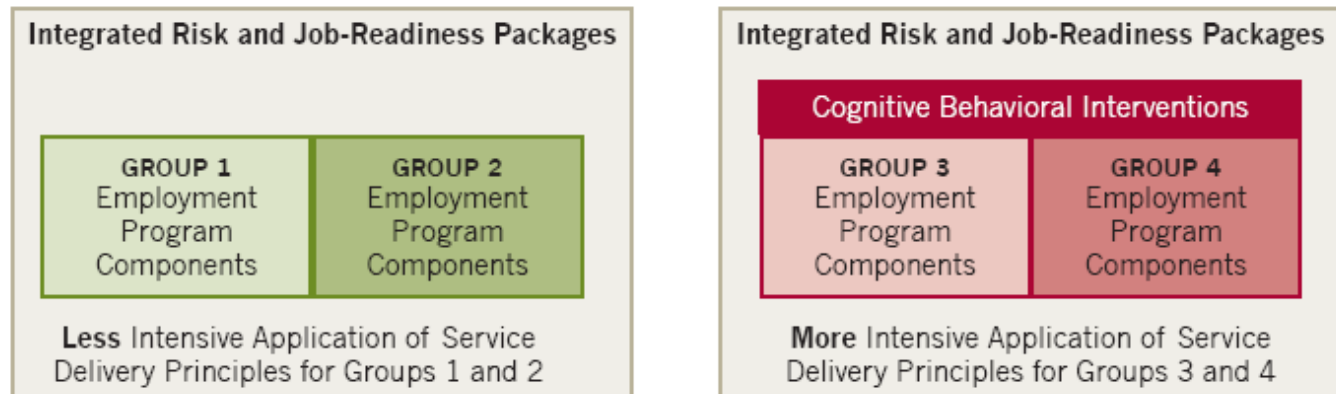
Step 1: Assess Risk and Needs



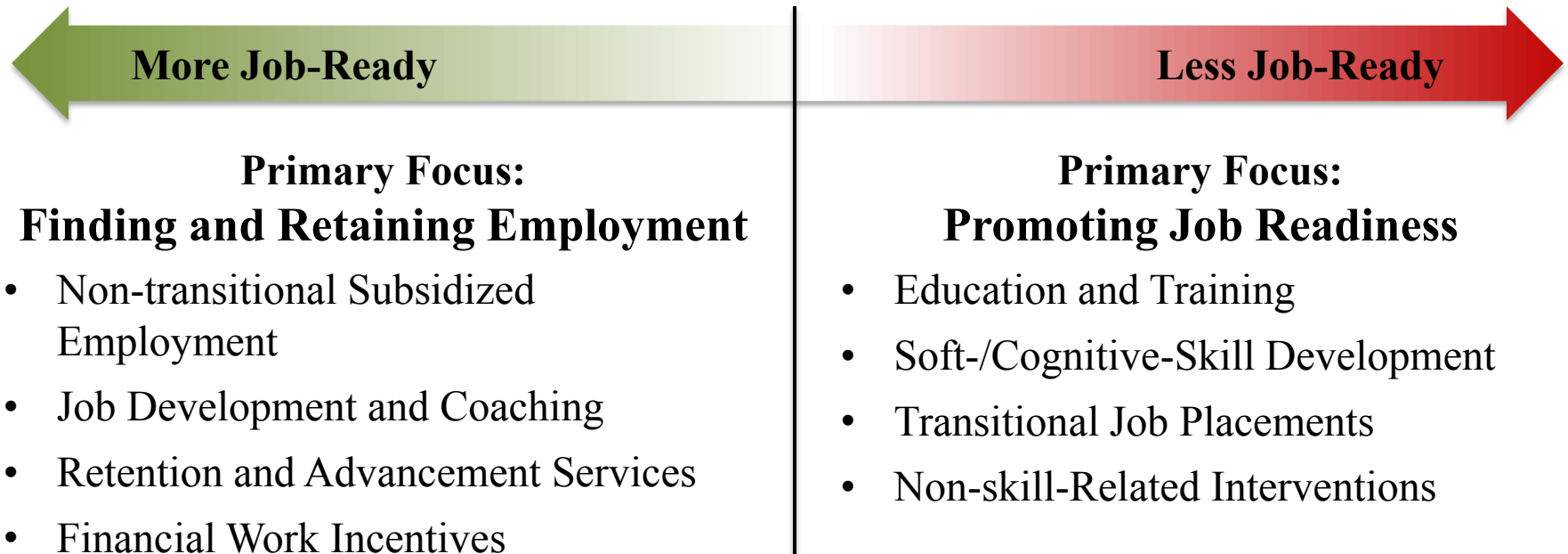
Step 2: Assess Job Readiness



Step 3: Deliver Targeted Services



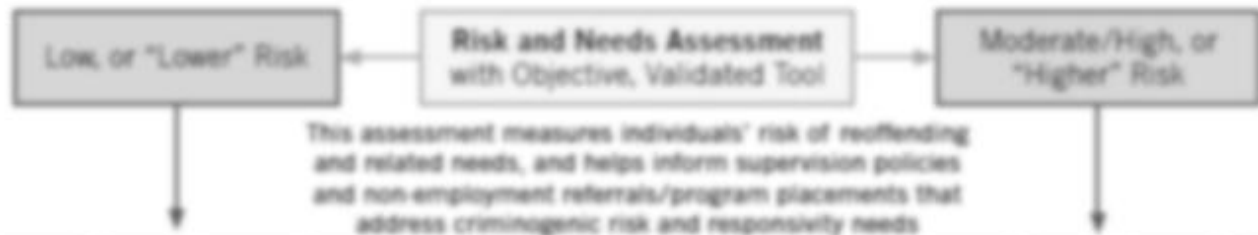
There are varying levels of job readiness requiring different responses



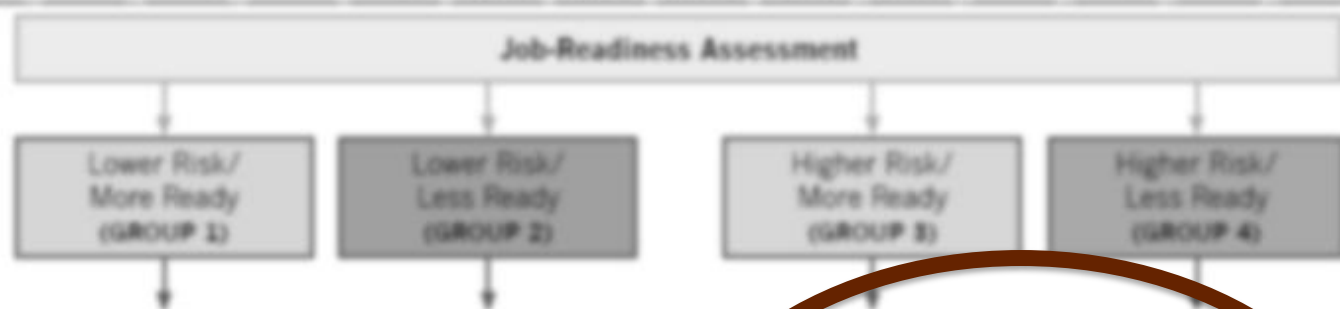
The exact “package” of services should be based upon individuals’ specific job-readiness needs, but generally speaking less job-ready individuals need more services than those individuals that are more job-ready.

Need tailored approach: *Resource-Allocation and Service Matching Tool*

Step 1: Assess Risk and Needs



Step 2: Assess Job Readiness



Step 3: Deliver Targeted Services



Service Delivery Principles

Integrating risk reduction strategies into employment programs

Service Delivery Principles	Lower-Risk	Higher-Risk
	Less Intensive Application for Lower-Risk Individuals	More Intensive Application for Higher-Risk Individuals
Engagement	Avoid intensive engagement and case management	Intensive case management with frequent, high-quality contact
Timing	Timing is still important, but less of a priority for lower-risk individuals	Connect with individuals shortly after release from jail/prison
Incentives	Incentives are less of a priority and need for lower-risk individuals	Enhance motivation through communication and incentives
Coordination	Community supervision should not be intensive, and officers do not have to play as active a role	Work closely with community supervision officers, who can assist with intensive engagement
Structured Time	Avoid structuring time that disrupts existing pro-social ties	Highly structured time to provide a pro-social environment

How can this be applied?

- **System-level**
 - Resource allocation decisions
 - Defining roles/creating partnerships
 - Referral networks of public/private organizations and agencies
 - Contract decisions
- **Service-level**
 - Resource allocation decisions
 - Program design
 - Partnerships

The sorting tool in action



Joseph

- 28
- Felony conviction
- GED



Michael

- 27
- Felony conviction
- High school graduate

The sorting tool in action



Joseph

- 28
- Felony conviction
- GED

Other Risk
Factors:

- No prior convictions
- Maintained family ties



Michael

- 27
- Felony conviction
- High school graduate

- 3 prior convictions
- criminal thinking
- History of substance abuse

The sorting tool in action



Joseph

- 28
- Felony conviction
- GED

Other Risk Factors:

- No prior convictions
- Maintained family ties

Other Job Readiness Factors:

- Employed at time of arrest
- Worked in correctional industries while incarcerated





Michael

- 27
- Felony conviction
- High school graduate

-
- 3 prior convictions
 - criminal thinking
 - History of substance abuse

-
- Unemployed at time of arrest
 - Gaps in employment history
 - Limited skills

The sorting tool in action

 <p>Group 1</p>	<p><u>Joseph</u></p> <ul style="list-style-type: none"> • 28 • Felony conviction • GED 	 <p>Group 4</p>	<p><u>Michael</u></p> <ul style="list-style-type: none"> • 27 • Felony conviction • High school graduate
<p>Other Risk Factors:</p>	<ul style="list-style-type: none"> • No prior convictions • Maintained family ties 		<ul style="list-style-type: none"> • 3 prior convictions • criminal thinking • History of substance abuse
<p>Other Job Readiness Factors:</p>	<ul style="list-style-type: none"> • Employed at time of arrest • Worked in correctional industries while incarcerated 		<ul style="list-style-type: none"> • Unemployed at time of arrest • Gaps in employment history • Limited skills
<p>Appropriate Services:</p>	<ul style="list-style-type: none"> • Connect with non-corrections funded services that focus on job attainment and retention • Low intensity service delivery and supervision 		<ul style="list-style-type: none"> • Intensive engagement and highly structured programming • Focus on soft skill development and enhancing job readiness

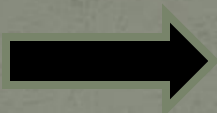
Has this been tested and does it work?

- Can **large systems** use risk assessment and job readiness assessments sort clients and match them to organizations/services? **YES**
- Can **programs** sort clients and match them to the right services? **YES**
- Can **reentry and/or workforce development professionals** design and deliver services based on principles of effective recidivism reduction? **YES**

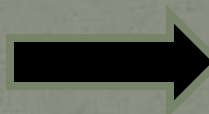
Employment Placement Project



Stimulus Funds



Federal Stimulus Money
Justice Assistance Grant
(JAG)/ARRA Grant



Administered by
Commission on Criminal
and Juvenile Justice (CCJJ)

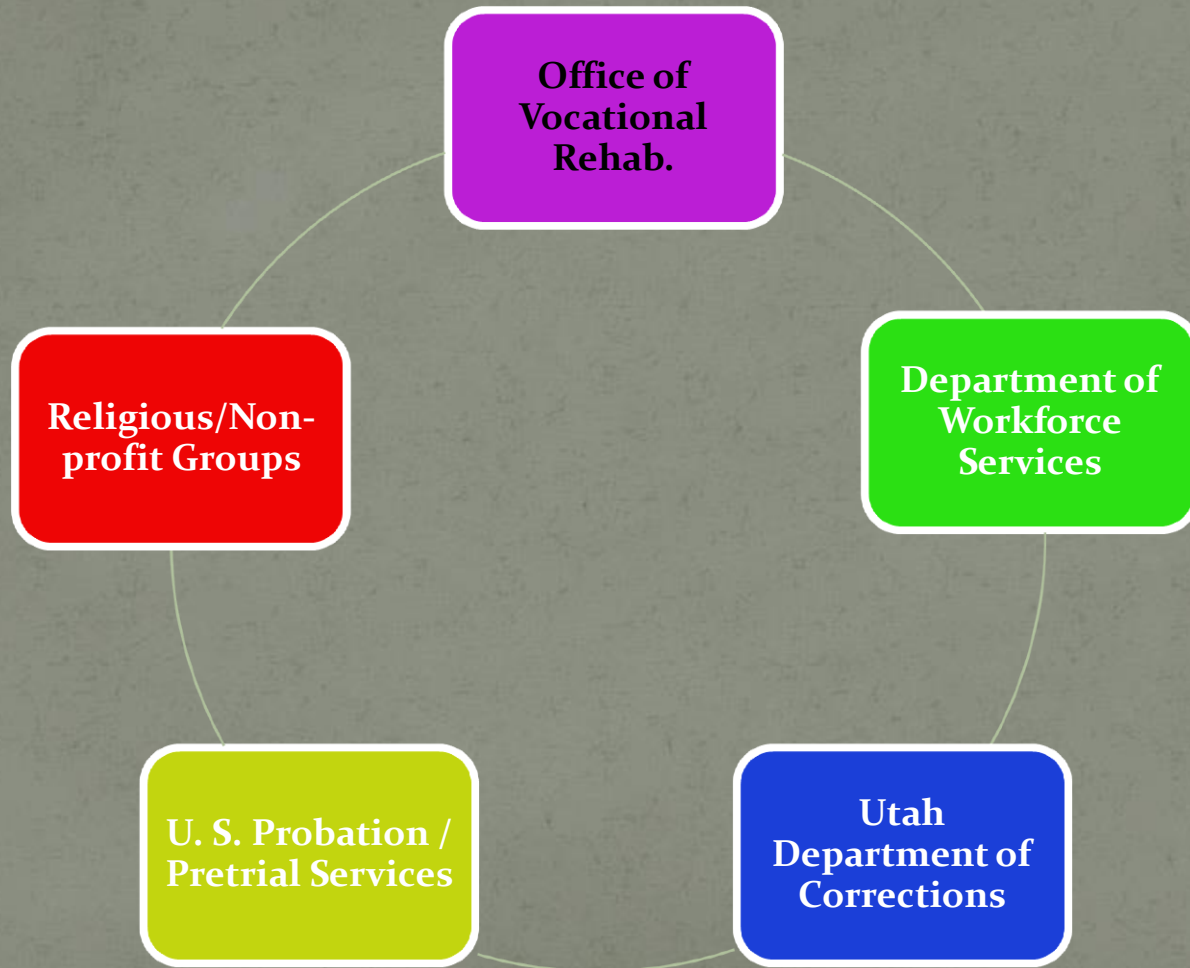
Employment
Placement Project



Grant Goals

- Total Grant Award – \$957,442 (6 F/T positions)
- Target period – Two year time frame
 - Assist offender transition / seamless re-entry
 - Enhance offender employment opportunities
 - Standardized job readiness workshop
 - Collaborate w/allied agencies
 - Participate in community events (job fairs)
 - Cross train departmental / allied staff
 - Track / document statistics
 - Reduce recidivism

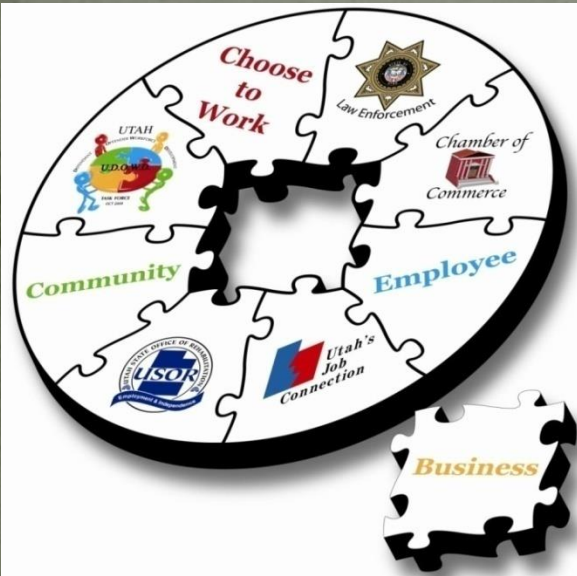
Agency Collaboration



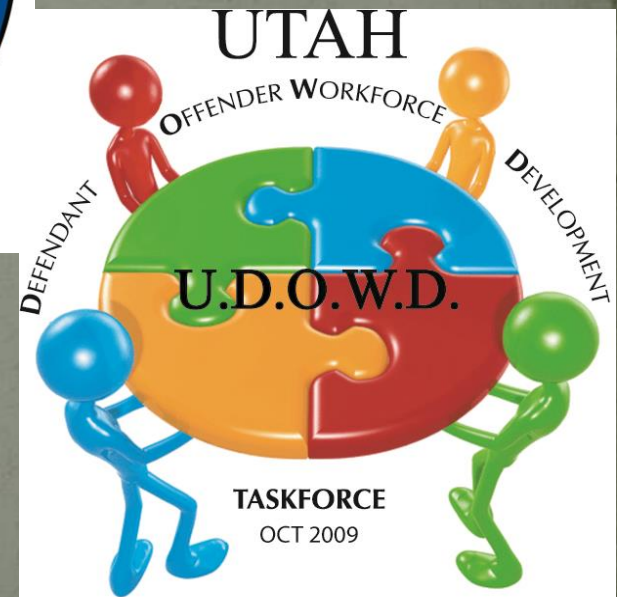
Mission Statement

We unite to facilitate collaboration between Federal, State, and Local agencies in an effort to eliminate barriers among agencies, increase community awareness, assist offenders with increased employment opportunities, and reduce recidivism

U.D.O.W.D. Marketing Strategies

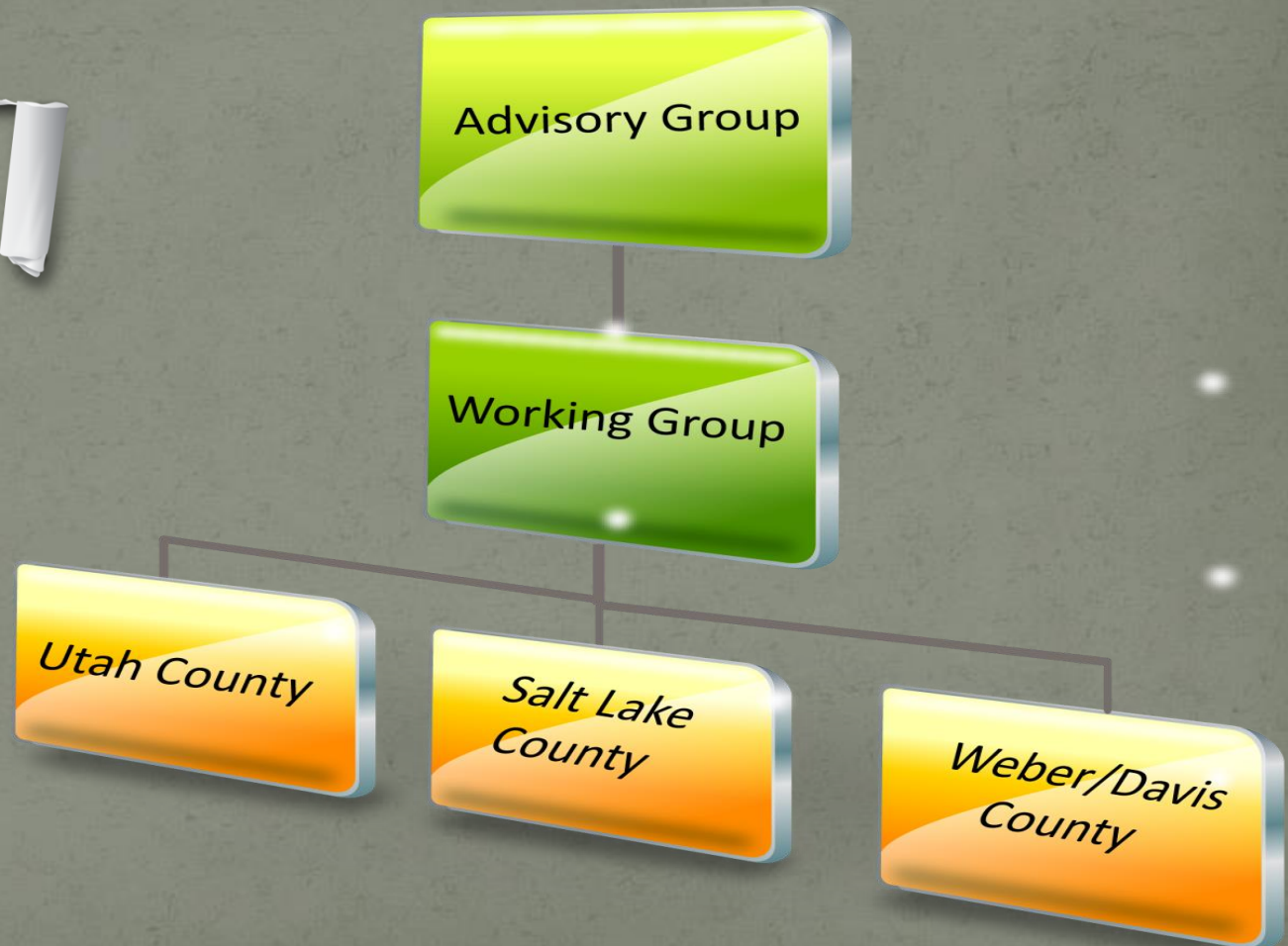


AUG 2010



Organizational Outlook

UDOWD



From Building Prisons to Building Bridges

OES Model



The Players:



Task Force Accomplishments

- ❖ Standardized offender employment workshops
- ❖ Standardized multi-agency training
- ❖ Removed organizational barriers
- ❖ Universal website (www.corrections.utah.gov)
- ❖ HB320 – Temporary ID's
- ❖ Video (UVU)
- ❖ State/national recognition
- ❖ Evidenced based program

By the Numbers

Year	Completed Workshop	Found Employment	Placement %
2010	558	231	41.3
2011	822	447	54.3
2012	1227	811	66.1
2013	1058	765	72.3

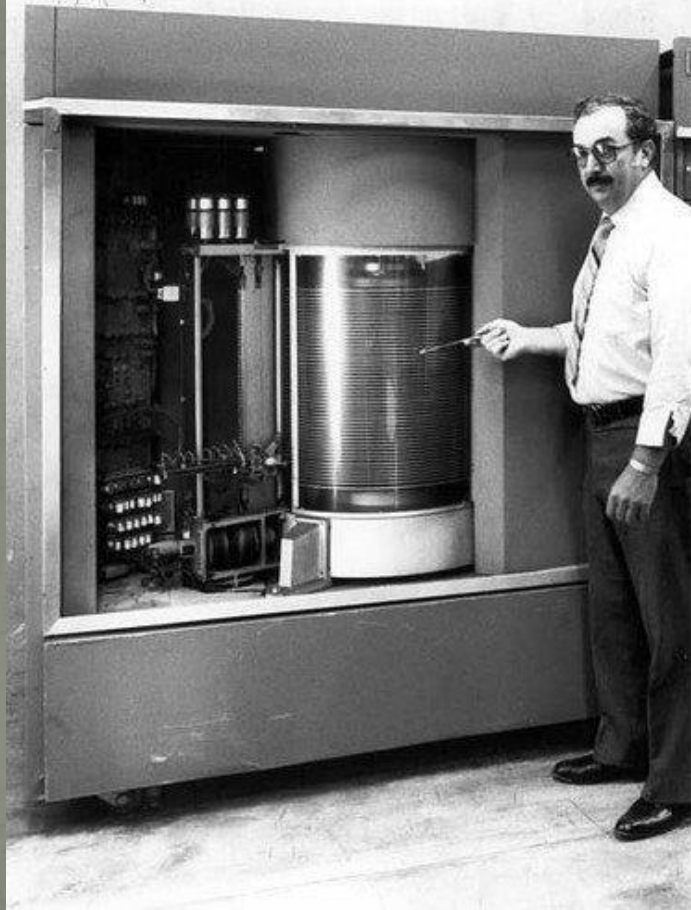
It's all about Trust....

Collaboration



A Time for Change

5mb, 50 years ago, \$160,000



2gb, now, \$7.99



Thank You

Jeff Wilson

Employment Taskforce Supervisor

Utah Department of Corrections

jrwilson@utah.gov

SCALING REENTRY EMPLOYMENT NATIONALLY

The Center for Employment Opportunities
(CEO)

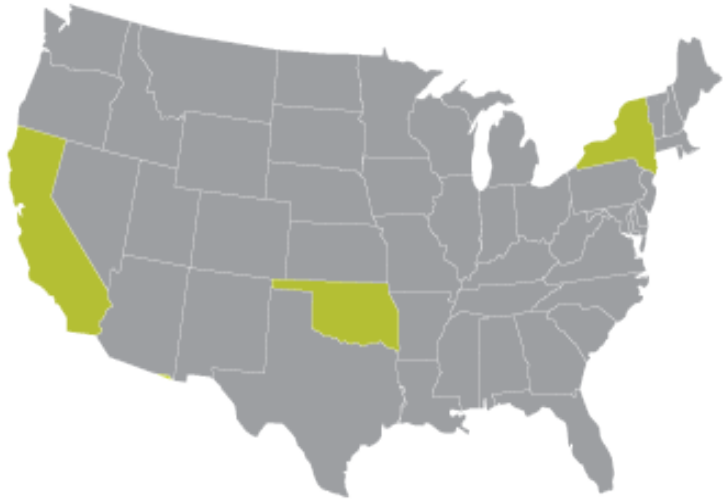
SAMUEL J. SCHAEFFER
Chief Executive Officer/
Executive Director
sschaeffer@ceoworks.org



CEO's MISSION AND VISION

The Center for Employment Opportunities (CEO) is dedicated to providing immediate, effective and comprehensive employment services to men and women with recent criminal convictions.

CEO's vision is that anyone with a recent criminal history who wants to work has the preparation and support needed to find a job and to stay connected to the labor force.



10 cities
in
3 states

= 4,000+ clients enrolled

= 2,000+ job placements

= \$29M + client wages earned

CEO POPULATION CHARACTERISTICS

YOUNG ADULTS 43%

PARENTS 47%

PARTICIPANTS
WITH NO PRIOR
WORK EXPERIENCE

50%

PARTICIPANTS
WITH EDUCATION
PAST HIGH SCHOOL

10%

THE CEO MODEL



JOB READINESS TRAINING

4,000+
Enrolled
Annually



TRANSITIONAL EMPLOYMENT

300+ Participants
Working Every Day
on 50+ Work Crews



FULL-TIME PLACEMENT

2,000+
Placements



ONE YEAR FOLLOW UP

Up to \$500 in
Retention Incentives
Available to
Participants

In 2012, MDRC released the results of a three-year random assignment evaluation of CEO, sponsored by the US Department of Health and Human Services

CEO'S IMPACT ON:	FINDING	OUTCOMES
PUBLIC SAFETY	Statistically significant reductions on all measures of recidivism	Over 20% reduction in reconviction and returns to incarceration
EMPLOYMENT	Substantial increase in employment early on & some positive impacts on long term for some populations	1st year improvements were substantial (44%), but faded over time
PUBLIC SPENDING	Nearly 4:1 Benefit: Cost Ratio	Up to \$3.30 saved for every tax payer dollar spent

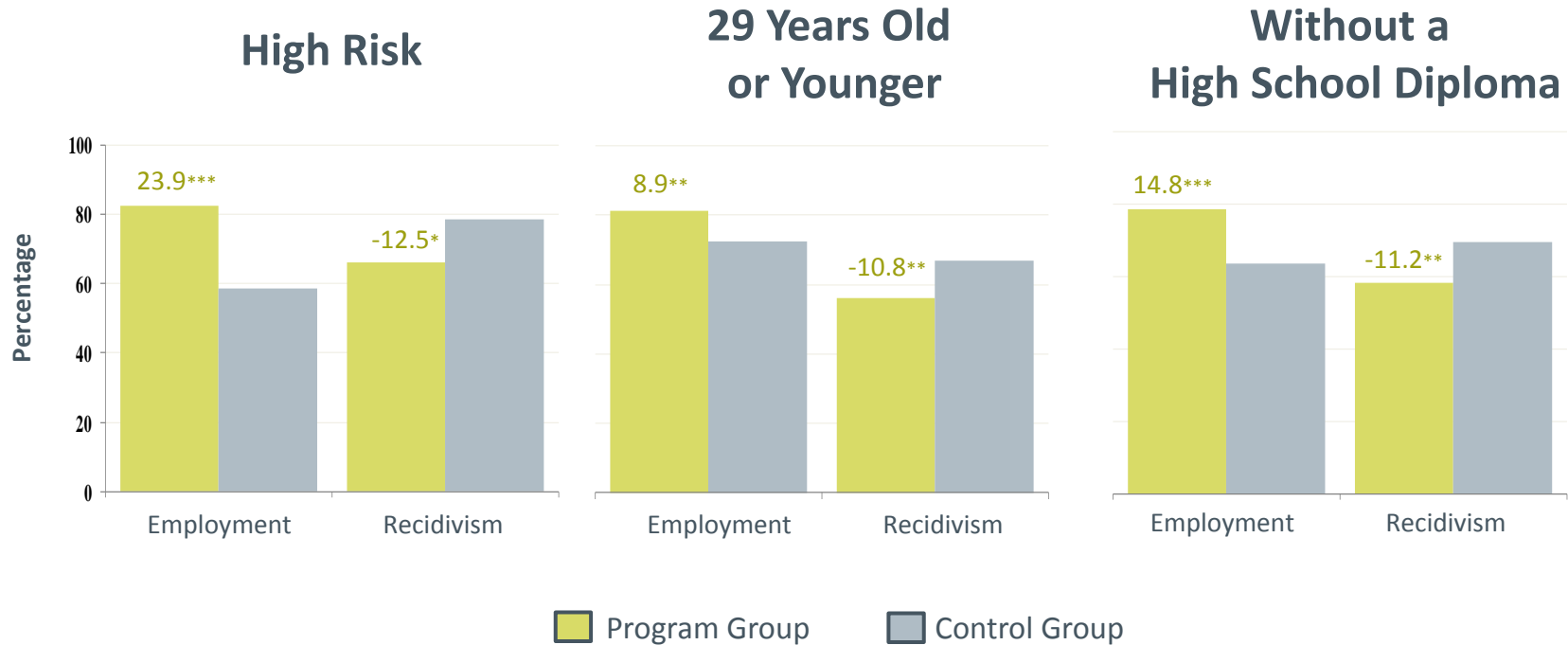
BEST RESULTS WITH HIGHER RISK CLIENTS

These results were driven by those recently released from incarceration.

To see the full report, visit:

<http://www.acf.hhs.gov/news/press/2012/NYEmployExPrisoner.html>

THREE YEAR IMPACTS: INCREASED EMPLOYMENT, REDUCED RECIDIVISM



Employment outcomes for participants who had any employment (subsidized or unsubsidized).
Recidivism outcomes for participants who have ever been incarcerated.

Statistical significance levels are indicated as: *** = 1 percent; ** = 5 percent; * = 10 percent.

Trajectory for an expanding CEO



1996

Incorporation
as 501(c)(3) in
New York State

2009-2014

Expansion to nine
additional sites
across three states:
NY, CA and OK

**2015-2018
BUSINESS
PLAN**

**>Two new CEO
sites in CA**

**>Establishing
a presence in
1-3 new states**

**>Increasing
training
opportunities**

GROWTH CAPITAL FOR EXPANSION

ARRA Stimulus Investment

- 3+ year Byrne/JAG awards from NYS DCJS
- Helped launch expansion in Albany, Buffalo, Rochester, NY

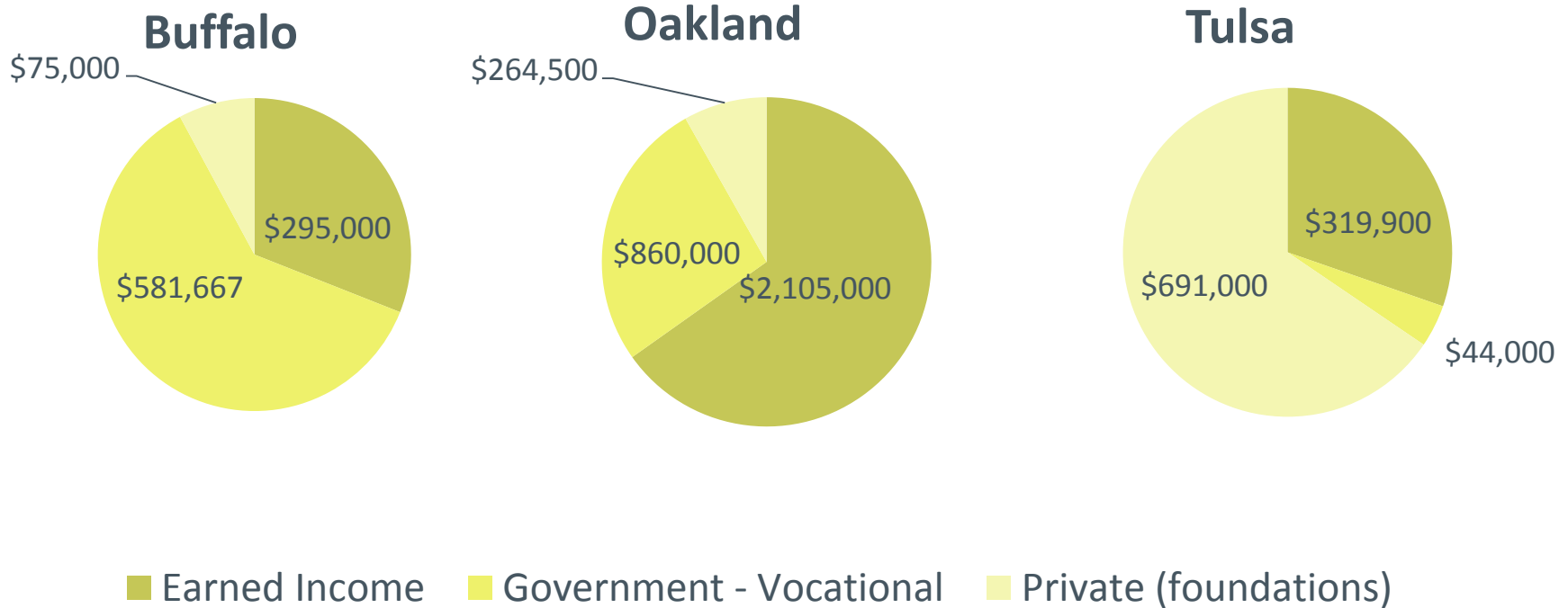
SIF Award: Edna McConnell Clark Foundation (EMCF)

- 3 years
- Young adult focus
- Supporting expansion and capacity building
- NY, CA and OK expansion

SIF Award: REDF

- 3 years
- Employment focus
- Supporting social enterprise development and innovation
- California expansion only

Sustaining SIF Capacity



CEO SIF spending is expected to fall by \$4.5M in FY 2015. Currently, CEO has covered **85% of this revenue** by retaining existing funders and developing new ones such as:

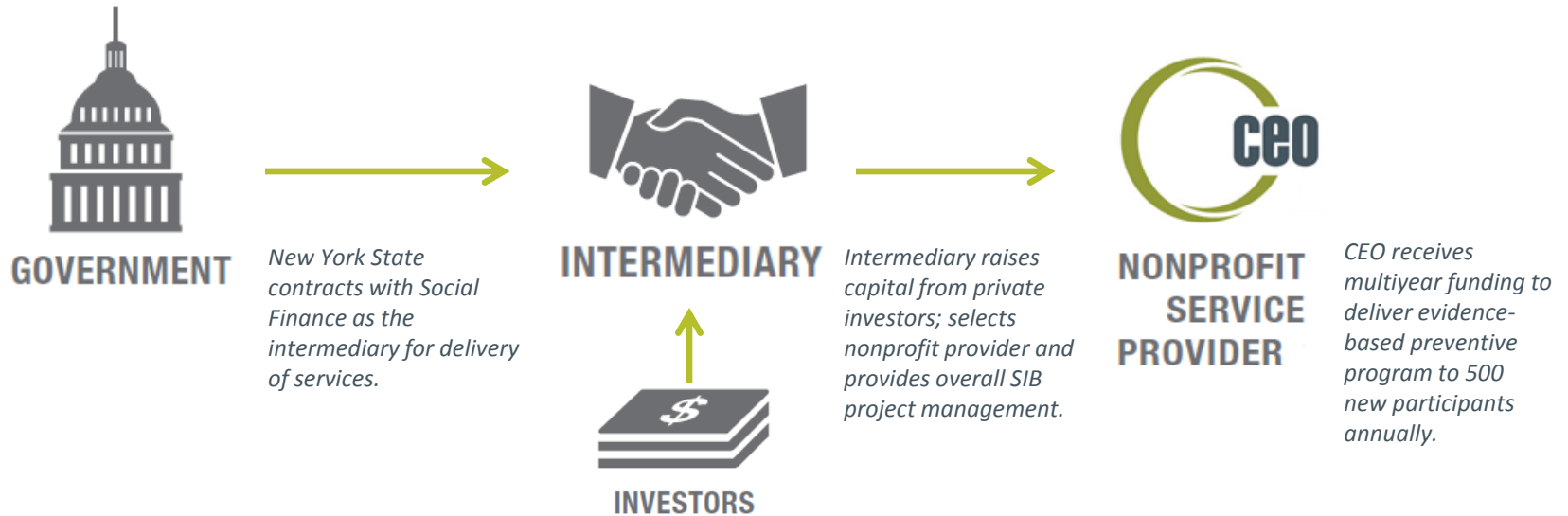
- * Caltrans
- * CDBG
- * NYS DCJS
- * NYS DEC

- * City of Oakland
- * Alameda County, CA
- * San Diego Probation
- * CA CDCR

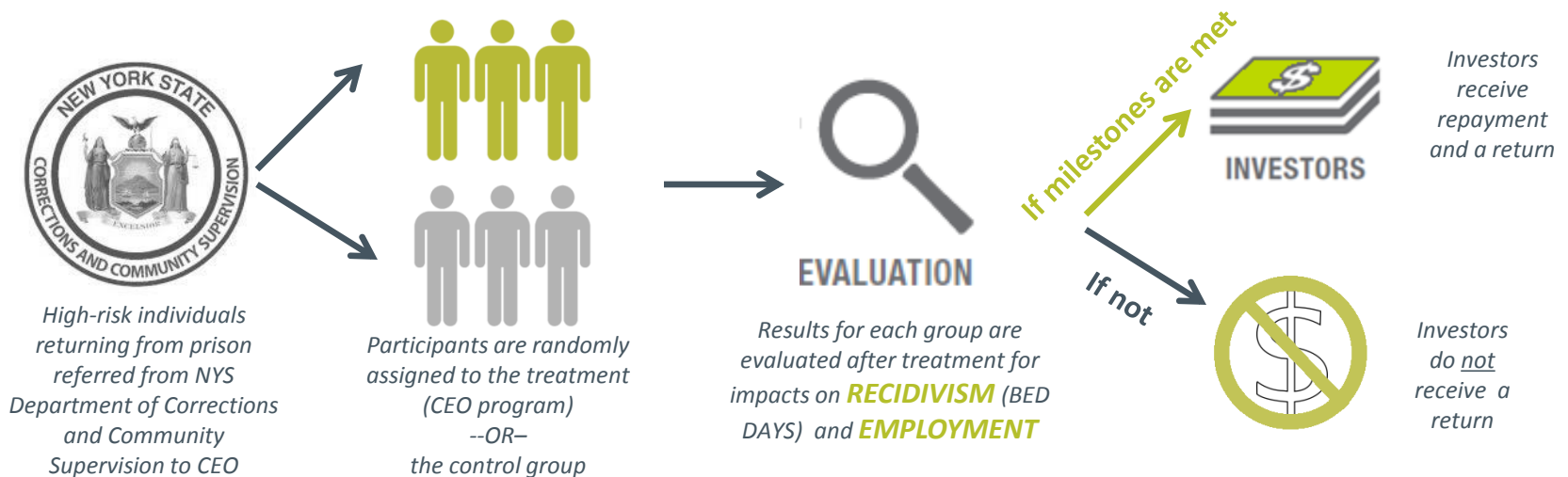
- * Oishei Foundation
- * Inasmuch Foundation
- * Tipping Point Foundation
- * United Way

SOCIAL IMPACT BOND / PAY FOR SUCCESS

Deal Structure



Implementation



Credit: McKinsey & Company

KEY ELEMENTS OF CEO'S PFS PROJECT

Four years of services,
2000 new participants

- Years 1-2: Funded through a federal DOL grant
 - Years 3-4: Funded by New York State
-

CEO is under no obligation to
raise funds for the project

- Actual cost for participants served covered in contract
-

Intervention is identical to services
provided to all CEO clients

- Results anticipated to match previous evaluation findings

INCUBATING CLIENT MATCHING

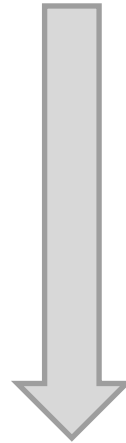
Building on Evidence

Leveraging strengths of CEO's program in the MDRC evaluation findings, all participants in the project will be recently released (previous 90 days) and have COMPAS Level I and II profiles.



Matched Candidate Meetings

All participants in the project meet jointly with CEO staff and their parole officer who message that they are assigned to CEO and explain how it will help them address their employment needs.

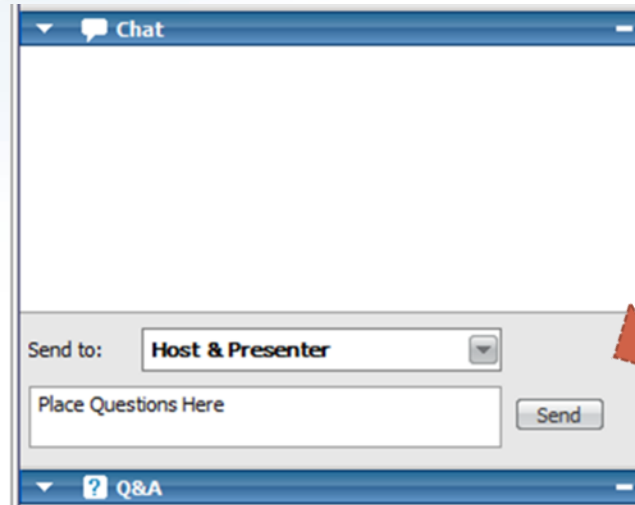


Right **person**. Right **program**. Right **time**.

Q & A

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Q & A

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