

## Bridging Reentry and Workforce Development Strategies

### A Shared Approach for Strengthening Communities

David D'Amora, National Division Director, Council of State Governments Justice Center

### The Integrating Reentry and Employment Strategies: Reducing Recidivism and Promoting Job Readiness White Paper

**Integrating Recidivism Reduction Principles with Workforce Development Strategies**

- Cindy Redcross, Senior Research Associate, Health and Barriers to Employment Policy Area, MDRC
- David D'Amora, Division Director, National Initiatives, Council of State Governments Justice Center

**Coming to an "Integrated" Framework: Perspectives from Corrections and Workforce Development**

- Stefan LoBuglio, Chief, Pre-release and Reentry, Montgomery County Department of Corrections and Rehabilitation
- Yolanda Tully, Director of Operations, Montgomery Works

### The Importance of Employment

#### Key Leaders are Prioritizing Jobs upon Reentry

"The [RExO] grants announced today will help incarcerated adults build a bridge to their communities and improve their chances of success in life. Through the Training to Work program, the participants have a better chance of attaining employment by acquiring industry-recognized credentials, and as a result are more likely to positively contribute to their communities."

—former-Acting Secretary of Labor Seth D. Harris

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"I am calling on the religious community, non-profits and charitable organizations to begin addressing the problem of reentry. We need you and the people around this state who care to lead bold new efforts in job training and job placement for prisoners reentering society. You can provide the bridge that will connect those who have served their time with a job and the dignity it provides! If they will do their part, and many of them will, we must do our part."

— Gov. Nathan Deal, (R-GA)

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### The Importance of Employment

#### How do jobs help?

- Especially when earnings are above minimum wage<sup>2</sup>
- Especially with stable jobs<sup>3</sup>

1. Griffin, J. A., Shinkfield, B., Lovell, B. W., McPherson. 2004. "Variables Affecting Successful Reintegration as Perceived by Offenders and Professionals." Journal of Offender Rehabilitation 49(1/2):147-171.

2. Christy Visher, Sara Debus, and Jennifer Valner. Employment after Prison: A Longitudinal Study of Releasees in Three States (Washington, Urban Institute, 2008)

3. R.J. Sampson, R.J. and J.H. Laub. Crime in the Making: Pathways and Turning Points Through Life. (Cambridge: Harvard University Press, 1993)

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### The Importance of Employment

#### Themes from Research

**Jobs alone**

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**Reduced Risk of Recidivism**

**Jobs alone**

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**Long-term Workforce Attachment**

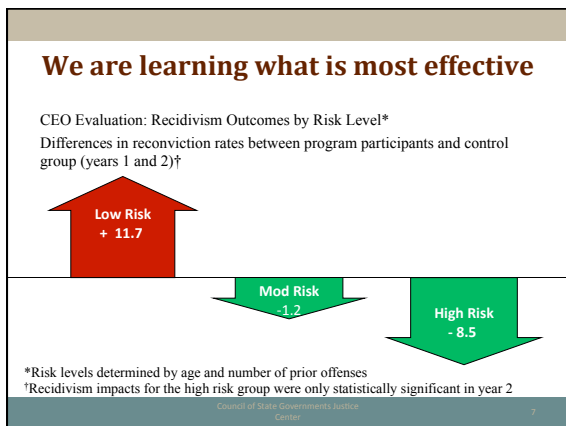
### Summary of CEO Evaluation

#### 1-year Impacts on First Incident of Recidivism after Random Assignment

Group	Participants	Control Group	Change
All Participants	38.7%	45.3%	-17%**
Participants Recently Released from Prison (<3 months)	34.6%	46.5%	-34%**

\*\*Significance level = p<.05

Source: Cindy Redcross, Megan Millenky, Timothy Rudek, and Valeria Levshin. More Than a Job: Final Results from the Evaluation of the Center for Employment Opportunities (CEO) Transitional Jobs Program (Washington: Office of Planning, Research and Evaluation, Administration for Children and Families, U.S. Department of Health and Human Services, 2012).



- ### Summary of Promising Practices:
- **Assessment:** You must know your population and target the appropriate people.
  - **Timing:** It is important to engage people shortly after release before they've had time to fall back into old patterns of behavior.
  - **Engagement:** Employment does not guarantee impacts on recidivism, but it can be a tool for engagement in other activities that can affect attitudes and behaviors.
  - **Addressing risk factors:** Employment programs should consider including components in their models that address criminal thinking and behaviors.

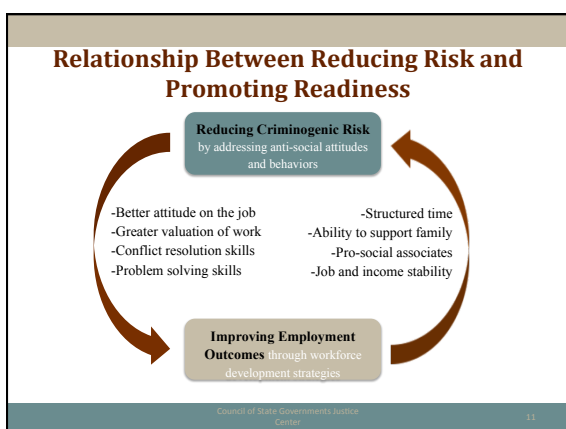
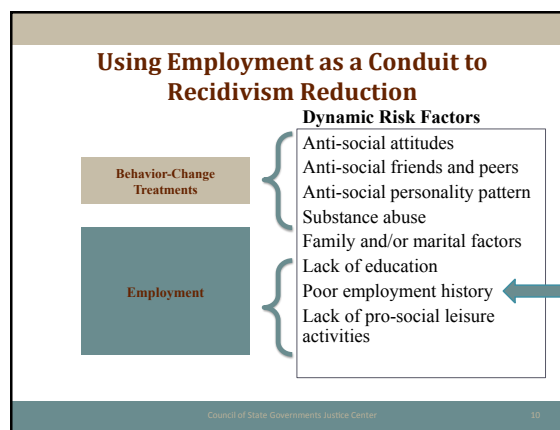
### What Works in Reducing Recidivism

**RISK PRINCIPLE:** Match the intensity of individual's intervention to their risk of reoffending

**NEEDS PRINCIPLE:** Target criminogenic needs, such as antisocial behavior, substance abuse, antisocial attitudes, and criminogenic peers

**RESPONSIVITY PRINCIPLE:** Tailor the intervention to the learning style, motivation, culture, demographics, and abilities of the offender. Address the issues that affect responsivity (e.g., mental illnesses)

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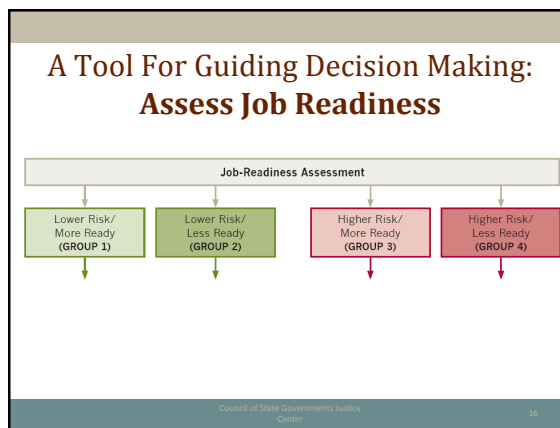
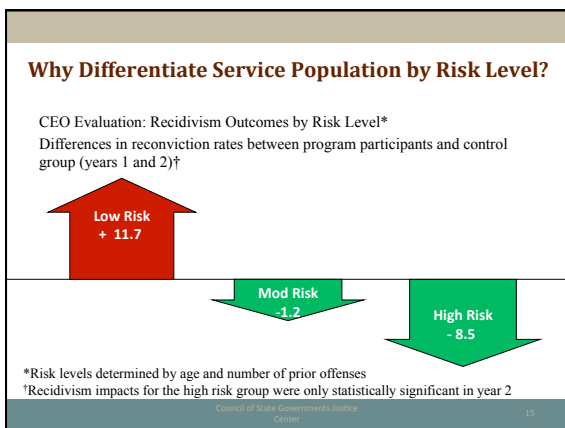
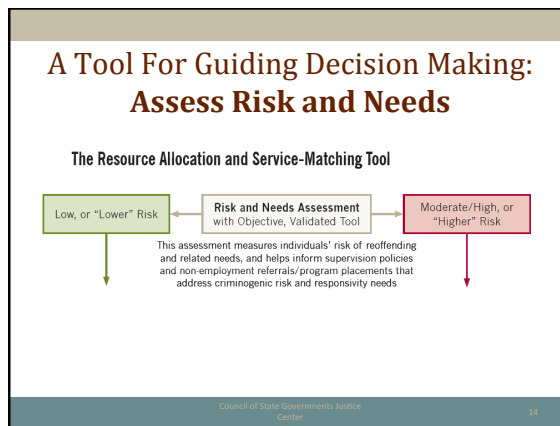
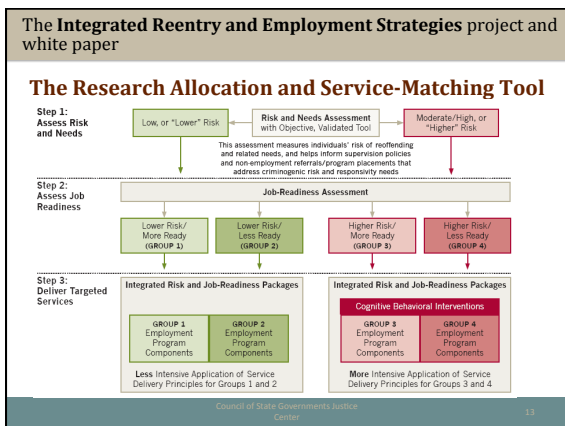


### Integrated Reentry and Employment Strategies white paper

**INTEGRATED REENTRY and EMPLOYMENT STRATEGIES**  
Reducing Recidivism and Promoting Job Readiness

- Use assessments of risk and job readiness to match individuals with appropriate services.
- Provide tailored services that address individuals' specific needs
- Match the intensity of service delivery (e.g. dosage and engagement level) to individuals' risk of reoffending.

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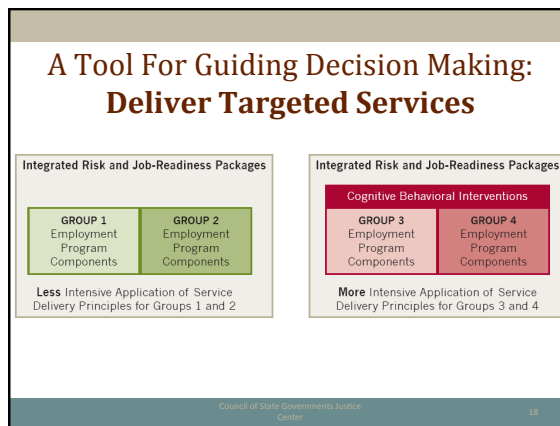


### Why Assess for Job Readiness?

- CEO's impacts on employment, and especially recidivism, were generally more positive for individuals at higher risk or those who are more disadvantaged, such as those without a high school diploma or GED.\*
- Job readiness assessment can help providers know what services are appropriate. Some services (such as transitional jobs) are more effective for less-job-ready individuals, and some services (such as sectorial training programs) are effective for more-job-ready individuals.

\*Source: Cindy Redcross, Megan Millenky, Timothy Budd, and Valeria Levshin, *More Than a Job: Final Results from the Evaluation of the Center for Employment Opportunities (CEO) Transitional Jobs Program* (Washington: Office of Planning, Research and Evaluation, Administration for Children and Families, U.S. Department of Health and Human Services, 2012).

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### Workforce Development Program Components : "what you do"

**Promote Job Readiness**

1. Education and Training
2. Soft-/Cognitive-Skill Development
3. Transitional Job Placements
4. Non-skill-Related Interventions

**Find and Retain Employment**

5. Non-transitional Subsidized Employment
6. Job Development and Coaching
7. Retention and Advancement Services
8. Financial Work Incentives

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### Service Delivery Principles "how you do it"

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### Key Differences Between Treatment Groups

Accounting for *different levels of risk* (with the same level of job readiness):  
A Group 2 and 4 service comparison

<p><b>Group 4:</b> Higher Risk/ Less Job Ready</p> <p>More structured services that are infused with cognitive behavioral-based approaches. <i>Intensive Job Placement</i></p> <p>They should meet frequently with their job coach and be closely supervised.</p>	<p><b>Group 2:</b> Lower Risk/ Less Job Ready</p> <p>Services should be less structured and supervised, but still promote readiness: <i>Education and Training</i></p> <p>Group 2 should not be placed with Group 4 into intensive classes, as this may increase Group 2's risk of reoffending.</p>
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### Key Differences Between Treatment Groups

Accounting for *different job readiness levels* (with the same level of risk):  
A Group 3 and 4 service comparison

<p><b>Group 4:</b> Higher Risk/ Less Job Ready</p> <p>Program components to promote job readiness (e.g., basic education or transitional job placement)</p>	<p><b>Group 3:</b> Higher Risk/ More Job Ready</p> <p>Highly structured job coaching, development, and post-placement services.</p>
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Both need services delivered to intensely address risk: close supervision and cognitive behavioral-based approaches that promote positive workplace behaviors and attitudes.

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### Translating Concepts in the White Paper into Policy and Practice – Demonstration Projects

**New York State's Work For Success Initiative: Reshaping State and Community Approaches to Connecting Individuals with Criminal Records to Employment**

- Thomas Abt, *Deputy Secretary for Public Safety, New York State*
- Alphonso David, *Deputy Secretary for Civil Rights, New York State*
- Mindy Tarlow, *CEO and Executive Director, Center for Employment Opportunities*