



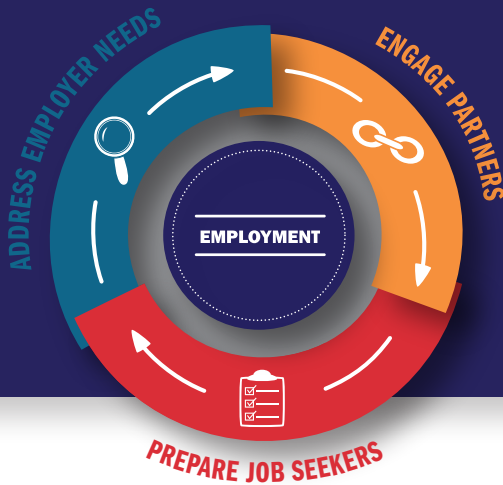
Use Labor Market Information to Target High-Growth Occupations

## The Employer-Driven Model and Toolkit

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Strategies for Developing Employment Opportunities  
for Justice-Involved Individuals

### ENGAGE AND PARTNER WITH STAKEHOLDERS

▪ May 2014 ▪



No single agency can meet all of the workforce development needs of justice-involved individuals returning to the community. A systems approach that expands beyond the criminal justice system is essential for maximizing employment outcomes for this population. You must identify and engage stakeholders in developing employer-driven initiatives that meet their workforce development needs. There is also a need to share resources to increase efficiency and improve outcomes.



“ No single agency can meet all of the workforce development needs of justice-involved individuals returning to the community. ”



## KEY QUESTIONS



### Which stakeholders are potential partners, and what are some of the benefits provided through partnerships?

**Community Colleges** are tasked with creating training to meet the needs of employers and also provide educational and employment opportunities for job seekers.

[m.whitehouse.gov/issues/education/higher-education/building-american-skills-through-community-colleges](https://m.whitehouse.gov/issues/education/higher-education/building-american-skills-through-community-colleges)

**The U.S. Department of Education guide, Partnerships Between Community Colleges and Prisons: Providing Workforce Education and Training to Reduce Recidivism**, identifies the benefits of partnerships as well as processes for developing and strengthening collaboration between community colleges and correctional institutions. [nicic.gov/go/USDOE\\_partnerships\\_guide](https://nicic.gov/go/USDOE_partnerships_guide)

**The U.S. Department of Veterans Affairs** provides funding for the education and training of veterans as well as incentives for employers who hire veterans. [www.benefits.va.gov/vow](https://www.benefits.va.gov/vow)

**U.S. Department of Labor Certified Apprenticeships and Pre-Apprenticeships** can be created in jails and prisons, providing portable, industry-driven certification. [www.doleta.gov/oa](https://www.doleta.gov/oa)

**Workforce investment boards** are located in every region of the country representing employers, education providers, and community leaders who determine where funds will be targeted for training and employment.

[workforceinvestmentworks.com/workforce\\_boards.asp](https://workforceinvestmentworks.com/workforce_boards.asp)

**Non-profit and faith-based organizations** can provide services related to transportation, child-care, and assistance with necessary workplace clothing and equipment.

**Employers and organized labor** can be excellent partners; communication between employers and other business leaders is one of the most effective ways to promote opportunities for job seekers.

**Professional associations and chambers of commerce** provide opportunities to reach a broad audience of potential employers and partners.

**Workforce development agencies** strive to meet the needs of employers and applicants and can provide incentives for hiring justice-involved individuals.

### How do I identify the right partners?

Job readiness encompasses several areas, including soft skills, cognitive skills, and industry-recognized training and certifications that employers expect from qualified applicants.

#### Use Labor Market Information To Target Occupations for Training and Employment

Partnerships should be developed based upon regional labor market information, which can be used to target specific occupations for training and employment. These partnerships can provide resources and enhance employment opportunities. Training programs in jails and prisons should be linked to jobs in the community where there is demonstrated potential for growth.

**State Labor Market Information Contact List** [www.bls.gov/bls/ofolist.htm](https://www.bls.gov/bls/ofolist.htm)

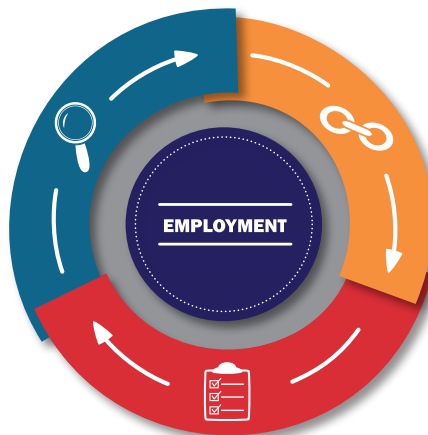
# EMPLOYER-DRIVEN MODEL

## ADDRESS EMPLOYER NEEDS

- Target specific businesses in the community
- Develop relationships with community businesses
- Partner with business to develop training/skill building
- Market job seekers to meet employers' needs
- Recruitment
- Retention

## PREPARE JOB SEEKERS

- Assessment - Skills, Interests, Aptitude, Readiness, Assess Barriers, Reduce Risk
- Job Readiness
- Competencies
- Certifications
- Placement
- Retention



Use Labor Market Information to Target High-Growth Occupations

## ENGAGE PARTNERS

- Division of Workforce Development, Workforce Investment Boards
- DOL Apprenticeships
- Community-Based Organizations
- Criminal Justice Agencies
- Educational Institutions
- Employers

## EFFECTIVE PRACTICES

**A Partnership between Indiana's Correctional Industries and the U.S. Department of Labor** has created registered apprenticeships inside Indiana's Department of Correction. [www.penproducts.com](http://www.penproducts.com)

**The St. Louis Carpenters Joint Apprenticeship Program partnered with U.S. Probation**, District of Missouri to provide pre-apprenticeship training for their clients. The training in green construction and weatherization provides portable certification in five core areas as prescribed by the National Association of Home Builders. [www.employmentpolicy.org/sites/www.employmentpolicy.org/files/gall%20award%202.pdf](http://www.employmentpolicy.org/sites/www.employmentpolicy.org/files/gall%20award%202.pdf)

HUD Section 3 also provides incentives for training and employing those who meet low-income guidelines, which includes many people newly transitioning to the community.

### HUD Section 3 Incentives for Training and Employing Low-Income Applicants

[portal.hud.gov/hudportal/HUD?src=/program\\_offices/fair\\_housing\\_equal\\_opp/section3/section3](http://portal.hud.gov/hudportal/HUD?src=/program_offices/fair_housing_equal_opp/section3/section3)

**The U.S. Chamber of Commerce Foundation Initiative "Hiring Our Heroes"** assists military veterans and their spouses in obtaining meaningful employment. Veterans may qualify for education funding, training, housing, and employment. The following link provides a national listing of job fairs for veterans and their spouses. [www.uschamber.com/hiringourheroes/events](http://www.uschamber.com/hiringourheroes/events)

**Partnerships between community colleges and corrections agencies** provide educational classes and certifications to individuals in custody. The U.S. Department of Education published results of a study of such partnerships showing significant benefits for the public, colleges, prisons, and justice-involved individuals.

[www2.ed.gov/about/offices/list/ovae/pi/AdultEd/prison-cc-partnerships\\_2009.pdf](http://www2.ed.gov/about/offices/list/ovae/pi/AdultEd/prison-cc-partnerships_2009.pdf)



## TIPS

### Form Partnerships To Address Barriers

Partnerships need to be developed to provide employment assistance to job seekers who meet specific requirements, including low-income individuals, veterans, non-custodial parents, or persons with disabilities.

### Network with Criminal Justice Agencies To Explore Existing Partnerships

Points of contact have been established in each federal prison and each federal probation and pretrial services office nationally. [nicic.gov/forgo](http://nicic.gov/forgo)



## RESOURCES

### Implementing Apprenticeships: A Transitional Approach with Pre-Plea to Release from Supervision

[NICIC.gov/Go/OEM\\_Appendix\\_3](http://NICIC.gov/Go/OEM_Appendix_3)

### Executive Summary Impact of Employment on Recidivism

[NICIC.gov/Go/OEM\\_Appendix\\_2](http://NICIC.gov/Go/OEM_Appendix_2)



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