Workforce Development within Reentry: Enhancing Public Safety through Employment

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

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Moderator

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Presenters

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Utah Department of Corrections

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Center for Employment Opportunities
Integrated Reentry and Employment Strategies
Reducing Recidivism and Promoting Job Readiness

April 15, 2014

Hank Rosen, Policy Analyst
✓ 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
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

Less likely to reoffend

- Income to support family
  - Less time to engage in risk activities
- Improved Mental Health
- Stronger positive relationships
- Prosocial activity

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

<table>
<thead>
<tr>
<th>Dynamic Predictors of Recidivism (common among higher-risk individuals)⁴</th>
<th>Job-Readiness/Employability Factors⁵</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Presence of Antisocial Behavior</td>
<td>• Low education Level</td>
</tr>
<tr>
<td>• Antisocial Personality Pattern</td>
<td>• Lack of vocational skills</td>
</tr>
<tr>
<td>• Antisocial Cognition</td>
<td>• Limited work experience</td>
</tr>
<tr>
<td>• Antisocial Associates</td>
<td>• Lack of “soft job skills”</td>
</tr>
<tr>
<td>• Poor Family and/or Marital Relationships</td>
<td>• Negative attitudes about work</td>
</tr>
<tr>
<td>• <strong>Low levels of performance and satisfaction in work/school</strong></td>
<td>• Unrealistic expectations about work</td>
</tr>
<tr>
<td>• Lack of pro-social leisure activities</td>
<td>• Logistical barriers to employment</td>
</tr>
<tr>
<td>• Substance Abuse</td>
<td>• Physical health</td>
</tr>
</tbody>
</table>

The “Big 4” Risk Factors
Reducing Criminogenic Risk by addressing anti-social attitudes and behaviors

What does this connection mean?

Better attitude on the job
Greater valuation of work
Conflict resolution skills
Problem solving skills

Structured time
Ability to support family
Pro-social associates
Job and income stability

Improving Employment Outcomes through workforce development strategies
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**
- Low, or “Lower” Risk
- Risk and Needs Assessment with Objective, Validated Tool
- Moderate/High, or “Higher” Risk

This assessment measures individuals’ risk of reoffending and related needs, and helps inform supervision policies and non-employment referrals/program placements that address criminogenic risk and responsivity needs.

**Step 2: Assess Job Readiness**
- Job-Readiness Assessment
- Lower Risk/More Ready (GROUP 1)
- Lower Risk/Less Ready (GROUP 2)
- Higher Risk/More Ready (GROUP 3)
- Higher Risk/Less Ready (GROUP 4)

**Step 3: Deliver Targeted Services**

**Integrated Risk and Job-Readiness Packages**
- GROUP 1 Employment Program Components
- GROUP 2 Employment Program Components
- GROUP 3 Employment Program Components
- GROUP 4 Employment Program Components

Less Intensive Application of Service Delivery Principles for Groups 1 and 2

More Intensive Application of Service Delivery Principles for Groups 3 and 4

**Cognitive Behavioral Interventions**
There are varying levels of job readiness requiring different responses

More Job-Ready

Primary Focus: Finding and Retaining Employment
- Non-transitional Subsidized Employment
- Job Development and Coaching
- Retention and Advancement Services
- Financial Work Incentives

Primary Focus: Promoting Job Readiness
- Education and Training
- Soft-/Cognitive-Skill Development
- Transitional Job Placements
- Non-skill-Related Interventions

Less Job-Ready

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*
## Service Delivery Principles

Integrating risk reduction strategies into employment programs

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

**Michael**
- 27
- Felony conviction
- High school graduate

Other Risk Factors:
- No prior convictions
- Maintained family ties
- 3 prior convictions
- Criminal thinking
- History of substance abuse
<table>
<thead>
<tr>
<th></th>
<th>Joseph</th>
<th>Michael</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>28</td>
<td>27</td>
</tr>
<tr>
<td>Convictions</td>
<td>Felony conviction</td>
<td>Felony conviction</td>
</tr>
<tr>
<td></td>
<td>GED</td>
<td>High school graduate</td>
</tr>
<tr>
<td>Other Risk</td>
<td>No prior convictions</td>
<td>3 prior convictions</td>
</tr>
<tr>
<td>Factors:</td>
<td>Maintained family ties</td>
<td>criminal thinking</td>
</tr>
<tr>
<td></td>
<td></td>
<td>History of substance abuse</td>
</tr>
<tr>
<td>Other Job</td>
<td>Employed at time of arrest</td>
<td>Unemployed at time of arrest</td>
</tr>
<tr>
<td>Readiness</td>
<td>Worked in correctional industries</td>
<td>Gaps in employment history</td>
</tr>
<tr>
<td>Factors:</td>
<td>while incarcerated</td>
<td>Limited skills</td>
</tr>
</tbody>
</table>
## The sorting tool in action

<table>
<thead>
<tr>
<th>Group 1</th>
<th>Group 4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Joseph</strong></td>
<td></td>
</tr>
<tr>
<td>• 28</td>
<td></td>
</tr>
<tr>
<td>• Felony conviction</td>
<td></td>
</tr>
<tr>
<td>• GED</td>
<td></td>
</tr>
</tbody>
</table>

| **Michael** |
| • 27 |
| • Felony conviction |
| • High school graduate |

### Other Risk Factors:
- **Joseph**
  - No prior convictions
  - Maintained family ties
- **Michael**
  - 3 prior convictions
  - Criminal thinking
  - History of substance abuse

### Other Job Readiness Factors:
- **Joseph**
  - Employed at time of arrest
  - Worked in correctional industries while incarcerated
- **Michael**
  - Unemployed at time of arrest
  - Gaps in employment history
  - Limited skills

### Appropriate Services:
- **Joseph**
  - Connect with non-corrections funded services that focus on job attainment and retention
  - Low intensity service delivery and supervision
- **Michael**
  - 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
Federal Stimulus Money 
Justice Assistance Grant (JAG)/ARRA Grant 

Administered by Commission on Criminal and Juvenile Justice (CCJJ) 

Stimulus Funds 

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

Office of Vocational Rehab.

Religious/Non-profit Groups

U.S. Probation / Pretrial Services

Department of Workforce Services

Utah Department of Corrections
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.
Organizational Outlook

Advisory Group

Working Group

Utah County

Salt Lake County

Weber/Davis County
From Building Prisons to Building Bridges

OES Model

The Players:

Practitioners

Employers

Collaborating • Communicating • Creating

Offenders
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

<table>
<thead>
<tr>
<th>Year</th>
<th>Completed Workshop</th>
<th>Found Employment</th>
<th>Placement %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>558</td>
<td>231</td>
<td>41.3</td>
</tr>
<tr>
<td>2011</td>
<td>822</td>
<td>447</td>
<td>54.3</td>
</tr>
<tr>
<td>2012</td>
<td>1227</td>
<td>811</td>
<td>66.1</td>
</tr>
<tr>
<td>2013</td>
<td>1058</td>
<td>765</td>
<td>72.3</td>
</tr>
</tbody>
</table>
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**

<table>
<thead>
<tr>
<th>JOB READINESS TRAINING</th>
<th>TRANSITIONAL EMPLOYMENT</th>
<th>FULL-TIME PLACEMENT</th>
<th>ONE YEAR FOLLOW UP</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,000+ Enrolled Annually</td>
<td>300+ Participants Working Every Day on 50+ Work Crews</td>
<td>2,000+ Placements</td>
<td>Up to $500 in Retention Incentives Available to Participants</td>
</tr>
</tbody>
</table>
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.

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

**BEST RESULTS WITH HIGHER RISK CLIENTS**
These results were driven by those recently released from incarceration.

To see the full report, visit:
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
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

Dealing Structure

**GOVERNMENT**
New York State contracts with Social Finance as the intermediary for delivery of services.

**INTERMEDIARY**
Intermediary raises capital from private investors; selects nonprofit provider and provides overall SIB project management.

**NONPROFIT SERVICE PROVIDER**
CEO receives multiyear funding to deliver evidence-based preventive program to 500 new participants annually.

**INVESTORS**

Implementation

**NEW YORK STATE**
High-risk individuals returning from prison referred from NYS Department of Corrections and Community Supervision to CEO

Participants are randomly assigned to the treatment (CEO program) --OR-- the control group

Results for each group are evaluated after treatment for impacts on **RECIDIVISM** (BED DAYS) and **EMPLOYMENT**

**EVALUATION**

If milestones are met
Investors receive repayment and a return

If not
Investors do not receive a return

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.
To submit questions for the presenters please use the chat feature on the right hand side of your screen. Please select Host and Presenter.
Q & A

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FOR JOINING US

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