

STRATEGIC PLAN

Correctional Industries Workforce Development (WD)



WASHINGTON STATE
CORRECTIONAL INDUSTRIES

Correctional Industries Headquarters
801 88th Ave. S.E.
Tumwater, WA 98501

Table of Contents

Program Objective	3
CI Worker Needs	4
Opportunities	5
Strategies	5
Budget/Funding	6
Communication Plan	6
Strategic Priorities and Action Plan	7

Mission Statement

To provide meaningful learning opportunities and community partnerships for CI workers so they can successfully reintegrate into society, and rapidly engage in training, education and employment.

Definition of Terms

Client – Former Correctional Industries worker engaged with Community Employment Services in the community.

Correctional Industries Participation – Working for Correctional Industries as an incarcerated individual.

Community Partners – Any organization in the community outside of the Department of Corrections, contractor or not, that provides services, resources and funding to the population we serve.

Incarcerated Individual – Incarcerated or previously incarcerated person.

Outcomes – Determination and evaluation of the results of an activity, plan, process, or program and their comparison with the intended projected results. For example, the number of people employed at 60 days that completed a program. (*See Outputs*)

Outputs – Calculation, recording or tabulation of the results of an activity, effort, or process that can be expressed quantitatively (in numbers). For example, the number of individuals to complete a program in a given quarter. (*See Outcomes*)

Person with a Felony Background – Here, a man or women with a felony conviction in his or her history who has served prison time in a Washington State Correctional Facility.

Work Readiness Documents – Personalized documents and templates that reflect a person's career history, training, skills, interests and education, which are necessary to apply for jobs and compete in the job market. Such documents include, but are not limited to resumes, template cover letters, and 60 second commercial speeches.

Program Objectives

Correctional Industries Workforce Development (WD) program's objectives are:

1. To ensure every qualified incarcerated individual, who is also a CI worker, is "work ready" and employable upon release
2. To achieve post release employment as part of a unified employment plan developed by the program specialists in collaboration with the CI worker who is releasing
3. To develop partnerships with community providers on job readiness, job placement, and training and education.

About 97 percent of incarcerated individuals will complete their sentences and release to the community. Without successful efforts to resolve their individual deficits, many will return to lives of crime.

Workforce Development defines work readiness as having an ability to demonstrate work ethics to consistently meet the needs of employers, to include;

- A professional attitude towards the work and colleagues;
- A demonstrated ability to meet production, service and safety standards; and

- The ability to effectively communicate.

Organizational Structure

The program is led by an Industries Manager who supervises the activities of the specialists. The Manager reports to the Administrator, Workforce Development, and Correctional Industries. The Workforce Development Specialists (WDS) are located at DOC facilities. The Community Employment Specialists (CES) are located in various communities and have contact with qualified incarcerated participants, pre-release, in DOC facilities.

Activities of the Workforce Development Specialists (WDS)

- Serve as lead trainer for the “Makin’ It Work” Program, which offers occupation based soft skills training for those incarcerated, facilitates the “Roots of Success” environmental literacy and reentry program and other CI approved training programs;
- Monitor, evaluate and coordinate the Correctional Industry Certificate of Proficiency Program for their assigned CI Workers;
- Assist and ensure that all CI worker positions meet current US Bureau of Labor and Statistics Standard Occupational Classification (SOC) codes;
- Maintain and supervise a Career Center for CI Workers;
- Evaluate training program participation as part of the incarcerated individual’s transition;
- Track and develop industry accredited certificates and external certifications;
- Provide various “work readiness” assistance to CI Workers (resumes, career planning, interviewing skills, job search)
- Conduct “mock” interviews with internal, community and business volunteers;
- Coordinate with the CI Worker and the Community Employment Specialist, where applicable, to develop a post release employment plan.

Activities of the Community Employment Specialists (CES)

- Provide post release employment placement and retention services in collaboration with the Workforce Development Specialists;
- Implement contract provisions with Community Based Organizations;
- Pursue additional partnerships with workforce development organizations and higher education;
- Work to develop a bridge to employment opportunities.

Other Activities of the Program

- Coordinate efforts to provide direct assistance (with demonstrated need) through community partners;
- Work with internal and external researchers to evaluate the success of the program;
- Seek appropriate grant opportunities.

CI Worker Needs

It has been proven that incarcerated individuals who are reentering the community are less likely to reoffend if they can overcome barriers to employment. Sampson and Laub (1993, 2003) emphasize the importance of social bonds in an individual's desistance from criminal activity. They explain the effect of education or employment on recidivism as a result of developing bonds to conventional norms that lead to attachment and commitment to conventional society. They argue that life events can serve as turning points for changes in offending behavior and lead individuals to desist from criminal activity.

Correctional Industries provides the benefit of establishing a work history, providing occupation based soft skills classes, offering certificates of proficiency, letters of reference and work readiness training and consultation.

Opportunities

The Workforce Development team (the team) will focus on the needs and barriers to employment.

Opportunities for partnerships include the private sector, non-profit community organizations, higher education, vocational education schools and faith based organizations already engaged in the effort. These include but are in no way limited to:

- Goodwill Industries
- FareStart culinary training program
- Pioneer Human Services
- WorkSource
- South Seattle College
- Community Partnership for Transition Services statewide

Strategies

The program will focus on 6 characteristics associated with program efficacy:

1. A sound conceptual model with a primary target of reducing recidivism;
2. Incorporation of a variety of techniques in the intervention strategy;
3. Target "criminogenic needs" of those incarcerated. This will require a general understanding by program staff of Risks and Needs. The targeted factors must link to recidivism. This is the need principle;
4. Matching styles and modes of service to the learning styles and abilities of those incarcerated. This is the responsivity principle;
5. Modeling of anti-criminal attitudes and behaviors. Modeling and roleplaying techniques for the training of empathy, interpersonal problem-solving, and social skills that can enable incarcerated individual to cope prosocially with adverse or criminogenic environmental experiences;
6. Skills Training to impact the CI Worker's thinking. Individuals who are incarcerated need to be taught how to think before we can expect to modify what they think.¹

¹ Antonowicz, Daniel H and Robert R. Ross "Essential Components of Successful Rehabilitation Programs for Offenders." *International Journal of Offender Therapy and Comparative Criminology*, Summer 1994. Volume 38. Issue 2. Pages 97-104.

The team will routinely develop and run reports in the DOC Offender Management Network Information (OMNI) database to evaluate the CI Worker's program participation, criminogenic risks, needs and release dates so the team can target Workforce Development resources in a timely manner. These reports will also serve as demographics and communication tools. Compiling accurate data and information about the program on a reliable basis is critical. WD Staff will work with the Department's research team to create quarterly Correctional Industries updates for presentation to stakeholders AND research data on the following:

- Percentage employed post release;
- Percentage distribution employed by industry;
- Rates of recidivism.

With respect to a holistic approach, the team will participate with the National Correctional Industries Association's Reentry efforts. The objective is to understand reentry goals and work together toward common goals with other Correctional Industries programs and communities of practice. Participation by members of the Correctional Industries WD team in local, regional and statewide forums, summits, training and workgroups is also an integral part of establishing best practices, networking and duplicating successes and avoiding failures of established and existing Workforce Development programs.

Surveys, reports and data will allow the WD team to understand the diverse population of the CI Workers and provide services and tools to prepare them for the workforce upon release. In order to gain support and stress its importance it is critical to integrate Workforce Development into DOC Policy 710.400, Correctional Industries Class II Employment.

In closing, WD will pursue cost effective, realistic and evidence based strategies in the goal of work readiness and community partnerships.

Budget/Funding

Funding for the program will come from CI's appropriated or revolving funds. It may come from appropriate grants if the investment of staff time (to include DOC contracts staff) to apply and implement is worth the grant dollar amount.

Communication Plan

The WD communication plan seeks to share the Program's mission, value, activities and successes with stakeholder groups statewide. The plan will make communication efforts more efficient, effective and lasting. Communicating with target audiences is critical to the success and consistency of the program. Stakeholders involved include Correctional Industries (CI) staff, Department of Corrections (Department) staff, incarcerated CI worker program users, community partners, members of the business community and others. Ensuring that a message is established and communicated statewide is important in the process of attracting and securing partners, incarcerated CI worker program users and in gaining support from CI and Department staff and leadership.

The Program's success is dependent upon incarcerated CI workers, CI and Department participation and support, and various community partners. A main goal of the Plan is to centralize the communication effort. The Communication Plan will seek to notify qualified CI workers of services provided and with an aim for service delivery excellence. It will help Program staff understand and effectively deliver a consistent message. It will also help the program recruit business and community partners. To this end, the communication plan will target stakeholder

groups individually, in order to address their differences. Further, professional representation will help reinforce our goals and will increase visibility of the Program. In turn it will present a positive image and coordinated effort to the Department, CI Workers, partners and the community at large.

Strategic Priorities and Action Plan

Strategic Priority # 1: Ensure every qualified CI worker who is interested is “work ready”

Expected Outcomes: Incarcerated Individuals are more likely to be hired upon release

Performance Measures: Number of incarcerated individuals employed 90 days after release

Link with DOC Mission Statement: To improve public safety

Priority #	Initiative	Initiative in Brief	Key Actions & Resources	Time Frame
1	a	Assessment: When an incarcerated individual is interested and/or the activity proves useful, the WD conducts a Holland Assessment, Interest Profiler and a Career Planning Interview. File is updated and an initial CI career plan is created. This includes using O 'Net to explore the Standard Occupational Codes (SOC) available to the incarcerated individual so they understand the characteristics of the occupations available. The objective at this point is to begin the conversation concerning employment with CI and to develop a longer term strategy with the incarcerated individual to create a continuous pathway from CI to their eventual release and employment in the community. The WDS uses Motivational Interviewing techniques to establish and foster the incarcerated individual's personal decision making and future objectives.	<ul style="list-style-type: none"> • Review Department of Labor, National Institute of Corrections and O*Net websites. • Develop process and file protocols for assessments. • WD staff trained in Motivational Interviewing (MI). 	Completed
1	b	Training and Education: During their employment with CI the WDS coordinates and documents all training that the incarcerated individual receives including Internal Certificates of Proficiency, Makin' It Work, External Certificates, and other approved CI training. The WDS works with Education and Vocational Education to structure additional	<ul style="list-style-type: none"> • Create document with available programs at every institution including education and vocational training and link to available programs. 	On-going

Workforce Development Strategic Plan

		opportunities for the incarcerated individual to develop and broaden their occupational work skills and certifications. Incarcerated individual initiated reviews occur to assess progress and to note any changes in career goals. This encourages active participation.		
1	c	Transition: 9-12 months prior to community release or transfer, the interested worker initiates the transition process with the WDS. This process includes close cooperation and coordination with Institution Counselors. If the incarcerated individual is transferring to another Institution the WDS ensures that any documents or information is updated and prepares a transfer packet that includes all Certificates, Work Readiness documents and Career Planning information for the incarcerated individual and the WDS at the new Institution. If possible, the incarcerated individual will receive first consideration for continued employment with CI. If the incarcerated individual is releasing to Work Release or the Community the transition process will include development of work readiness documents, mock interviews when possible and additional career planning assistance. Where available the WDS will coordinate the potential client's application with the Community Employment Specialist (CES) to prepare for continued employment in the Community.	<ul style="list-style-type: none"> • Develop an exit interview. • Develop transition portfolio for participant thumb drive. • Develop application process for the Community Employment Services. 	Complete in Mid 2017
1	d	Provide NIC OWDS Partnership Training to entire Workforce Development Team (10) & 20 partners	<ul style="list-style-type: none"> • Establish list of partners • Apply for training 	Complete in FY 2018

Strategic Priority # 2: Provide post release employment and retention services

Expected Outcomes: Released incarcerated individuals obtain and retain employment upon release

Performance Measures: Number employed at 90 and 180 days post release

Link with DOC Mission Statement: To improve public safety

Priority #	Initiative	Initiative in Brief	Key Actions & Resources	Time Frame
2	a	The Community Employment Specialist establishes relationships with employers to assist incarcerated individuals in finding employment upon release	<ul style="list-style-type: none"> Visit employers, employment agencies, Chambers, and varied business organizations, WorkSource offices and others to identify employers interested in our skilled workforce 	On-going
2	b	Works with the Workforce Development Specialist and the incarcerated individual to develop an employment plan prior to release	<ul style="list-style-type: none"> Prior to release the CES conducts a face to face (electronic) interview with interested incarcerated individuals and receives the WD case file 	On-going
2	c	Continues outreach activities to inform the local community and employers of CI's reentry efforts	<ul style="list-style-type: none"> Work with WDS to identify and make presentations to community groups, Rotary clubs, Chambers and employers 	On-going

Strategic Priority # 3: Link with Community Partners on job placement, career development and education

Expected Outcomes: CI creates new community partnerships

Performance Measures: Number of partnerships

Link with DOC Mission Statement: Community Interaction: DOC encourages positive interaction with the community as DOC strives to promote public safety, community protection and public understanding.

Priority #	Initiative	Initiative in Brief	Key Actions & Resources	Time Frame
3	a	Continue development and nurturing of the FareSart Training Program	<ul style="list-style-type: none"> Enroll and expand the number of incarcerated individuals in the programs 	On-going

Workforce Development Strategic Plan

			<ul style="list-style-type: none"> • Increase participating institutions • Provide funding for associated costs 	
3	b	Work with additional community partners for job placement and additional services for incarcerated individuals who have participated in CI	<ul style="list-style-type: none"> • Identify partners and establish MOUs or contracts. 	On-going
3	c	Participate in local organizations dedicated to Reentry	<ul style="list-style-type: none"> • Attend local Community Partnership for Transition Services meetings, time permitting. • Present at local government events. • Present at Regional Economic Development Council events and expos. 	On-going

Strategic Priority # 4: Expand soft skills training for incarcerated individuals and staff

Expected Outcomes: Staff are better equipped to motivate and effect incarcerated individuals change

Performance Measures: Number of Staff trained

Link with DOC Mission Statement: People’s ability to grow and change: DOC acknowledges that people...have the need and ability to grow and change and DOC supports their endeavors

Priority #	Initiative	Initiative in Brief	Key Actions & Resources	Time Frame
4	a	Application of “Motivational Interviewing” (MI) techniques by specialists with incarcerated individuals and clients in institutions and the community, respectively	<ul style="list-style-type: none"> • Train WD Staff in MI through department 	Completed
4	b	Create a tool to measure the efficacy of the “Makin’ it Work” soft-skills program	<ul style="list-style-type: none"> • Dr. Steve Parese and WD staff 	On hold
4	c	Continue to provide coaching in counteracting incarcerated individuals’ cognitive patterns to CI Staff	<ul style="list-style-type: none"> • Coordinate efforts to ensure the majority of staff who work with incarcerated individuals are trained; likely through CI Academy or other staff training 	On-going

Strategic Priority # 5: Provide direct assistance to releasing incarcerated individuals

Expected Outcomes: Released incarcerated individuals find employment

Performance Measures: Number employed

Link with DOC Mission Statement: To improve public safety

Priority #	Initiative	Initiative in Brief	Key Actions & Resources	Time Frame
5	a	Develop a release kit	<ul style="list-style-type: none"> • Work with CI Stakeholders to develop a “release backpack” containing useful sundries • Establish process for delivering release backpack, using property rooms at release 	5-31-2017
5	b	Provide access to work clothing	<ul style="list-style-type: none"> • Identify partners and establish contracts with community partners or businesses 	9-1-2016 and on-going
5	c	Provide tool assistance via unions for TRAC graduates and identify other sources of supply support	<ul style="list-style-type: none"> • Work with the TRAC instructor to develop protocols and contract provisions 	Completed
5	d	Provide transportation assistance	<ul style="list-style-type: none"> • Work with Community Partners to issue bus passes 	Completed
5	e	Provide DOC Housing Vouchers, where eligible	<ul style="list-style-type: none"> • Work with DOC to create a CI Housing voucher process 	Completed
5	F	Establish a CI Scholarship Fund and Process	<ul style="list-style-type: none"> • Establish a budget and form 	Completed

Sources:

BusinessDictionary.com