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Beyond Employment

Presented by Jacqueline Fusco & Josh Will



Outline

- Overview of CEO
- Person Centered Approach
- Holistic Support
- Finding Purpose
- Questions



CEO Overview

A man with a beard and mustache, wearing a black t-shirt, a high-visibility yellow and orange safety vest, and an orange hard hat, is sitting on a white folding chair. He is looking towards the camera with a slight smile. The background is a plain, light-colored wall with a brick wall visible on the right side. In the top left corner, there is a green circle containing the text 'ceo'.

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Center for Employment Opportunities



Mission

CEO provides immediate, effective, and comprehensive employment services exclusively to individuals who have recently returned home from incarceration.

Our program helps participants regain the skills and confidence needed for successful transitions to stable, productive lives.





Vision

Our vision is that anyone with a criminal record who wants to work has the preparation and support needed to find a job and stay connected to the labor force. We believe that everyone, regardless of their past, deserves the chance to shape a stronger future for themselves, their family, and their communities.





Our Locations

CEO's National Footprint: 31 Sites in 12 States.

CALIFORNIA

Fresno
Inland Empire
Los Angeles
Marin
Oakland
San Diego
San Jose
Sacramento
Solano

COLORADO

Colorado Springs
Denver

GEORGIA

Atlanta

KENTUCKY

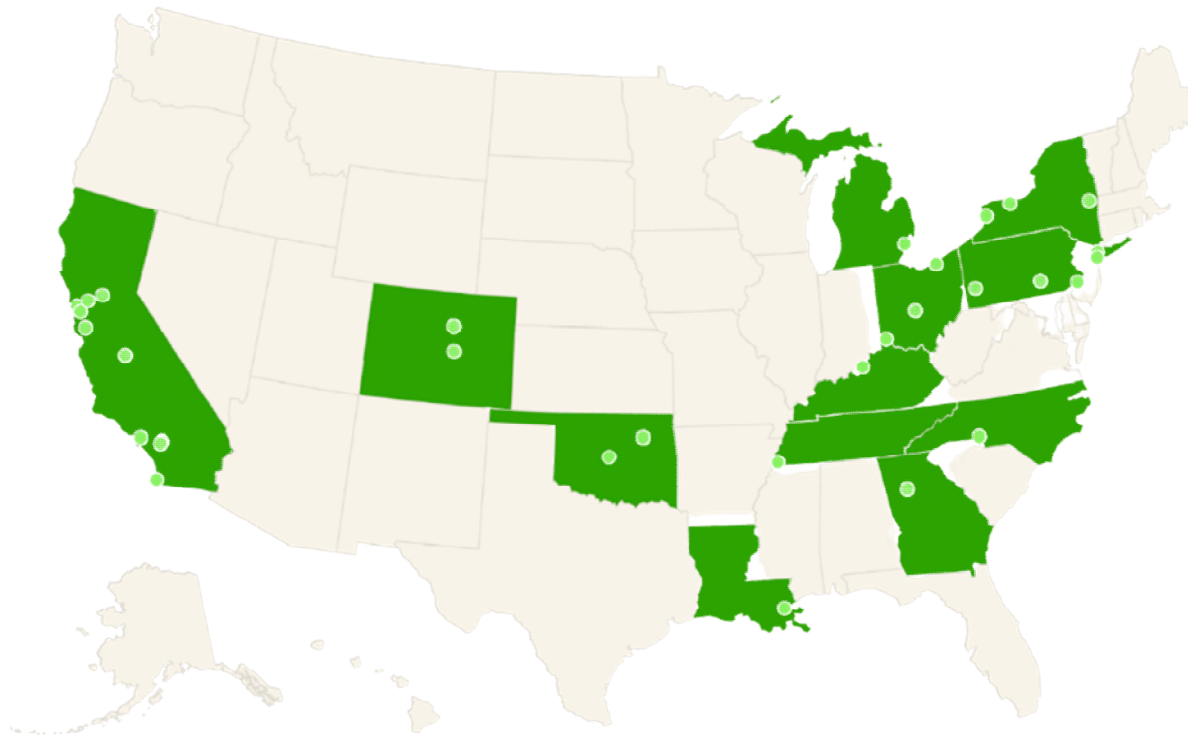
Louisville

LOUISIANA

New Orleans

MICHIGAN

Detroit
Pontiac (Satellite office)



NEW YORK

Albany
Buffalo
Bronx
New York City - HQ
Rochester

NORTH CAROLINA

Charlotte

OHIO

Cincinnati
Cleveland
Columbus

OKLAHOMA

Oklahoma City
Tulsa

PENNSYLVANIA

Harrisburg
Philadelphia
Pittsburgh

TENNESSEE

Memphis



The Challenge: A National Crisis

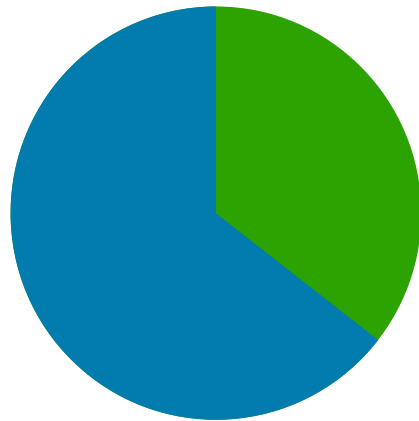
The **U.S.** is home to **5%** of the **World's Population**

25% of the **World's Economy**

Prisoners

600,000+ people are released from incarceration every year

Research indicates that within 3 years, close to **70%** will return.



1 in 5 Americans (approx. 68 million) has a criminal record.

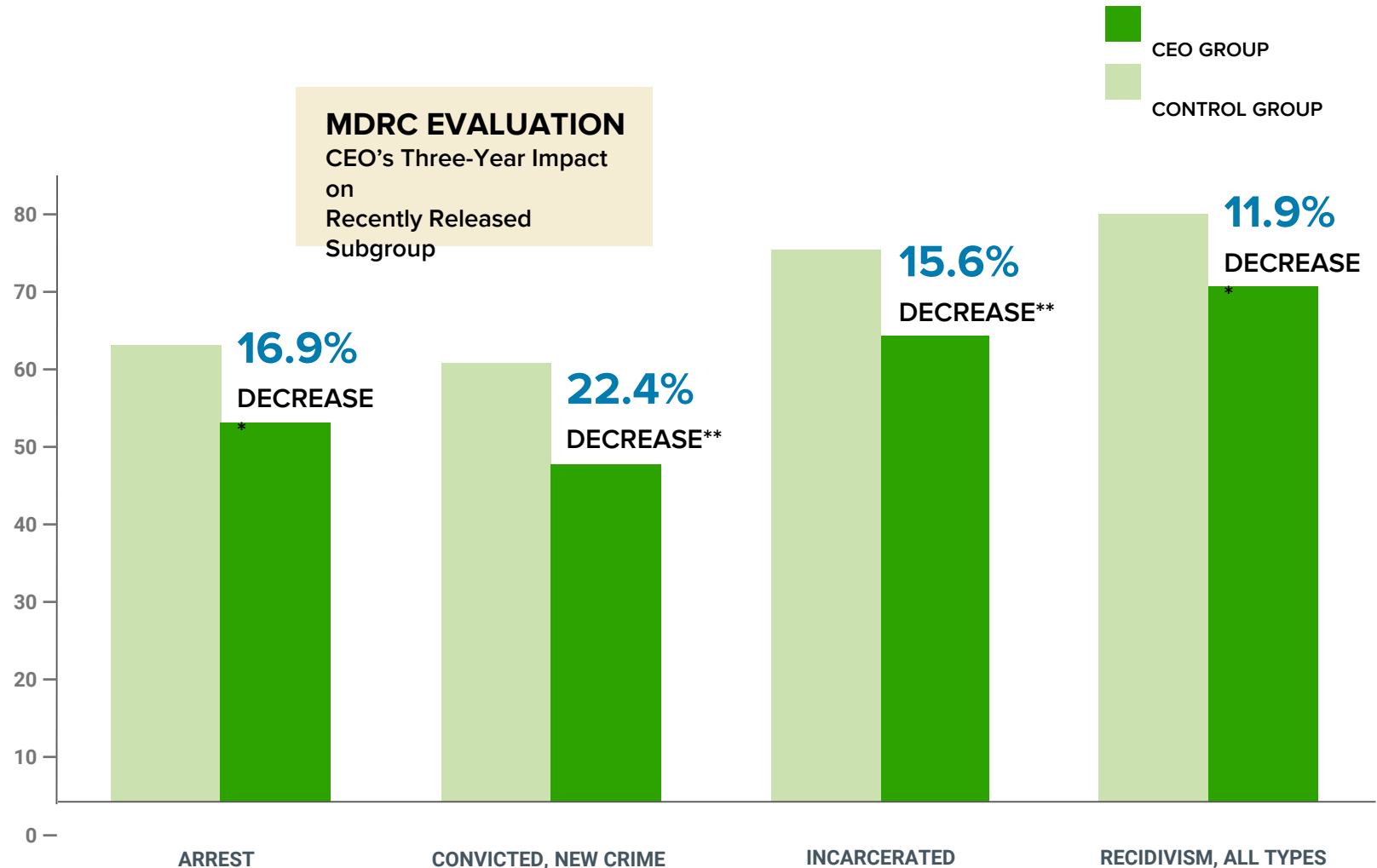
Of the currently incarcerated, **more than 50%** are parents of children under 18; **20%** are young adults (ages 18-25).

Over 800,000 and 3.7 million individuals are currently on parole and probation respectively.

SOURCES: Lucius Couloute and Daniel Kopf, "Out of Prison & Out of Work: Unemployment among formerly incarcerated people," Prison Policy Initiative (July 2018); The Sentencing Project, "Trends in U.S. Incarceration," The Sentencing Project (June 2017).; Community Legal Services of Philadelphia, Half in Ten "Americans with Criminal Records". The Sentencing Project, 3 Dec. 2014; KIDS COUNT, "A Shared Sentence: The Devastating Toll of Parental Incarceration on Kids, Families, and Communities," The Annie E. Casey Foundation (April 2016).; Pete Wagner and Wendy Sawyer, "Mass Incarceration: The Whole Pie 2018," Prison Policy Initiative (March 14, 2018).



Impact & Evidence



Asterisk indicates statistical significance (i.e. the likelihood the impact is due to chance) — *10 percent — **5 percent

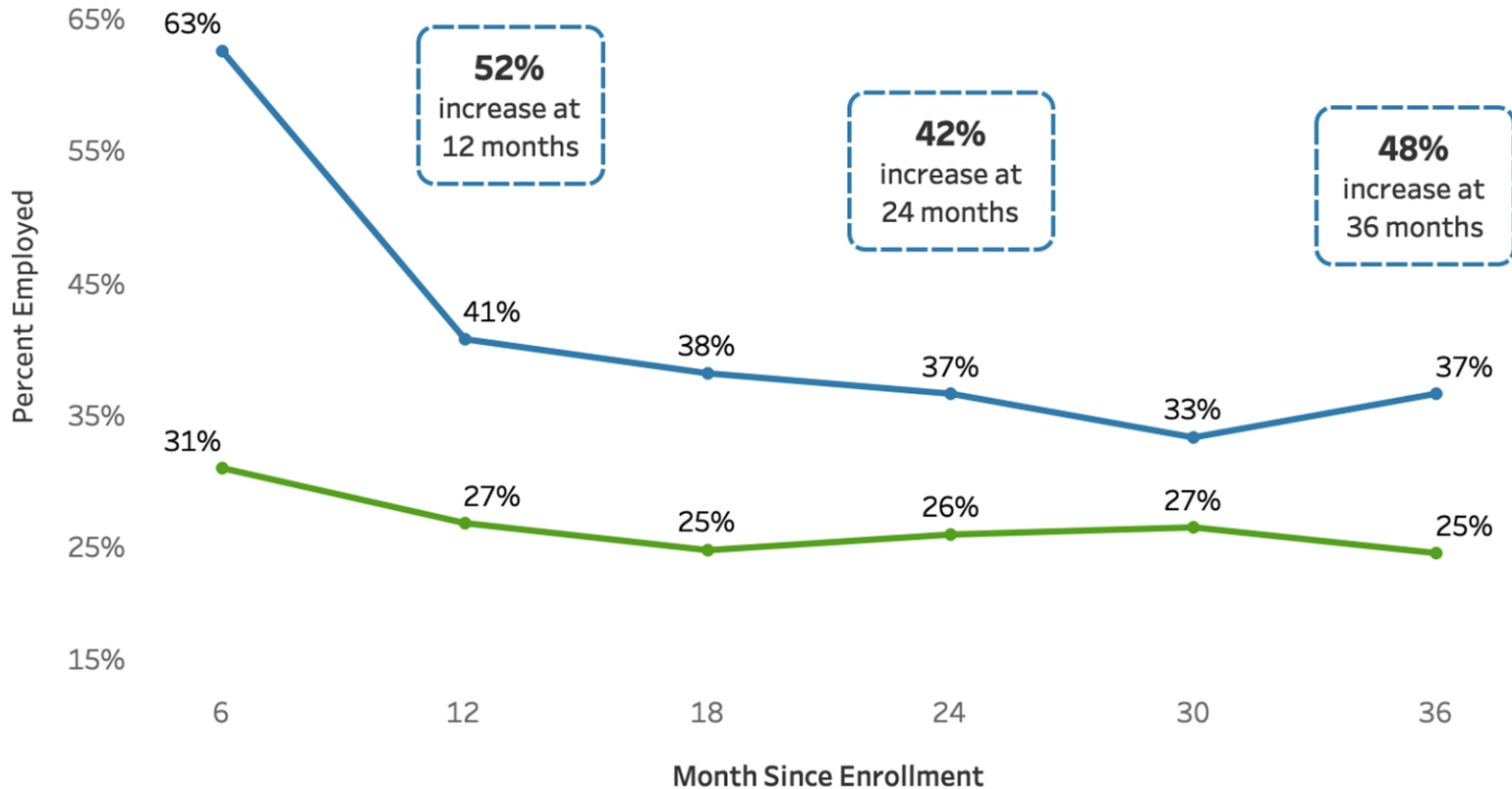
SOURCE: MDRC (2012). *More Than A Job: Final results from the evaluation of the Center for Employment Opportunities (CEO) Transitional Jobs Program*. OPRE Report 2011-18. Washington, DC: Office of Planning, Research and Evaluation, Administration for Children and Families, US Department of Health and Human Services.



Impact: Increase Employment

DCJS Combined Outcomes

from CEO NYC, Buffalo, and Rochester



■ CEO Participants
■ Comparison Group

DCJS Evaluation: CEO Labor Outcomes 2010-2012



Pennsylvania Highlight



OUR STATEWIDE IMPACT

In 2017, CEO expanded its program to three areas across the state, which had the highest populations of individuals returning to the community from incarceration. We attribute much of our success to the continued support of our partners, specifically, the Department of Corrections, Bureau of Community Corrections (BCC), Department of Human Services, local jails, shelters, food banks, halfway houses and a host of community-based organizations. Since 2015, through these partnerships CEO has served more than 1,800+ justice-impacted individuals in the Commonwealth.

The Center for Employment Opportunities (CEO) is a nonprofit social enterprise dedicated to providing comprehensive workforce development services to individuals returning home from incarceration.

We have three sites located here in Pennsylvania:

Pittsburgh

Harrisburg

Philadelphia

| Philadelphia | Pittsburgh | Harrisburg |
|--|---|--|
| 190+ participants served in FY22. | 50+ participants served in FY22. | 160+ participants served in FY22. |
| \$271,901 paid in wages to individuals who worked on a transitional work crew in FY22. | \$86,266 paid in wages to individuals who worked on a transitional work crew in FY22. | \$342,345 paid in wages to individuals who worked on a transitional work crew in FY22. |
| \$15.73 average wage at placement in FY22. | \$14.88 average wage at placement in FY22. | \$15.48 average wage at placement in FY22. |

"CEO has helped me by enrolling me in a CDL program which I've completed two parts of and will soon be able to achieve my goal in obtaining my CDL and becoming a licensed truck driver. Achieving my personal goals and my three children are my motivation."

Philadelphia Participant

CEO Philadelphia
245 N. Broad Street, Suite 300
Philadelphia, PA 19107
(215) 309-7220

"CEO helped immensely; It's been a great opportunity for people that haven't been in the workforce. I'm looking forward to joining the Emerging Leaders Program so that I can continue improving and advancing thanks to CEO."

Pittsburgh Participant

CEO Pittsburgh
100 Ross Street, Suite 410
Pittsburgh, PA 15219
(412) 444-1025

"CEO has been helpful to me, it opened new doors and helped me to better myself. I've now gained access to quality jobs because I am currently taking IT courses and I never imagined I'd take those types of classes. I've become an advocate for returning citizens like myself."

Harrisburg Participant

CEO Harrisburg
100 N. Cameron Street, Suite 300
Harrisburg, PA 17101
(717) 884-0723

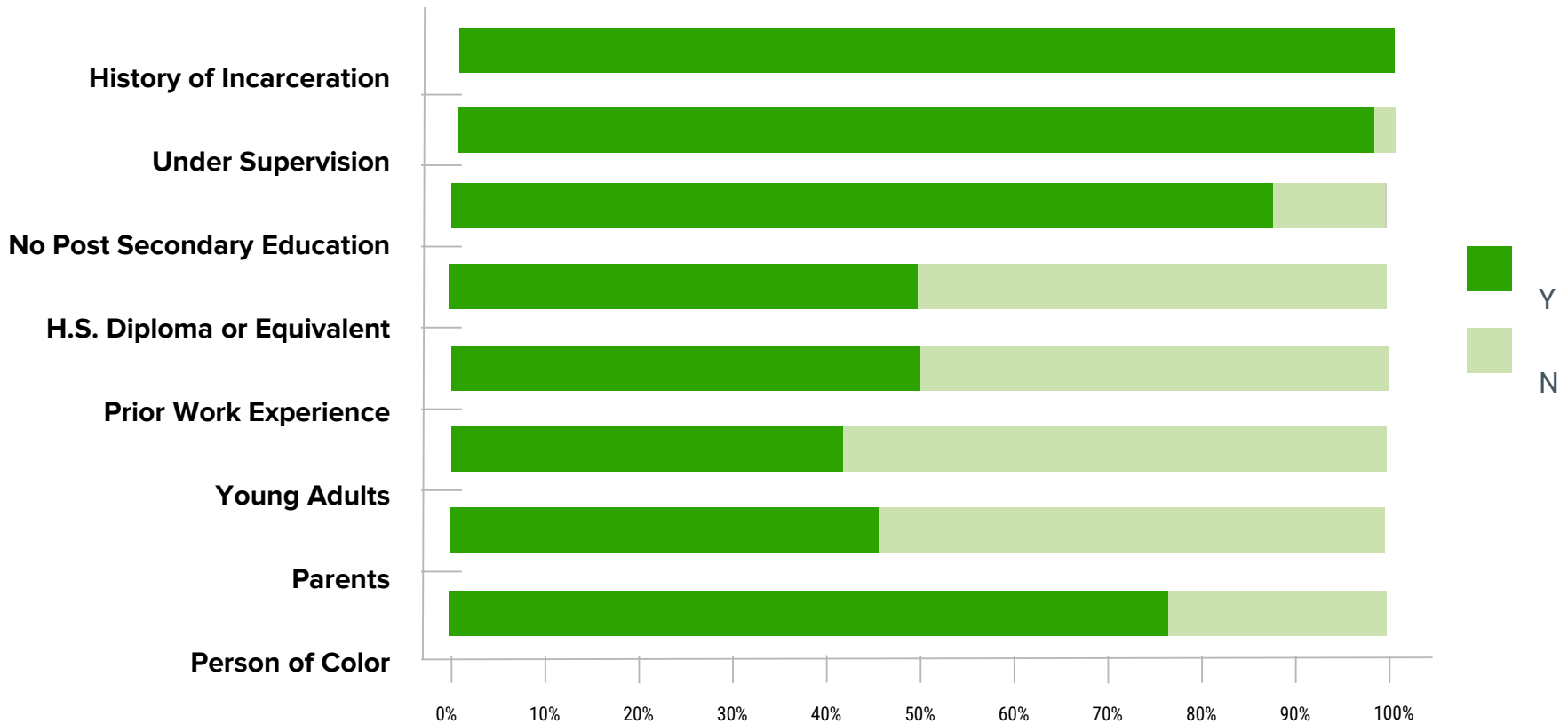




Serving High Need Individuals

CEO reaches individuals immediately after release from incarceration, at their most vulnerable time.

Our participants face multiple barriers to entering the labor force.



FY18 Data



Model + Benchmarks



Job-Readiness
Training

Prepares and trains individuals to reenter the workforce.



Transitional
Employment

Provides immediate work experience with daily pay.



Job Coaching &
Placement

Connects talented employees with quality employers.



Retention Services
for One Year

Provides ongoing support to ensure participants succeed.



ANNUAL BENCHMARKS

7,750+ Enrollments

3,950+ Job placements

790+ Participants working on CEO work crews daily

130+ Transitional work crews

FY23 Data

A white circle containing the lowercase letters 'ceo' in a dark blue, sans-serif font.

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Person Centered Approach



A Person Centered Approach

Some things to consider when delivering person centered support:

Realizes

the unique circumstances and experiences of each individual

Understands

potential paths for personal growth

Recognizes

that each individual has the capacity to manage and improve their own health

Responds

collaboratively and with curiosity when providing support

Resists

taking the role of an expert and leading from our own perspective

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Principle - *Trustworthiness* & *Transparency*



Establish **healthy boundaries** while setting **appropriate expectations** regarding work goals

Prioritize **partnership with participants** over enforcing policy

Demonstrate patience when a participant is facing a challenging experience

Be **consistent** and **follow up** with any promises made to participants

Principle - *Collaboration & Partnership*

- The individual is an expert in their own life and supportive efforts are made in collaboration with their own interests and goals at heart
- Collaboration with other appropriate supports (family, collateral supports, etc.) is essential to address the multidimensional needs of individuals
- Personalized care based on an individual's culture, knowledge, values, and beliefs is essential
- Provide adequate information and education to allow for the individual to make informed choices and decisions





Case Study

Robert is a middle-aged African American man, married, father of two children and recently home from 12 years of being incarcerated. Robert is experiencing an exacerbation of his anxiety following his release, describing physical symptoms (e.g. muscles tightness, shortness of breath, nausea, and sleeplessness) and psychological difficulties (e.g. PTSD symptoms, shame and depression). Robert reported that he has not been able to work on his anxiety, and it has been increasing over the last few months. He is currently not working and finding a job has proven difficult due to his background. While incarcerated he obtained a Peer Support Specialist certification due to a strong desire to help others. He currently feels unsure about how to put this to use. Robert added that he only trusts his family and very few friends. Robert reports coming from humble beginnings with a single-mother who he felt he needed to take care of even as a small child. He also described his childhood as unpredictable.



Holistic Support

Why is Holistic Support Important?

- Individuals needs do not exist in a vacuum. In order to provide the most effective support in any targeted area, we must consider how other aspects of the individual (and their life) have an impact on the specific area of service.
- Practically speaking holistic support lends itself to providing a more person centered approach
- Holistic support leads to more successful change as it allows for creation of more realistic goals and timelines

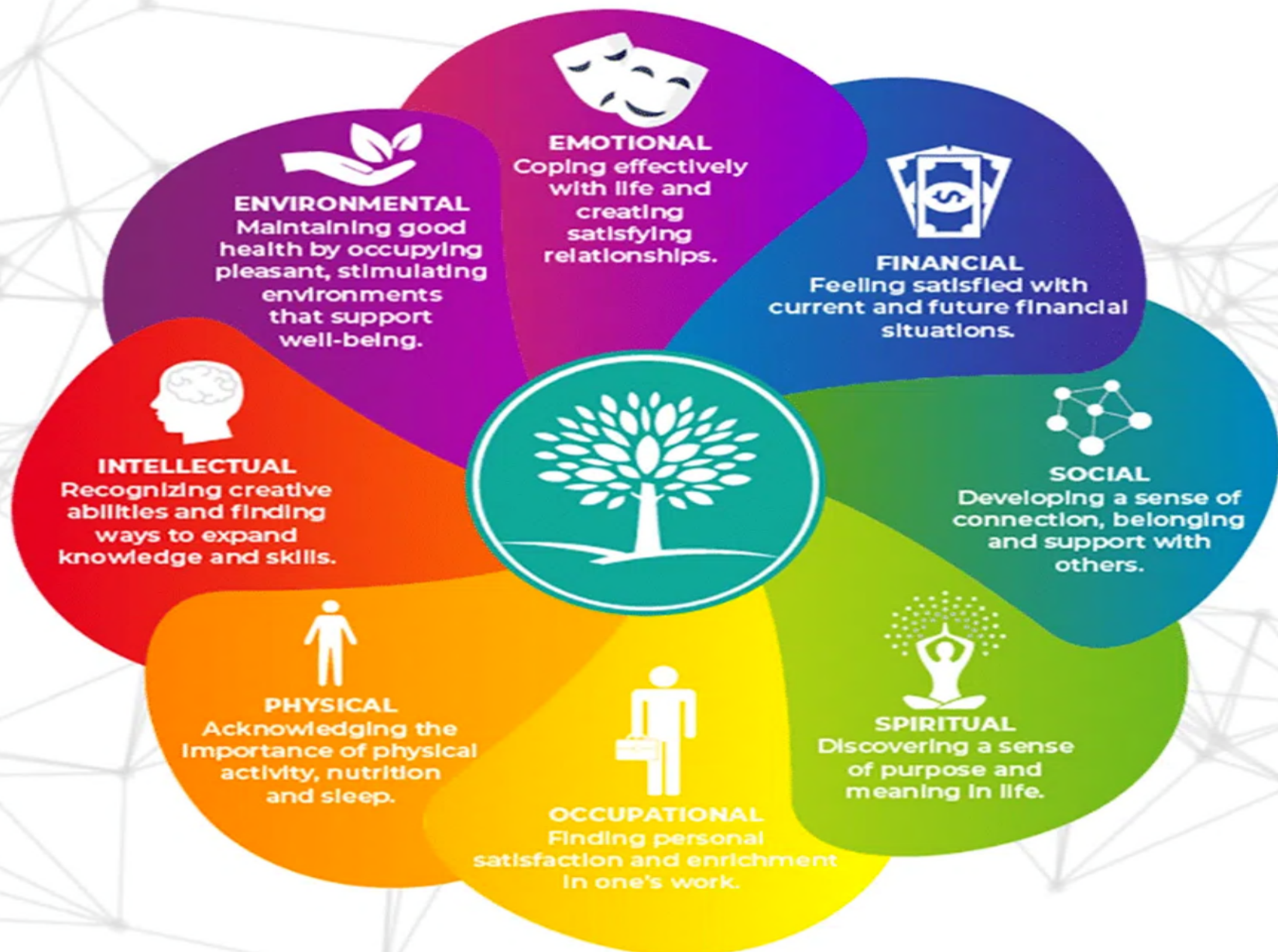


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Some tools for implementing Holistic Support

- 8 Dimensions of Wellness
- Resource linkage & referral
- Motivational Interviewing

8 DIMENSIONS OF WELLNESS





Resource Linkage & Referral

Create and Maintain a Directory of Resources

It is important to be well versed in a broad variety of local resources aimed at meeting the many needs of an individual. In particular it can be helpful to have flyers and contact information on hand. It is also necessary to review and update periodically.

Assess Needs

A formal or informal assessment of an individual's existing needs outside of the primary program focus will help direct any outside referrals. This is something that can/should take place across multiple points in programming.

Link to Appropriate Resources

Maintaining positive relationships with referral partners will support meaningful and successful connections for the individual. It may be helpful to have systems in place to track referrals made and prompt follow up as necessary.

Advocate for Quality Care

Stay informed about the individuals experience with the referred supports and collaborate to promote best possible outcomes.





Motivational Interviewing

MI is a collaborative, goal-oriented style of communication with particular attention to the language of change. It is designed to strengthen personal motivation for and commitment to a specific goal by eliciting and exploring the person's own reasons for change within an atmosphere of acceptance and compassion. (Miller & Rollnick, 2013, p. 29)

Open Ended Questions

A technique in Motivational Interviewing is to ensure questions are open ended (What, How, When, Where, Why). The intent is to encourage further discussion and conversation rather than shut down lines of communication. Use of reflection is also highly important in this process to ensure you remain on the same page as the individual.

Roll with Resistance

In Motivational Interviewing the goal is to partner with the individual on achieving their own goals. Resistance is a normal part of making any change even if the goals are our own. In this process it is important to stay open to shifting priorities and know when to hold someone accountable and when to allow space for self reflection.

Affirmation

Drawing on the individuals strengths and past successes is a crucial part of sustaining any change process. Affirmations allow for direct recognition of the individuals progress with their change.

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Finding Purpose

Creating a Pathway to Purpose

- Create a growth mindset
- “Life Crafting”
- Tailored Job Search & Placement





Create a Growth Mindset

Being Empowered vs. Enabled

We can discover the transformational power of finding purpose in our experiences. It is in how we interpret and respond to these experiences that will either empower or enable. Externally, tailoring support in an empowering way is also paramount to creating a growth mindset.

Foster an Environment of Growth

A formal or informal assessment of an individual's existing needs outside of the primary program focus will help direct any outside referrals. This is something that can/should take place across multiple points in programming.

Stay Open to Opportunities for Learning

Maintaining positive relationships with referral partners will support meaningful and successful connections for the individual. It may be helpful to have systems in place to track referrals made and prompt follow up as necessary.





Life Crafting

A process in which people actively reflect on their present and future life, set goals for important areas of life—social, career, and leisure time—and, if required, make concrete plans and undertake actions to change these areas in a way that is more congruent with their values and wishes (Schippers & Ziegler, 2019)

Identify and Reflect

The first step in the Life Crafting process is to identify and reflect on core values. This is often done through writing about life experience and future aspirations. In particular individuals are encouraged to identify challenges faced as a means of identifying lessons learned.

Create Goals

Once core values have been identified the next step in life crafting is to begin creating personal goals that are in line with them. Generally this is accomplished through writing about broad lifestyle goals first and then breaking them down into smaller actionable steps. These smaller steps support an individual in moving towards the lifestyle they envision.

Commit to Action

The final step in Life Crafting is to make a commitment to carrying out the goals that have been created. This is most often done through public verbalization of the goal and the intention to see it through.



Tailored Job Search & Placement

Existing Skills & Experience

CEOs program model is purposeful in identifying an individual's past experience and skills when considering job search and placement. It is important to incorporate former job roles as well as any training or experience gained while incarcerated.

Current Career Goals

The next aspect of making a tailored job search and placement lies in identifying the individual's current career goals and aspirations. We use an assessment tool to create time in the process to reflect on these goals and determine how they align with existing skills and experience.



Necessary Advanced Training Pathways

Finally, if gaps exist between existing skills/experience and current career goals, CEO makes an effort to connect and support individuals with advanced training pathways. This will ensure any gaps that do exist are bridged and the individual will be able to move towards their goal and commitment to purpose.



Questions?



Resources

- CEO Website - <https://www.ceoworks.org/>
- Motivational Interviewing - “Motivational Interviewing: Helping People Change (3rd Edition)” William R. Miller and Stephen Rollnick
- Life Crafting - “Life Crafting As a Way to Find Purpose and Meaning in Life” Michaela Schippers and Niklas Ziegler <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6923189/>
- Person Centered Approach - Person-Centered vs. System-Centered <https://www.youtube.com/watch?v=y77y7XW8GtE>
- Eight Dimensions of Wellness - <https://umwellness.wordpress.com/8-dimensions-of-wellness/>





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