

D

**WORKFORCE DEVELOPMENT PROGRAMS  
FOR DEFENDANTS & OFFENDERS:**

**A Guide to Getting Started**

F

MARC



*Office of Probation and Pretrial Services  
Administrative Office of the U.S. Courts  
March 2007*

## **INTRODUCTION:**

Research has established that ex-offender employment is one of the most significant predictors of success on supervision. For probation and pretrial services officers, it makes sense to give ex-offenders the tools necessary to be successful in the work place. After all, it could mean long-term success for them, less work for us and; best of all, something of positive value to the community.

If you are reading this, you are already considering implementing a workforce development plan in your district. But where do you start? Planning, organizing and implementing a workforce development program can be a daunting task. This guide is intended to make that task a little easier.

Before we proceed, we should emphasize that the guidelines contained in the following pages are only suggestions and not intended to be a standardized way of doing things. Districts that have already established workforce development programs have found a variety of approaches to implement their programs. This guide strives to incorporate the key universal components of successful workforce development programs in our system.

## **CHAPTER ONE: Where Do I Start?**

### **1. Getting Your Chief and the Court On Board.**

Your program will go nowhere without the support of key decision-makers. To gain that support, a myriad of statistical information is available making the link between unemployment and recidivism. We recommend that you:

- Know your state and local unemployment rates and be able to compare them to your ex-offender population unemployment statistics for your District.
- Know the revocation rates for unemployed ex-offenders in your district and nationally.
- Familiarize yourself with the success demonstrated by other districts after implementing an employment program.
- Familiarize yourself with efforts nationally to create a workforce development model for Probation and Pretrial Services.
- Familiarize yourself with the Strategic Assessment of the Federal Probation and Pretrial Services system, completed in 2004 by IBM. In this report, 96% of judges surveyed identified assisting defendants and offenders with education and employment as a priority area in which current practices were in need of improvement. You can find the assessment on the J-Net (see resources section at the end of this chapter).

- Decide what your measurable goals and outcomes are going to be before you approach your decision-makers.

Once you are armed with this information, you can decide how best to present it. This can range from an individual meeting with the Chief, a presentation to the management team, or a formal presentation to your Court. Whichever you choose, be prepared and be passionate!

## 2. **Organizing a Work Team:**

After winning over your Chief and Judges, you will next need to form a team to plan, guide and implement your ideas. Here are a few suggestions on people to include on your work team.

- U.S. Probation and Pretrial Services Officers from your district. It is helpful to have the pretrial, presentence investigation and supervision functions represented.
- Residential Re-Entry Center (RRC) Staff. Administration and case managers from the RRC are a key component in the re-entry process. Seek their participation to discuss how they can develop programs at the RRC that will support your goals.
- Bureau of Prisons staff. Seek the input of administrators, case managers and/or education staff from your local or regional BOP.
- Department of Labor apprenticeship representative to assist with apprenticeship programs and identify partners who receive DOL funds.
- A local workforce development professional. Contact your Workforce Investment Board for a list of possible contacts. You will want to determine to what extent the workforce development contact has maintained an acceptable performance standard. Guidance on where to get information and what questions to ask is provided on the DOWD website.
- A representative from your state or county probation/parole office. They are often already connected to programs and can provide extra leverage to your efforts.
- Any other community organization that you may feel is vital to your efforts.

A work team that represents all stakeholders in ex-offender re-entry ensures that your program takes all perspectives into account, provides continuity of service for ex-offenders, and creates a synergy that will make your program a success.

## 3. **Becoming an Expert:**

Just as you did your initial research before attempting to sell your program, so now, you must educate yourself and others about workforce development. This will help you better plan, prioritize, and implement your strategies. A number of training opportunities are available:

- **Offender Employment Specialist (OES) Training.** This is a three-day

curriculum sponsored by the National Institute of Corrections (NIC) will provide you with a basic foundation of workforce development knowledge. This training, including the curriculum, guide book and facilitator's guide, is available at no cost in a DVD box set through NIC.

- **Offender Workforce Development Specialist (OWDS) Training.** Also sponsored by NIC, this rigorous, three-week experiential training explores the details of career development theory, facilitation skills, career assessment, barrier identification, job seeking and retention, and program development.
- **Defendant/Offender Workforce Development (DOWD) Listserv.** If you are the point of contact for your district, make sure you are part of this listserv. As a member, you will receive email updates, questions, issues and answers posted by other DOWD professionals.
- **National Defendant/Offender Workforce Development Conference.** This is a great source of updated information, key contacts, and exposure to everything workforce development. Dates and locations change. Watch the DOWD website or listserv emails for information.

At a minimum, all members of your work group should attend the OES training. We strongly encourage all points of contact for DOWDS programs to complete the OWDS training.

Once you have developed more in-depth knowledge about workforce development, you are ready to plan and implement your program. The rest of this guide offers suggestions on setting your goals and collaborating with other key partners in the community.

## **CHAPTER TWO: Planning for Success**

A successful workforce development program requires regular meetings, program goals and lots of flexibility. Here are ideas on getting the most out of those initial meetings.

### **1. Your Initial Meeting:**

- Introduce team members and ask each to articulate what they hope to get out of their involvement.
- Summarize the link between ex-offender unemployment and recidivism.
- Describe the federal partnership and what is happening at the national level.
- Brainstorm and prioritize your program goals.
- Set a regular meeting schedule that is realistic and accommodates team members' schedules.

### **2. Goal - Setting**

It is understandable if you feel a little overwhelmed about where to start. Keep in mind that planning and implementation will likely take years. We believe your initial efforts should focus

on three main areas to make the most impact from the start.

- **Assessment:** Whether at the pretrial, presentence, institution, RRC or post conviction supervision phase, assessment of a defendant or ex-offender's interests, skills and abilities is a critical component of any program (See Chapter 3, Assessments and Their Role in DOWD Planning).
- **Education and Training:** Identify local resources that can assist defendants or ex-offenders in obtaining the education and/or training required to pursue their areas of interest.
- **Employer partnerships.** Educate and recruit employers in your community to create employment opportunities (See Chapter 4, Developing Employer Partnerships).

In addition, these are other topics for your initial meetings:

- National goals and aligning your local goals accordingly.
- Desired goals within each organization (BOP, RRC and U.S. Probation, and any other partners you include in your planning efforts), keeping in mind the collaborative nature of the venture.
- Key community agencies that will support your initial goals. The top three on your list should be your local one-stop center, faith-based organizations that provide employment training and placement programs, and education/vocational training programs.
- The issue of under-employment and utilizing resources to help ex-offenders obtain better wages, promotional opportunities and benefits.
- Ways to identify and reduce employment barriers (i.e.; transportation, child care, clothing, etc.).

#### **Resources:**

- **National Offender Workforce Development Partnership (NOWDP):** To get information about the national partnership goals, or general information on how to develop partnerships, visit the NOWDP website hosted by NIC: [http://nicic.org/WebGateway\\_428.htm](http://nicic.org/WebGateway_428.htm) or download a copy of the NOWDP brochure at: [http://nicic.org/Downloads/NOWDP/NOWDP\\_Brochure.pdf](http://nicic.org/Downloads/NOWDP/NOWDP_Brochure.pdf)
- **Assessments:** See the "Resources for Officers" section of the DOWD website which has information on the Department of Labor's free career exploration tools (via O\*Net) as well as a direct link to NIC's resources on career assessments.
- **Education and Training for Defendants/Offenders:** We recommend you familiarize yourself with your state's Workforce Investment Board (WIB) and available training and education funding and programs. See: "Internet Resources" (and click on "*Workforce Investment Act - Training Providers (State Listing)*," and "*Workforce Investment Boards (State-by-State Map)*.")
- **Employer Partnerships:** See "Employer-Related Resources" on the DOWD

website. It contains sample employer brochures from various districts explaining the benefits for employers. You can also find information on employer incentive programs such as: Work Tax Credit and Federal Bonding Program.

## **CHAPTER THREE: Assessments and Their Role in DOWD Planning**

One of the most important components of a workforce development program is the use of assessments. Assessments can take many forms and require varying degrees of training, expertise and cost. This chapter will help you sort through the confusion so you can decide which types of assessment will work for you.

### **1. Why Use an Assessment?**

- To predict behavior. Properly administered assessments give information about a defendant or offenders' likelihood of re-entry success to help guide our decisions around training, education and employment referrals.
- To evaluate skills, interests and abilities. By doing this, we can help the defendant or offender consider areas of training and/or employment that are more likely to result in long-term satisfaction and success.
- To identify and classify. By grouping individuals with specific characteristics, you are able to target services and interventions.
- To aid in planning. Overall, assessments can provide useful information to assist defendants and offenders in making career choices that are a good fit with their personality, work habits, interest, skills and abilities, and existing barriers.

### **2. Types of Assessments.**

If you perform a search on the internet, you will find many different types of assessments. In general, however, they can be grouped into five different categories, each with a slightly different focus that provides slightly different information.

- **Skills inventories.** A skills inventory surveys your skills, identifying those skills that are transferable as well as preferences in using certain combinations of skills. All can be classified according to the use of skills in three areas: 1) Skills with Things; 2) Skills with Information, and 3) Skills with People.
- **Career Interest inventories.** A career interest inventory surveys interests, aptitudes, and preferences and matches the results to suitable occupations. A well-designed interest inventory will help you find out more about yourself and how your choices relate to different careers, matching you with occupational groups and specific occupations.
- **Values inventories.** A values inventory will help clarify and prioritize work-

related values and beliefs, enabling the defendant/offender to make better career or job choices, or identify areas that may require attention to increase odds of success in the work place.

- **Personality inventories.** These survey unique traits, key personality strengths, and personal work and communication styles, providing valuable insights about yourself and which careers might be suited to your personality type.
- **Barriers assessments.** These identify things that may get in the way of long-term employment success (i.e. transportation, housing, child care, education). By identifying barriers, you can plan appropriate strategies to overcome them and increase employment success.

### 3. When Can Assessments Be Used?

- *At the pretrial phase* to assist defendants in seeking and obtaining employment and/or to provide baseline information to the U.S. Probation Office.
- *At the presentence investigation phase* to assist in identifying barriers to assist the Bureau of Prisons in making designation and program decisions and to make recommendations to the Court that support the goals of your program.
- *At institutional intake.* More and more BOP institutions are performing some type of assessment to assist inmates in educational and vocational programming.
- *After referral to the residential re-entry center* to assist the ex-offender in re-entry plans.
- *At the beginning of post-conviction supervision.*

As you can see, at each stage in the system assessments can provide critical information and guidance for the defendant or ex-offender in planning and executing a successful career plan.

### 4. Assessment Available.

Here are some assessments that are currently being used in the federal probation and pretrial services system, along with a brief description and associated cost, if any.

- **Self Directed Search.** Based on John Holland's career theory, this formal, online assessment codes individuals by work-related personality types and environments. There is a charge of \$6 to \$9 per assessment, depending on the number purchased.
- **O\*Net Interest and Ability Profiler.** The Interest Profiler is a self-assessment of the type of work activities and occupations clients might like and find exciting. The Ability Profiler is a self-assessment of clients skills and strengths to help them consider occupations that fit their strengths as well as areas that would require additional training or education. Printed versions are available through the U.S. Government Printing Office. Computerized versions, including software and users guide, are available for download from their web site (see resources

available at the end of this chapter). Results can then be compared to over 900 occupations using O\*Net Online, also accessible through their web site. You can also get the software, users guide and occupational information on a 4 cd set through the National Institute of Corrections from their website (see Resources Available section at the end of this chapter. There is no cost for these materials.

- **Interest and Skills Checklist.** A self-report assessment of interests and skills that follows the Holland model of career choice. This is an informal assessment that can be downloaded at no cost from the DOWD website.
- **Barriers Checklist:** A self-report assessment that helps identify barriers to employment. This checklist can help officers determine if there are significant barriers that are likely to negatively impact employment success. This checklist can be downloaded at no cost from the DOWD website.
- One-stops and colleges often have career assessment resources available, usually free of charge.

## CHAPTER FOUR: Developing Employer Partnerships

All of the work you have done up to this point may have minimal impact unless you can convince employers in your community that employing ex-offenders will benefit them. This chapter explores ways to seek employer partnerships in your communities.

### 1. Marketing Your Program.

One of the first steps you should consider is how to “sell” your efforts to employers. It will be difficult to win their cooperation unless you convince them there is a benefit to them in participating. Before you start contacting employers, there are a few things you should do.

- **Assemble the information.** Be prepared to share your district unemployment and revocation statistics and to compare them to state and local unemployment rates. Become familiar with incentives available to the employer, a topic developed more detail later in this chapter.
- **Develop a brochure** that illustrates the challenges of ex-offender employment and the links to recidivism, program efforts, incentives to employers and contact information for your program.
- **Create a formal presentation** that highlights challenges, program objectives, and incentives to employers. Present this to service organizations such as the Rotary Club or to professional organizations within a specific industry (i.e. hospitality, human resources) about your efforts. Be creative and persistent about creating opportunities to present your program.
- **Consider approaching your Court** for a letter of support for your workforce development efforts; this can add credibility and leverage to your program. If you followed our advice in obtaining court buy-in at the beginning of your efforts, your Court will probably be happy to support you in any way possible.
- **Spend time with your work team** to solidify your marketing strategy. In

general, make sure you are well informed and able to address questions and concerns of employers about ex-offender employment.

## 2. Speaking a Language Employers Understand

Most employers, whether large or small, look to the bottom line when making employment decisions. They want reliable workers that can add value to the organization. What you are proposing to employers is a paradigm shift for many of them, since ex-offenders are frequently seen as unreliable and rife with problems. Here are some suggestions of how to show employers the benefits of hiring ex-offenders:

- **Work Opportunity Tax Credit.** The Work Opportunity Tax Credit (WOTC), authorized by the Small Business Job Protection Act of 1996, is a federal tax credit that encourages employers to hire eight targeted groups of job seekers, including ex-offenders, by reducing employers' federal income tax liability by as much as \$2,400 per qualified new worker.
- **Federal Bonding Programs.** The federal bonding program provides fidelity bonds at no cost to the employer or the employee. The bond covers any type of stealing (theft, forgery larceny and embezzlement). It is intended as an incentive to the employer to hire an at-risk applicant.
- **Making Fiscal Sense:**
  - a. The average cost of incarcerating one individual for a year is \$25,000. Employment of offenders help reduce recidivism, provide stability and stop the “revolving door” of jails and prisons - freeing up money that can be spent elsewhere employing offenders reduces public spending and adds to tax revenues. Giving an ex-offender an opportunity is giving back to the community.
  - b. Employers frequently spend a great deal of money using temporary services to fill vacant job positions. Our ex-offender population is a largely untapped labor pool they can access for free.
- **The Benefits of Probation Officer Oversight.**
  - a. Drug testing is required for the majority of ex-offenders on supervision.
  - b. Third Party Risk Notification. The officer will ensure that the employer is notified if an offender poses a possible risk to the employer.
  - c. Employment is required. Ex-offenders on supervision are required to be employed or involved in an educational or training program.
  - d. Assessment. As part of the employment program, offenders have been assessed to determine skills and interests that are appropriate to the job. In addition, barriers to employment have been assessed and steps taken to

resolve them. This is a managed program to place ex-offenders with the skills and personalities the employer requires. U.S. Probation and Pretrial Services does not intend to refer people who are not suited for the job.

- e. Job retention. Job retention is a priority. The officer will work with the employer to address performance issues or other concerns.
- f. The exchange of information will be confidential. (Most employers do not want to be on a “felon friendly list.”)

### **3. Seeking Partnership**

Now that your marketing strategy is in place, you are ready to seek employers who are willing to partner with your office to provide employment opportunities for defendants and ex-offenders. Depending on your geographic location, this can prove to be a rather intimidating prospect.

One of the things that employers are often nervous about is making a commitment to hiring ex-offenders right off the bat. Move slowly. Consider organizing a forum (i.e.; an employer breakfast or luncheon) where in employers can hear more about what you are trying to accomplish and can have their concerns addressed. Here are a few other ideas for you to consider as you make those initial contacts.

- Identify those employers who have employed or currently employ ex-offenders in the community. Obtain current addresses, phone numbers and points of contact.
- Coordinate a mass mailing to those employers. Consider enclosing a letter of support from your Court along with any marketing material you have developed. Don't expect a huge response. If you receive a response rate of 10% or so, consider it a success. Follow-up phone calls are critical.
- Divide the list of prospective employers among work team members. Seek face-to-face meetings with key people in the organization (human resources, CEO, owner). This is likely to be the most effective way to open dialogue with an employer as you can immediately answer questions or concerns they may have. The employer can also put a name and face to your program, making it a little more personal.
- Challenge each officer in your district to identify a set number of employers that currently employ ex-offenders, and ask that the officers seek buy-in from them. Provide officers with the materials and information they will need.
- Attend career fairs. Bring marketing materials and plenty of business cards. Employers at career fairs are surprisingly receptive to, and often intrigued by, the information you are providing. Make sure you get business cards, from them and make follow-up phone calls in a couple of weeks. Try to arrange individual

meetings if possible.

- Pay particular attention to employers in your area whose skill requirements resemble
- vocational programs provided by BOP institutions in or near your district.
- Seek opportunities to attend service/professional organization luncheons, chambers of commerce meetings, or similar gatherings to reach out to prospective employers.
- Take advantage of opportunities to discuss your efforts with employers in the community as you make collateral employment contacts for defendants/offenders on supervision.
- See if you can tap into local education and training programs, which often have a good employer network

## **CHAPTER FIVE: Pursuing Career Planning, Education and Training Resources**

Unfortunately, many ex-offenders lack the education or skills to secure meaningful employment that may be most suited to them. To bridge this gap, identify community resources that can provide education, training, and career guidance. The specific resources available to any given community vary. For a listing of resources, see: “Resources” - Chapter 5.

## **CHAPTER SIX: A Systems Approach**

Officers should be aware of the benefits of our system’s move toward a national partnership for workforce development and re-entry. We cannot stress enough the importance of all parts of the system working together for the good of the offender and the community. Each link in the chain can benefit from the efforts of the others. Building these partnerships is a long-term, ongoing process, and we do not have here to discuss the particulars, as we move toward a true national partnership, growing and maintain those relationships will be critical. The following illustrations how this flow of information can work. Keep in mind will this flow of information vary, depending up on your geographic location and the resources available to you.

## **CHAPTER SEVEN: Measuring Your Progress**

Once your workforce development program is functioning, you will need to measure the results of your efforts. First you need to figure out what you want to measure, and then how you’re going to measure it. Enlist your information systems staff to assist you in designing a system that will work for you. Initially, you will want to obtain some baseline measurements for comparison. Then establish a system to regularly track and report information. Here are some basic guidelines to help you out.

## 1. What to Measure.

- The number of unemployed offenders in your district represented as a percentage. If your district has a diverse geography that includes urban, rural, and or Indian Country, you may want to determine statistical information for each of those subgroups separately as well.
- Comparative information regarding state and local unemployment rates.
- Current violation and revocation rates for your district.
- Number of revocation cases that were unemployed at time of revocation.
- Number of referrals to employers and employment resources and to whom.
- Whether officers are including employment strategies in case plans and are employment contacts and verifications being made.
- Increase in employment rates for employable ex-offenders.
- Job retention rates (i.e., the number of offenders referred who remain employed at 6 months, 1 year, and beyond).
- Number of assessments completed.
- Number of training program referrals and completions.
- Number of employer partnerships.

## 2. How to Measure.

- PACTS. Your primary tool for tracking employment data is PACTS. However, the information you abstract only as good as the information entered. You may want to conduct training in your office to reinforce the need for accurate information in the employment module. There are several considerations when utilizing PACTS information:
  - a. **Employment module.** When entering employment information in the employment module, officers should complete as many of the required fields as possible, and to assure changes are updated.

**IMPORTANT NOTE:** Offenders who are unemployed or excused from employment for some reason should be entered as “unemployed,” “student,” “retired,” “disabled,” or “homemaker” in the company name field of the employment module to further delineate reasons for unemployment. Future versions of PACTS will provide better tracking of employment data and eliminate the need for this step.
  - b. **Employment Information on Active Cases Report.** Currently available in PACTS, this report provides you employment information for all active cases on supervision. Information includes employer name, address, phone number and date of employment. This can help officers assure

employment data is current in PACTS. You can also use this information to identify employers who may be willing to hire ex-offenders.

- c. **Employment Status Report.** This report was developed by the Eastern District of Missouri to track their unemployed cases. The report indicates which active cases are employed or have a source of income and which are unemployed. A copy of this program can be obtained from Mike Brown, Systems Manager for the Eastern District of Missouri.

## **CHAPTER EIGHT: Rural Areas and Indian Country Issues**

However, all of the things we've talked about can be accomplished much easily if you live in a large metropolitan or resource-rich area. Many of you have the added challenge of developing and implementing resources in rural areas and on reservations. Historically, these have been difficult areas to serve, with high unemployment rates. The best advice we can give you is to

- Know your resources intimately.
- Make personal contact with the employers and employment resources that are available.
- Know what state and county programs are in place in your area.
- Identify and partner with members of the Workforce Investment Board for your area. They may be willing to pay for transportation, job readiness training and even scholarships to attend school.
- Partner with apprenticeship coordinators through DOL.
- Check with the county or state probation office in the area to see for partnership opportunities.
- Check with DOL National Farmworker Jobs Program, which provides funding to community agencies for job skill training and supportive services to migrant and seasonal farmworkers. They also have a directory of grant- funded programs.
- Job Corp. This may be an option for ex-offenders aged 18-24. If accepted, they receive education, job training, job placement and follow-up support at no cost. However, eligibility requirements dictate that the individual must be free of face-to-face supervision requirements, since the length of the program can be up to 24 months, depending on individual progress and the training program.

Indian Country issues are another unique challenge. Ex-offenders on our nation's reservations face many barriers, such as substance abuse, transportation, and child care. As a result, the unemployment rates on reservations are astronomical. In addition, each tribe provides services

in different ways. To complicate things further, each Native American reservation community typically has its own workforce system with its own funding source. While some of the strategies suitable for rural areas can work, others, such as the following will be specific to Indian Country:

- Familiarize yourself with the tribe's workforce system.
- Know how their workforce system is funded and seek partnership.
- Get to know employers on and around the reservation.
- Investigate DOL Indian and Native American Programs (DINAP). See the resource section at the end of this chapter.
- Explore Public Law 102-477 which allows federally recognized Tribes and Native Alaska, entities to combine Federal employment and training grant funds into a single plan with a single budget and a single reporting system.
- make use of the Tribal Employment Rights Office (TERO), which enforces federal and Indian preference employment law. TERO also does some job training.
- 477 Program, A federally funded program, that offers Native Americans of education assistance, child care for working parents, support services and work experience.
- Make use of the National Tribal Justice Resource Center which provides information on jobs, job training, legal issues and a list of grantees. In particular, find out if the tribe was a Native Employment Works (NEW) Program grantee, which is essentially a welfare to work program.
- Check out the website for Native American and Tribal Education, Jobs and Economic Development. (See resource section at the end of this chapter.)
- 

The many barriers to employment in rural and Indian Country area are substantial. We realize that the largest and most immediate impact of workforce development efforts will be in urban area, However, the degree to which officers succeed in rural and Indian country areas also depends on large part on your drive and creativity. Make a difference where you can.

## **CONCLUSION**

The information contained in this guide just scratches the surface of an ever-growing and evolving trend in our system. Our hope is that we have given you the resources and guidance necessary for you to get your program off the ground. Developing an effective program can take months, and even years. Be patient and persistent. In doing the right thing for your Court, your defendant's/ex-offenders and your community. Most important, continue to network with others and utilize the resources available to you. Good Luck!

“Though no one can go back and make a brand new start,  
anyone can start from now and make a brand new ending.”  
- Carl Bard

# RESOURCES

## Chapter 1:

### “Getting Your Chief and the Court on Board”

- **PACTS Employment Data:** Warning - the information reported from PACTS is only as good as the information being entered. Work with your IT staff, administration and officers to ensure that this is a reliable source of information.
- **Defendant/Offender Workforce Development (DOWD) Website -** [www.usteamwp/uscmail.dcn/QuickPlace/dowd/Main.nsf](http://www.usteamwp/uscmail.dcn/QuickPlace/dowd/Main.nsf) This website serves as a clearinghouse for officers on employment-related resources. It includes DOWD News, Information for DOWD Points of Contact, Conferences and Available Training, Research and Statistics, Resources for Officers, Resources for Clients, Employer Incentives, Internet Resources and Links, Success Stories, Media and General Articles, Special Populations and more.
- **Department of Labor (DOL)**(Links to each state are available on the DOL website, [www.dol.gov](http://www.dol.gov) or through the DOWD web site under internet resources. Click on the link for Department of Labor Resources, which contains information on apprenticeships and more. You can even download a state-by-state directory of apprenticeship coordinators.
- **Labor Market Information:** To access state and county labor market information and to learn information on the fastest growing and declining occupations in your area, visit the *America's Career Information Network* website located on the DOWD website under “internet resources.” You can also find labor market information through your state’s workforce investment services website. A link to Workforce Investment Boards state-by-state map can be found on the DOWD website under “internet resources.”
- **Administrative Office of the U.S. Courts - September 2004 IBM Strategic Assessment Report:** A copy of the full report is located at: [jnet.ao.dcn/Probation\\_and\\_Pretrial\\_Services/Strategic\\_Assessment.html](http://jnet.ao.dcn/Probation_and_Pretrial_Services/Strategic_Assessment.html)
- **Reentry Policy Council - [www.reentrypolicy.org](http://www.reentrypolicy.org):** The Reentry Policy Report reflects the results of a series of meetings among 100 of the most respected workforce, health, housing, public safety, family, community, and victim experts in the country. The report provides valuable policy recommendations related to reentry decisions made from incarceration to release to the community. You can also produce a customized report that provides an assessment of your program, policy recommendations, statistics and advice on building effective job training and placement

programs.

## “Becoming an Expert”

- **National Institute of Corrections (NIC).** To obtain information regarding the Offender Employment Specialist (OES) Training visit NIC’s website: <http://nicic.org/Library/021698> . To obtain information on the Offender Workforce Development Specialist Training (OWDS) visit: [http://nicic.org/WebPage\\_93.htm](http://nicic.org/WebPage_93.htm)
- **Office of Probation and Pretrial Services DOWD website:** <http://usteamwp.uscmail.dcn/QuickPlace/dowd/Main.nsf>
- **DOWD - Point of Contact (POC) Listserv:** This Listserv is only available for the District’s designated Point of Contact. However, OPPS also maintains the **Offender-Employment Listserv** available to all officers. The Offender Employment Listserv is an electronic forum for probation and pretrial services officers to share information and seek assistance regarding offender employment. It provides officers an opportunity to network, consult, share ideas on best practices, innovative programs, training opportunities, and resources. To join the offender-employment listserv go to: <http://artemis.nyed.circ2.dcn/archives/offender-employment.html> and click on “join or leave offender-employment.”  
**Reentry Policy Council** web site at [http://www.reentrypolicy.org/reentry/Workforce\\_Development.aspx](http://www.reentrypolicy.org/reentry/Workforce_Development.aspx) or [http://www.reentrypolicy.org/reentry/Training\\_and\\_Education.aspx](http://www.reentrypolicy.org/reentry/Training_and_Education.aspx) to review policy recommendations, assess your program, or to obtain current reentry news.

## Chapter 2:

### “ Planning for Success and Goal-Setting”

- **National Institute of Corrections (NIC).** To obtain information regarding the Offender Employment Specialist (OES) Training visit NIC’s website: <http://nicic.org/Library/021698> . To obtain information on the Offender Workforce Development Specialist Training (OWDS) visit: [http://nicic.org/WebPage\\_93.htm](http://nicic.org/WebPage_93.htm)
- **Office of Probation and Pretrial Services DOWD website:** <http://usteamwp.uscmail.dcn/QuickPlace/dowd/Main.nsf>
- **DOWD - Point of Contact (POC) Listserv:** This Listserv is only available for the District’s designated Point of Contact. However, OPPS also maintains the **Offender-Employment Listserv** available to all officers. The Offender Employment Listserv is an electronic forum for probation and pretrial services officers to share information and seek assistance regarding offender employment. It provides officers an opportunity to network, consult, share ideas on best

practices, innovative programs, training opportunities, and resources. To join the offender-employment listserv go to: <http://artemis.nyed.circ2.dcn/archives/offender-employment.html> and click on “join or leave offender-employment.”

**Reentry Policy Council** web site at: [http://www.reentrypolicy.org/reentry/Workforce\\_Development.aspx](http://www.reentrypolicy.org/reentry/Workforce_Development.aspx) or [http://www.reentrypolicy.org/reentry/Training\\_and\\_Education.aspx](http://www.reentrypolicy.org/reentry/Training_and_Education.aspx) to review policy recommendations, assess your program, or to obtain current reentry news.

### **Chapter 3:** “Assessments and their Role in DOWD Planning”

- **Assessments** - See the resources listed at the end of Chapter Two.
- **Self-Direct Search (SDS) Website:** <http://www.self-directed-search.com>
- **O\*Net Interest and Ability Profiler Instruments:** <http://www.onetcenter.org/tools.html>
- **National Career Development Association (NCDA):** <http://www.ncda.org/>

### **Chapter 4:** “Developing Employer Partnerships”

- **PACTS Employment Module:** Use the PACTS Employment Module to identify your district’s unemployment rates.
- **E and H Tables:** To identify your district’s revocation rates see E and/or H tables located in the Probation and Pretrial Services section of the J-Net under “Often Used” resources. Click on the “Caseload Tables” link.
- **Sample Employer-Focused Brochures:** To view and download employer-focused brochures developed by various districts, visit the DOWD website and click on “Employer-Related Resources.”
- **Sample Power Point Presentations:** Several districts have created PowerPoint presentations on workforce development. To view samples, visit “Resources for Officers” section on the DOWD website.
- **Sample Letters from District Judges Supporting Workforce Development Efforts:** To view or download copies, visit the “Resources for Officers” section of the DOWD website.
- **Employer Incentive Programs:** The “Employer Resources” section of the DOWD website contains information on the Work Opportunity Tax Credit and Federal Bonding Program.
- **Identification of Employers Who Hire Ex-Offenders:** We recommend using the PACTS Employment Module. If defendant/offender employment data is consistently entered, you can generate reports of all employers who currently employ ex-offenders.
- **Federal Bureau of Prisons (BOP) Mock Job Fair Schedule:** To learn more about the BOP’s Mock Job Fairs, visit the Inmate Transition Branch’s website:

[www.unicorp.gov/about/about\\_fpi\\_programs/inmate\\_transition/ipp.nock.cfm](http://www.unicorp.gov/about/about_fpi_programs/inmate_transition/ipp.nock.cfm)

A schedule of the BOP's mock job fairs for the current year can be found on the DOWD website under "Resources of Officers" or "Internet Resources."

- **Sample Career Fair Time-Line:** For districts considering hosting a offender career fair, see the "Building Partnerships" section of the DOWD website.
- **National Directory of U.S. Chamber of Commerce:**  
[www.uschamber.com/chambers/directory/default](http://www.uschamber.com/chambers/directory/default)
- **Trade Associations:**  
[www.jobhuntersbible.com/research/companies.php](http://www.jobhuntersbible.com/research/companies.php)
- **National Directory of Labor Unions, Union Apprenticeship and Training Programs and Union Scholarship Programs:**  
[www.unions.org/home/](http://www.unions.org/home/)

## **Chapter 5:** "Pursuing Career Planning, Education and Training Resources"

1. **One Stop Centers.** One stop centers offer a variety of job seeking services including classes on resume writing and interviewing, access to phones, faxes and computers, state and local job listings. The potential downside to the one stop is that depending on how well it is funded, it may be under-staffed, thus requiring the defendant or ex-offender to be able to work independently to a large extent. **See:** "Internet Resources" on the DOWD website for a national map of one-stop centers and their websites.
2. **Vocational Rehabilitation(VR) Services.** Often part of the one-stop system in most states, VR is for people with disabilities, including mental health and substance abuse issues, that constitute a substantial impediment to employment. VR usually provides individualized services to help the individual achieve his or her employment goals. These may include college and vocational training, school to-work assistance, and job placement services. To qualify, individuals typically need to provide written documentation from a medical, mental health or substance abuse professional that provides a specific diagnosis. **See:** State by state directory on vocational services located on the DOWD website under "Internet Resources."
3. **Faith-Based Organizations:** Faith-based agencies such as the Salvation Army, Goodwill-Easter Seals and others frequently offer pre-apprenticeship and job placement services as well as access to housing and transportation services. **See:** a state by state listing of the President's Faith-Based Initiative points of contact on the DOWD website under "Internet Resources." Most well-established faith-based programs have their own websites.
4. **State and Community Colleges and Universities.** Inventory your local colleges, universities and vocational/technical schools. Find out about programs available, cost, financial aid available, job placement services availability, etc. **See: Listing of United States Universities (by state):**  
[www.utexas.edu/world/univ/state/](http://www.utexas.edu/world/univ/state/)  
Also, the DOWD website has a link to the American Association of Community

- Colleges Community College Finder located in the “Internet Resources” section.
5. **State and Local Corrections Programs.** These agencies may have existing job and training programs. For a listing of federal, state and local corrections agencies, see:  
[www.justlawlinks.com/FEDERAL/federal-corrections.htm](http://www.justlawlinks.com/FEDERAL/federal-corrections.htm)
  6. **Apprenticeship Training Programs.** These programs can provide training opportunities for ex-offenders as well as opportunities to link skills with employer partnerships in the community. **See:** Department of Labor Resources on the DOWD website under “Internet Resources.”
  7. **Non-Profit Agencies.** These organizations often have resources to address employment and employment barriers. **See:** United Way’s website at [www.unitedway.org](http://www.unitedway.org) or the Combined Federal Campaign website at [www.opm.gov](http://www.opm.gov)
  8. **Veteran’s Administration.** Offer many services for veterans. The Incarcerated Veterans Resource Guide for all 50 states is available and can be downloaded from the DOWD website under “Resources for Officers.”
  9. **Local Trade and Apprenticeship Organizations.** Consult your local yellow pages or the DOWD website under “Internet Resources,” for Department of Labor resources, including a state listing of apprenticeship programs, directory of apprenticeship coordinators and more. **See:** National Directory of Labor Unions, Union, Union Apprenticeship and Training Programs, and Union Scholarship Programs at [www.unions.org/home/](http://www.unions.org/home/)

#### Chapter 6:

- Federal partnership brochure. Available on the DOWD and NIC’s NOWDP websites.
- Migdalia Baerga-Bufler, Office of Probation and Pretrial Services
- DonaLee Breazzano, Bureau of Prisons, Inmate Skills Development Branch

#### Chapter 7:

- PACTS Employment Module
- Labor Market Information Website. **See:** America’s Career Information Network’s website under “Internet Resources” on the DOWD website.

#### Chapter 8:

##### Rural Resources:

- Department of Labor’s National Farmworker Jobs Program (NFJP):  
<http://www.doleta.gov/msfw/>
- National Farmworker Jobs Program - Grantee Directory (by state):

- <http://www.doleta.gov/MSFW/pdf/GranteeDirectory>  
Department of Labor's Job Corp: [www.jobcorps.dol.gov/](http://www.jobcorps.dol.gov/)

**Other Links to Rural Economic Development Resources:**

- USDA Economic Research Service: <http://www.ers.usda.gov/>
- North Central Regional Center for Rural Development:  
<http://www.ag.iastate.edu/centers/rdev/RuralDev.html>
- Southern Rural Development Center: <http://srdc.msstate.edu/>
- Western Rural Development Center: <http://extension.usu.edu/WRDC/>

**Indian Country Resources:**

- Department of Labor's Indian and Native American Programs (DINAP):  
<http://www.doleta.gov/DINAP/>
- DINAP grantees list (by state): <http://www.doleta.gov/dinap/directory/dinap.cfm>
- Public Law 102-477 information:  
<http://www.doleta.gov/dinap/cfm/LawsAndReg.cfm>
- National Tribal Justice Resource Center at [www.tribalresourcecenter.org/](http://www.tribalresourcecenter.org/)
- Native American and Tribal Education, Jobs and Economic Development:  
[www.firstgov.Government/Tribal/jobs/shtml](http://www.firstgov.Government/Tribal/jobs/shtml)