

# Reentry-Focused Performance Excellence

## Certified and Certificate Based

- Technical Skills Training
- Soft Skills Training



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# ***A Reentry Focused Performance Excellence Guide***

## **This workshop will discuss...**

### **BUILDING THE FOUNDATION**

Incorporate Strategic Planning/Maintain Financial Sustainability

### **INVESTING IN YOUR ASSETS**

Engage Stakeholders/Recruit, Develop and Retain Staff

### **EQUIPPING OFFENDERS**

Provide Certified Technical Skills Training/Implement Certificate-Based Soft Skills Training

### **STRENGTHENING OPPORTUNITIES**

Maximize Offender Job Opportunities/Replicate Private Industry Environment

### **ACHIEVING REENTRY SUCCESS**

Create a Culture of Offender Employment Readiness and Retention/Provide Post-Release Employment Services





# *A Reentry Focused Performance Excellence Guide*

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## The Reentry Focused Performance Excellence Guide is designed to...

Empower each Correctional Industries organization, no matter the size or structure, to design and implement its program with an emphasis on maximizing system impact



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# ***A Reentry Focused Performance Excellence Guide***

*“I think the goal of everyone involved in the reentry process—the individual prisoner, his family, his community, and the agencies of government—should be to **improve the chances of successful reintegration for each returning prisoner**. This means re-establishing (or, as the case may be, establishing) positive connections between the returning prisoner and his family, the world of work, and the institutions of community.”*

*Jeremy Travis, President*

*John Jay College of Criminal Justice*



# Certificate/Certified Based Training

What...

- are examples of Certificate/Certified Based Training
- is the importance of Certificate/Certified Based



# Certificate/Certified Based Training Based Training

A Certificate/Certified Based Training process creates...

- Standards and structure for program delivery
- Defined competency for performing a job or task
- Certification/Documentation of skill attainment



# Certificate/Certified Based Training

- Portable
- Developed from evidence-based practices
- Reliable predictor of workplace success



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# Technical Skills Training

## EQUIPPING OFFENDERS BY Providing Certified Technical Skills Training

- What are examples of Technical Skills Training
- What is the importance of Technical Skills Training



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# Technical Skills Training

- Technical Skills Training can be relatively quick and simple, such as forklift training or more extensive and involved such as a DOL Apprenticeship
- Time frame



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# Technical Skills Training

## Certified Technical Skills Training should be

- Designed to prepare the offender for an occupation or occupational area
- Instructed by an individual with industry qualifications  
(Certificated, licensed, journeymen - qualified in the field)



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# Definition of Technical Skills Training

## Certified Technical Skills Training should be...

- Knowledge/performance -based
- Standardized, graded or monitored independently by a subject matter expert
- Recognized by industry, trade or professional associations through which a credential is awarded



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# Importance of Technical Skills Training

## Why is it important for Correctional Industries to offer Technical Skills Training

### How does it Benefit

- Offender...
- Employer...
- Correctional Industries...



# Importance of Technical Skills Training

## Benefits to the Offender

- Improved reentry success through...
  - Validation of job skills
  - Reduction or elimination of employment barriers
  - Documentation verifying work history
  - It sets him/her apart from other candidates (Branding)



# Importance of Technical Skills Training

## Benefits to Employer

- Potential employee who possesses...
  - verified skills the Employer needs
  - is prepared to demonstrate those skills
  - verified work history



# Importance of Technical Skills Training

## Benefits to Correctional Industries

- Provides a stable workforce throughout the certification process – turnover reduction
- Maximize output and quality through a well trained workforce
- Programs can be measured through tracking recidivism rates and successes
  - C I can provide data that can be easily understood by interested political, business and community partners. In many cases, this data is used to support funding and budgets.
- Provides potential for Joint Venture Partnerships



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# Technical Skills Training

## How can these programs be accomplished...

- Partner with local, State and National Program providers:
  - US and State Department of Labor
  - OSHA
  - Trade and technical organizations and associations
  - Universities, community colleges, Department of Education
  - Labor Unions
  - Vendors
  - Private industry partners



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# Technical Skills Training

## Research labor market information...

- Utilize Department of Labor (DOL) resources in your state to determine the current and projected skill/employment needs
- Conduct independent research with employers to determine their specific technical skills they are seeking
- Consult employers in the geographic areas where offenders will be released
- National Institute of Corrections Labor Market Information resources



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# Technical Skills Training

## Research industry-wide technical training and certifications...

- Manufacturing programs can be implemented throughout Correctional Industries, such as quality or safety programs
- Certified instructors from OSHA or other nationally recognized organizations are willing to provide certified training courses to offenders
- Quality programs such as International Organization of Standardization (ISO), Lean Manufacturing, etc. can be implemented



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## Technical Skills Training

# Getting Started...

- Challenge and Encourage Staff and Offenders
  - Identify marketable skills (LMI)
  - To find technical skill programs
  - Tap into offender labor/skills
  - Develop implementation plan
  - Pilot program and evaluate
  - Find volunteers to aid sustainability



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## Technical Skills Training - Measurement

- Partnerships created (community collaboration)
- Number of certification programs/locations
- Hours of technical training provided
- Offenders enrolled in certified technical training
- Certificates earned
- Offenders securing community employment (within 90 days of release)
- Recidivism of the certified CI workforce



# Technical Skills Training - Measurement

US Department of Labor outcome - Indiana

Recidivism – 24.2% -- 6 month Credit Time (2.8 million)

Set up in Department of Correction case management system to measure:

- Recidivism
- Search by USDOL
- Offender Conduct
- Credit Time



# Soft Skills Training

## EQUIPPING OFFENDERS...

- **Implement Certificate-Based Soft Skills Training**



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# Soft Skill Training

## EQUIPPING OFFENDERS BY Providing Certified Soft Skills Training

- What are examples of Soft Skills Training
- What is the importance of Soft Skills Training



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# Soft Skill Training

## Why are they important?





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# Soft Skill Training

- How do they compare in importance with Technical Skills when measuring offender success?





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# Soft Skill Training

- The 2006 report “Are They Really Ready to Work?”

Employers’ Perspectives on the Basic Knowledge and Applied Skills of New Entrants to the 21st Century US Workforce reveals:

1. The three "R's" (reading, writing, and arithmetic) are still fundamental to do the job
2. Soft skills as even more important to work readiness

**Do we agree**



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# Goals of Soft Skill Training

1. Basic writing, grammar and math skills
2. Personal integrity
3. Courtesy
4. Positive work ethic
5. Honesty
6. Ability to get along well with others
7. Reliability
8. Willingness to learn
9. Team skills
10. Common sense
11. Eye contact
12. Critical thinking skills
13. Cooperation
14. Punctual
15. Adaptability
16. Good personal appearance
17. Ability to follow rules
18. Self-directed
19. Willingness to be accountable
20. Positive attitude
21. Awareness of how business works
22. Dependability
23. Staying on the job until it is finished
24. Ability to work without close supervision
25. Ability to read and follow instructions
26. Ability to listen
27. Commitment to continued training and learning
28. Good attendance
29. Energetic
30. Work Experience
31. Ability to relate to co-workers in a close environment
32. Willingness to take instruction and responsibility
33. Willingness to go beyond the traditional 8-hour day





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# Soft Skill Training

As offenders learn the soft skills necessary to excel in a post-release work environment, there will also be a positive impact realized in their CI work assignment and institutional behavior.

- Studies have shown results similar to the BOP study which showed offenders who participate in CI have a lower rate of institution misconduct
- Data supports the positive impact CI has on behavior...



# Soft Skill Training

## Indiana Conduct Data:

Indiana’s Correctional Industries Workers consistently show much lower rate of conduct violations than the population who work a facility work assignment or are idle.

	Month/ Year/ Rate									
Offender Job Status	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15
IDLE	12.40%	12.10%	12.50%	14.45%	13.00%	14.10%	12.30%	14.10%	14.20%	13.10%
NON-PEN	8.00%	8.20%	7.80%	9.41%	8.00%	8.00%	7.70%	7.80%	7.70%	6.60%
PEN	5.10%	4.70%	2.90%	3.92%	5.50%	5.10%	5.50%	5.20%	4.70%	3.00%





# Soft Skill Training

## Vermont CI Conduct Data:

Vermont's Correctional Industries Workers consistently show much less disciplinary violations than prior to working within Correctional Industry. (Totals of 66 workers shown)

Date report written June 17, 2014				VCI employed		1 +/- years prior to employment		Total History	
Offender Assigned Number	Total Hours Worked	Date Hired	Years worked for VCI	Major DR	Minor DR's	Major DR's	Minor DR's	Major DR's	Minor DR's
<b>Totals</b>				<b>2</b>	<b>12</b>	<b>34</b>	<b>60</b>	<b>244</b>	<b>585</b>



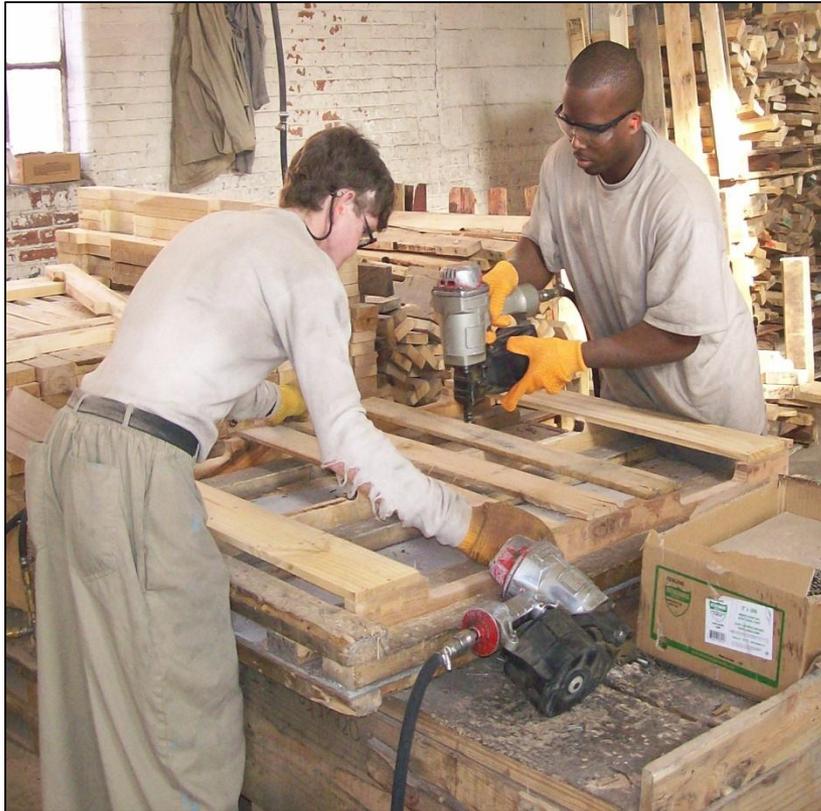


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# Soft Skill Training

Looking at these picture

- What is taking place that will assist in obtaining community employment?
- What soft skills are being applied to aid retention?





# Soft Skill Training

# Elevator Speech



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# Soft Skill Training

## Collaborate to maximize soft skills training (Internal)

- Correctional Industries should work with other departments in a collaborative way to support and reinforce learning and retaining skills.
  - Consider partnering with mental health, chemical dependency, education and other programming. Collaborate wherever possible to maximize resources and outcomes.

Think about who you might reach out to in your department/facility.

Examples:

- \* Work during the day and go to evening GED classes – emulates community
- \* Participate in PLUS while working in CI – character/faith focus and work





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## Soft Skill Training

Soft skills programs support the development of personal responsibility that is highly valued by employers

Develop partnerships (External)

- potential employers
- community-based and non-profit organizations (such as Dress for Success, YWCA, etc.)



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## Soft Skill Training

### Conduct job readiness assessments...

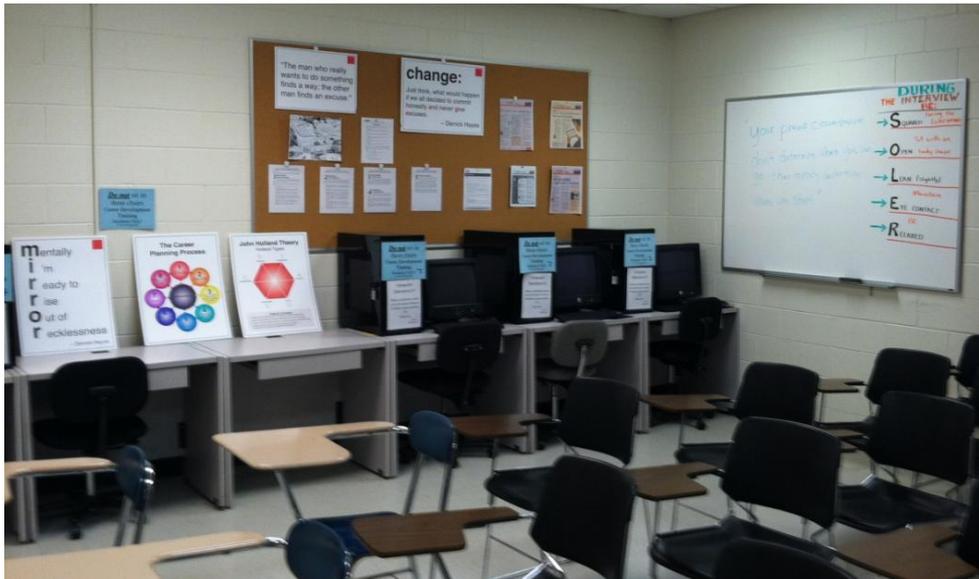
- Utilize job readiness assessments to inform the offender, supervisor and the instructors of the individual's areas for growth and improvement
- Offenders should be involved in career development including career and aptitude assessments, career planning, and understand how to get career information and support.



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# CI Models

- **Career Recourse Centers** (National Institute of Correction curriculum) Work world awareness and job readiness training on stand alone computers provided for CI workers – Florida
- **Career Development Training** (Based on NIC's Career Resource Center) where offenders learn about careers, cognitive based approach to career/life planning resulting in long-term career plan development – Indiana





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# Soft Skill Training

- *“...The simple analogy is that changing an offender’s attitude about work and teaching him or her which end of the shovel to use will be a more effective approach than focusing on just one over the other.”*

Edward Latessa, University of Cincinnati

- *“Employers are looking for employable workers with soft skills – employers can train them on the specific technical skills needed”*

Ed Roberts, VP of Indiana Manufacturers Association



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# Soft Skill Training

## Provide key elements of soft skills training to all staff

Training for staff should be relevant, comprehensive and ongoing with structured follow up.

Staff must model soft skills and set the expectation for soft skills to be demonstrated by offenders in the work place



# Soft Skill Training

## Key staff need to be Certified and/or trained in key components to expect an impact in your CI culture

- All training provided to offender workers should be made available to the staff who work with them/Supervise them
- Additional Staff specific training is beneficial:
  - **OES** – Offender Employment Specialist
  - **OWDS** – Offender Workforce Development Specialist
  - **OERS** – Offender Employment Retention Specialist



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# Does it Make a Difference





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# Wrap-up and Discussion