

Why Working Works: The CEO Model for Employing People with Criminal Records

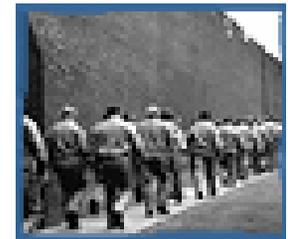
*“Employment may be the key strategy in reducing repeat offenders.”
--Brown, NGA Center for Best Practices*

Center for Employment Opportunities, New York, NY

CEO

Crime Impacts Jobs...Jobs Impact Crime

- ❖ **67% of those paroled will be rearrested within 3 years; over 50% will return to prison**
- ❖ **Failure occurs quickly, often within the first months of release from prison**
- ❖ **The unemployment rate of ex-prisoners one year post-release approaches 60%**
- ❖ **In New York, 89% of parole violators are unemployed at the time of their violation**
- ❖ **A 10% decrease in real wages of low-skilled workers results in a 10-20% increase in criminal activity**



The CEO Model: Who We Serve

- ❖ **Close to 2,000 people on parole a year**
- ❖ **People right out of prison**
- ❖ **All by the most serious violent crimes accepted**
- ❖ **No skills, educational or attitudinal requirements**

The CEO Model



**JOB READINESS
TRAINING**



**TRANSITIONAL
EMPLOYMENT**



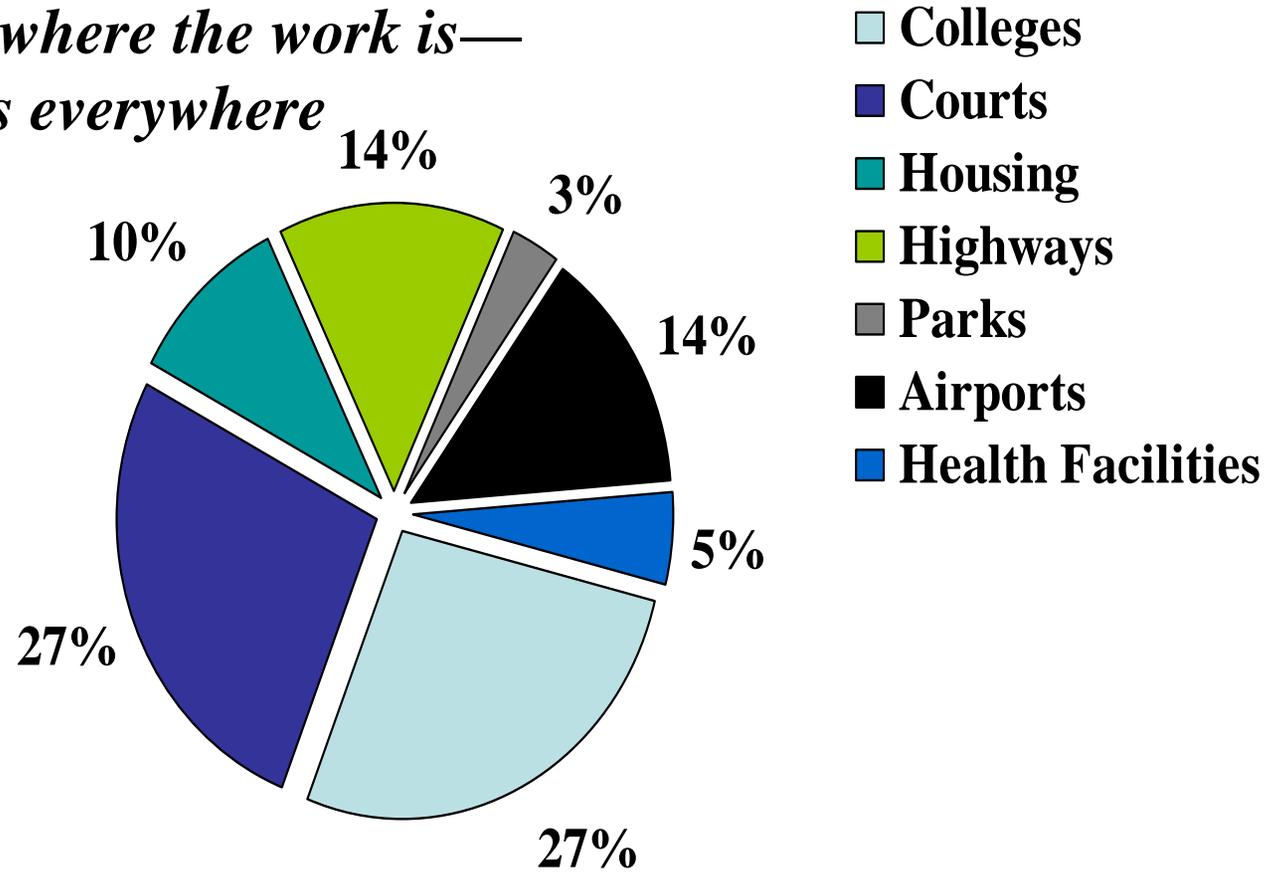
**FULL-TIME
PLACEMENT**



**ONGOING
SUPPORT**

Transitional Work Crew Assignments

*We go where the work is—
and it's everywhere*



Measuring A Participant's Commitment to Work: The CEO CPs

Daily Site Evaluation

CEO Company Philosophy

Cooperation with Supervisors: Following instructions, policy, rules, directions from supervisor with a respectful (not disrespectful) attitude, asks constructive questions

Effort at Work: Stays constructively busy, willing to do extra work, motivates others, good response time to instruction, shows initiative

On-time: Ready to work at start time (in morning and after breaks)

Cooperation with Co-workers: Teamwork, helpful, working towards a common goal, positive outlook

Personal Presentation: Communication, active listener, verbal/nonverbal, physical energy, dressed appropriately, eye contact

C
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Measuring A Participant's Commitment to Work: Passport to Success

ON TIME			
0	1	2	Score
More than 15 minutes late, always has excuses	On time (less than 15 minutes late), rarely has excuses	On time (arrives before start time), comes without excuses	
COOPERATION WITH CO-WORKERS			
Gets into conflicts with co-workers; does not demonstrate ability to work with a team	Is cooperative with others and works well with team	Works well with others; operates effectively as part of a productive team and exhibits leadership	
Consistently acts inappropriately and does not correct behavior when identified; negative example for others	Corrects inappropriate behaviors when identified	Demonstrates positive workplace behavior when difficult situations arise; acts as a positive role model for others	
PERSONAL PRESENTATION			
Does not meet CEO guidelines for dress; has unkempt appearance; exhibits disrespectful speech	Dresses according to CEO guidelines; looks clean; speaks respectfully	Is well groomed; speaks respectfully; communicates well with others; high energy	

Site: _____

Site Supervisor Signature: _____

Initial/Date: _____

(Job Coach/Job Developer)

Date: _____

COOPERATION WITH SUPERVISOR			
0	1	2	Score
Is uncooperative; shows disrespect for authority	Is cooperative and cordial with the supervisor	Establishes a positive work relationship with supervisor; employee you can count on	
Does not respond to instruction or assistance; listens poorly	Demonstrates a basic understanding after receiving instruction; listens well	Asks the right questions to gain a full understanding; can teach others	
EFFORT AT WORK			
Shows little interest or effort; unproductive, needs constant attention to stay busy	Consistently does what is required, follows up on work opportunities when presented; keeps busy	Does more than required for the job, volunteers/asks for extra work when task is complete; always busy; seeks feedback	
Complains about what he/she is getting from the job/program; tends to blame rather than take responsibility for circumstances	Takes things as they come; takes responsibility for his/her circumstances	Takes a proactive stance to get what he/she needs from the job/program; shows a strong drive and looks for opportunities to take on more responsibility	
Expresses no appreciation for making a difference; does not value work	Expresses some satisfaction in making a visible difference as a result of his/her work efforts	Expresses great satisfaction in visible improvements that have resulted from his/her work efforts	

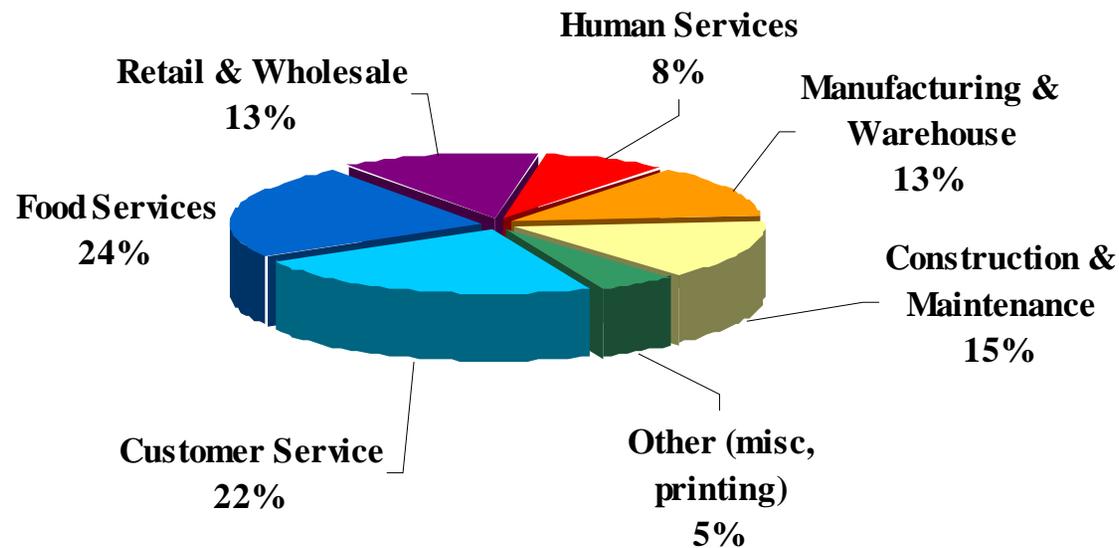
Why Working Works: Employment Outcomes

- ❖ **60% of participants who meet with a job developer are placed in an unsubsidized job while at CEO.**
- ❖ **In the last decade, CEO has placed close to 10,000 people in unsubsidized employment.**

Why Working Works:

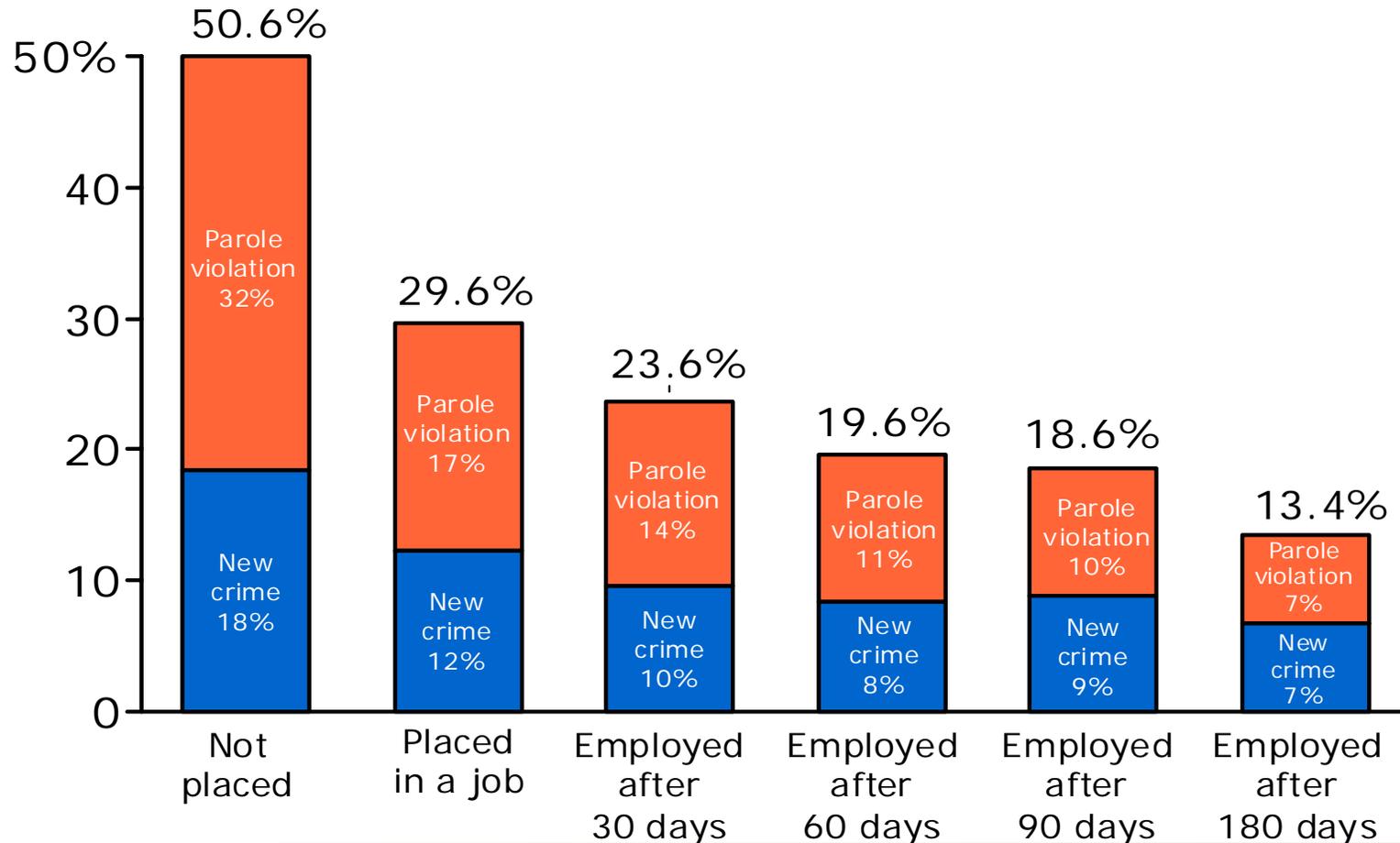
Employment Outcomes

Industries in which CEO Participants are Placed



Why Working Works: Recidivism Outcomes

Three year re-incarceration rate, 1999*
(clients who returned to prison/Life Skills graduates)



CEO: Research in Progress

- CEO is a site in “Hard to Employ” study sponsored by the United States Department of Health and Human Services and the United States Department of Labor.
- MDRC is the evaluator
- Random assignment design; total sample size 977 (409 control; 568 in CEO group)
- Study group recruited from January 2004 to October 2005
- Outcomes examined: employment and recidivism (arrest, conviction, parole violations, incarcerations)
- Data collection complete in 2007

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