



SAINT LOUIS UNIVERSITY
—
TRANSFORMATIVE WORKFORCE ACADEMY

JUST TALENT

playbook ▶

PREFACE

WELCOME TO THE JUST TALENT PLAYBOOK, a tool for Missouri companies hoping to learn more about second chance employment. Whether you are an experienced second chance employer or just starting to consider second chance hiring, we are excited to partner with you.

This playbook is the result of cross-sector collaboration between corporate, government, and nonprofit entities who work closely with justice-involved individuals. We have seen firsthand what research has consistently shown: that second chance employment not only benefits justice-involved individuals and their families, but also contributes to the success of businesses and communities. Through data, testimonials, and research on best practices, we hope to provide employers with the resources to make informed decisions regarding candidates with criminal records.

Additionally, we want companies who employ second chance talent to feel supported. One of the key benefits of hiring this population is the abundance of community organizations dedicated to serving them, and by extension, you. We hope this playbook can connect you with new partners to help your justice-involved talent live up to their potential, both personally and professionally.

Thank you for taking the time to explore your second chance employment options. If you would like to learn more or get connected to local second chance talent, please do not hesitate to reach out to **TRANSFORMATIVE WORKFORCE ACADEMY** by phone at **314-977-5498** or online at *second-chance-slu.web.app*.

Sincerely,
The Just Talent Team

JUST TALENT

playbook ▶



THE JUST TALENT TEAM

The Just Talent Playbook is a collaboration between FOCUS St. Louis's Impact Fellows Program and their community partner, Transformative Workforce Academy.

FOCUS St. Louis & Impact Fellows

FOCUS St. Louis is the region's premier leadership organization. It's a nonprofit that develops and connects diverse leaders from public, private, and civic sectors, and empowers them to work together to build a thriving St. Louis community. The Impact Fellows program offers emerging and experienced leaders the opportunity to address a specific issue in the St. Louis region. The 2019-2020 cohort's focus was workforce development for justice-involved individuals, leading eight cohort members to partner with Transformative Workforce Academy in creating a Missouri-specific playbook for companies interested in hiring this population.

Transformative Workforce Academy

Transformative Workforce Academy (TWA) is part of a Saint Louis University (SLU) inter-departmental collaboration designed to support those most at risk of incarceration in living fruitful, prison-free lives. SLU's initiatives engage the whole lifespan, including prevention, in-prison, and reentry services. Through research, information-sharing, and direct services in areas such as education, legal defense, life skills training, and employment placement, SLU seeks to address the root causes of crime by supporting people who are looking for a better alternative.

TWA's focus is helping those who are coming out of prison find and retain meaningful employment. TWA began its efforts in April 2018 by partnering with the federal and state level Probation & Parole offices to sponsor the inaugural Second Chance Job Fair at Chaifetz Arena. These efforts continued in 2019 when the Second Chance Job Fair drew 1,000 attendees, including 77 employers committed to evaluating candidates holistically, beyond just their criminal record. TWA has since expanded upon the success of these job fairs to connect jobseekers and employers year-round through the introduction of an online Second Chance Job Portal. In addition to connecting employers to justice-involved talent in person and online, TWA is committed to supporting companies in every facet of second chance employment and sees this playbook as an essential resource in meeting that goal.

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EXECUTIVE SUMMARY

The Just Talent Playbook focuses on the three biggest categories of employer questions surrounding second chance employment: why they should hire justice-involved individuals, how they should go about this hiring process, and what kinds of ongoing support they should provide. A summary of each of these three sections is provided below.

WHY HIRE? ►

- Research indicates that justice-involved employees are motivated, skilled, hard-working, and loyal, saving employers money in reduced turnover costs.
- The overwhelming majority of HR professionals and managers find their justice-involved employees' quality of work just as high or higher than that of their other employees.
- Blanket criminal record exclusions put companies at greater legal risk than thoughtfully and strategically hiring qualified candidates with criminal records.
- While the financial risk of hiring justice-involved jobseekers is low, incentives such as the Federal Bonding Program and Work Opportunity Tax Credit more than offset any risk accrued by employers.
- Not only do individual companies benefit from second chance employment, but hiring justice-involved individuals is also correlated with reduced recidivism, increased public safety, and economic growth.

HOW TO HIRE? ►

- There are many sources of justice-involved talent in Missouri, including prison reentry programs and Department of Corrections Vocational Tech programs. TWA's Second Chance Job Portal is a tool that can help employers connect to jobseekers from these programs.
- Providing justice-involved candidates the opportunity to put their offense in context is crucial to getting the information you need to determine whether they will succeed on the job.
- It is important to ensure your company works with an accredited and thorough CRA to avoid making decisions based on inaccurate information, which could put your company and potential employees at risk.
- There are many factors to consider when making the final decision about whether to hire a justice-involved candidate, including but not limited to their offense's relevance to the job, time since their offense, seriousness of the offense in context, ownership of the offense, and growth trajectory since the offense.

ONGOING SUPPORT ►

- Providing justice-involved employees with a company point of contact helps them feel supported and provides a mechanism for addressing challenges.
- Mentorship programs and Buddy systems help both justice-involved and non-justice-involved employees feel welcome and learn faster.
- Employers must be transparent and provide training regarding second chance hiring practices while keeping the individual employees' justice-involvement confidential.

INTRODUCTION

In today's rapidly changing, hyper-competitive, and demand-driven labor market, employers must identify strategies to attract and retain the best talent. Regardless of the unemployment rate, our demographics are shifting, and we have fewer qualified workers available to meet the demands of today's labor market. To succeed, employers must adopt standards that are inclusive of multiple employee groups, including justice-involved individuals.

Some of Missouri's most successful businesses are champions of justice-involved talent. They have found a number of benefits to hiring this population:

- **Loyalty:** Justice-involved employees tend to be grateful for being given a chance, meaning they will work hard and stay with your company for the long haul, resulting in **\$746 in turnover cost savings per employee**¹
- **Skill:** Most justice-involved employees have gained work experience or certifications behind bars, meaning they are much more skilled than your average entry-level employee
- **Reward Outweighs Perceived Risk:** While most employers find that the risk of hiring justice-involved individuals is lower than expected, there are also several government programs designed to provide free insurance and tax credits to offset any perceived risk

Combine these employer gains with benefits to justice-involved individuals, their families, and the region as a whole, and you will find that second chance employment is a smart proposition.

A NOTE ABOUT LANGUAGE ►

Throughout this playbook, the term “justice-involved individual” will be used to refer to someone who has been engaged in the justice system at any level. This term was selected over terms such as “offender” or “felon” because it is an example of people-first language, reminding us that no one is defined by their criminal history. To be sure, one’s history is an important part of who they are, but a criminal history in no way prevents someone from being a good neighbor, citizen, or employee. For this reason, you will also see terms such as “formerly incarcerated individual” and “returning citizen” throughout this playbook. For a more comprehensive glossary of terms used in the justice system, please refer to Appendix A.

DISCLAIMER ►

While this playbook will, at times, provide general legal information, it does not provide legal advice. Companies should consult an attorney to receive legal advice that applies to their specific circumstances.



WHY HIRE?

Imagine, for a moment, that the worst thing you have ever done was made public. As a result, any time you apply for a job, the employer knows what you have done with little context for who you are, why you did what you did, and what you have since done to make amends. You send out application after application, and finally, a company takes a chance on you. How would you treat this opportunity?

If you are like most people who answer this question, you would likely be grateful and determined to show your employer they were right to take a chance on you. Justice-involved individuals tend to have very similar relationships to their employers. They know the damage that a single mistake can have on their future and their family, and are determined to make a better life for themselves. Employers who routinely hire justice-involved individuals affirm this analysis, citing this population's likelihood to model positive work behaviors such as teamwork, loyalty, reliability, and high motivation.²

“WHEN YOU WALK INTO ONE OF OUR RESTAURANTS, YOU’LL SEE EMPLOYEES WORKING HARD AND SUCCEEDING. YOU WON’T LOOK AT THEM AND SAY ‘THAT PERSON’S JUSTICE-INVOLVED AND THAT ONE’S NOT,’ BECAUSE WHAT MATTERS IS THEIR DRIVE TO DO THE JOB WELL.”

— *Melanie Kenny*

Human Resources Director, Baileys’ Restaurants

Many companies write off justice-involved talent based on several misconceptions. They assume that the risk of hiring this population is prohibitively high and the benefits non-existent. In reality, not only are the risks associated with second chance hiring minimal, but they are actually less severe than the legal risks associated with blanket criminal record exclusions. In addition to making the legal case for hiring justice-involved individuals, this section will discuss the ways in which these employees can benefit companies’ bottom lines through skill, productivity, loyalty, and financial incentives companies earn through second chance hiring. Common misconceptions about employing this population will also be addressed throughout.

IN THIS SECTION ►

- I. Justice Works
- II. Risk and Legal Compliance
- III. Financial Incentives
- IV. Community Benefits

JUSTICE WORKS ►

While the social impact of hiring justice-involved talent cannot be overstated, this country's growing list of second chance employers have found that hiring from this talent pool is no sacrifice.

Current research indicates that justice-involved individuals are often the most conscientious and productive workers, likely because they perceive they have more to prove.

One study focusing on the military found that those with felony convictions **were promoted faster and were less likely to be discharged.**³ Another study from the Society for Human Resource Management (SHRM) surveying HR professionals and managers found that 67% of HR professionals and 82% of managers said the **quality of their workers with criminal records is as high as or higher than those without records.**⁴

MISCONCEPTION:

FEW COMPANIES HIRE JUSTICE-INVOLVED INDIVIDUALS

There are examples in every state of companies who commit to hiring justice-involved individuals and are thriving because of the workplace culture these employees help create. Nationally known organizations such as Dave's Killer Bread, Johns Hopkins Health System, Butter Ball Farms, and the United States Army have demonstrated a strong commitment to second chance employment. In Missouri, Scholastic Books, Saint Louis University, and Schnuck Markets are just a few of the organizations who routinely hire justice-involved individuals. In fact, past Second Chance Job Fairs have packed St. Louis's Chaifetz Arena, attracting 1,000 potential employees and 70+ employers.

“THESE APPLICANTS ARE NO DIFFERENT THAN ANY OTHER INDIVIDUAL APPLYING FOR A JOB; THEY’RE POLITE, EAGER TO GET TO WORK, AND GRATEFUL FOR THE OPPORTUNITY. IN ADDITION, MORE OFTEN THAN NOT THEY’RE PROVIDING CERTIFICATES FOR DIFFERENT COURSES THEY HAVE COMPLETED TO SHOW THEIR COMMITMENT TO CONTRIBUTE TO CARGILL AND THE WIDER COMMUNITY.”

— Luis Campos

Employee Experience Production Recruiter, Cargill

If HR professionals and managers are confident in the quality of their justice-involved employees, one might ask why second chance employment is not more common. This same SHRM study provides insight on this topic, indicating that although the majority of managers and non-managers surveyed felt comfortable working with someone justice-involved, only 36% of managers and 29% of non-managers thought their co-workers would be willing to work with people who have criminal records.⁵ **This data indicates that widespread criminal record exclusions are not a reflection on the quality of justice-involved workers, but on misplaced perceptions regarding what others will think.**

Another factor that tends to enhance the quality of justice-involved individuals’ work is that they often have significant training and work experience that employers overlook. Many have certifications through the 20+ vocational tech programs offered by the Missouri Department of Corrections or have attended job training programs in the community post-release. All individuals incarcerated in federal or state prisons worked for the entirety of their sentence. While many of these individuals may be new to the workforce in the traditional sense, most have significantly more experience than your average person entering the workforce, enhancing their value to employers.

A final element of employers' positive experiences with justice-involved employees is their higher levels of loyalty. This quality not only contributes to a positive workplace culture but also **saves companies money by facilitating higher retention rates.** In fact, a Northwestern University study found that employees with criminal records are significantly less likely to quit their jobs, **saving companies an average of \$746 in turnover costs per employee.**⁶

While work ethic, training, and loyalty are significant incentives to consider justice-involved applicants, many employers are understandably concerned about risk. In the next section, we take a deeper dive into the topic, providing data to give companies an accurate picture of the legal and financial risk associated with second chance employment.

RISK AND LEGAL COMPLIANCE ►

While it is important to understand the risk associated with hiring justice-involved candidates, it is also important to understand the comparative risk of excluding this population from your workforce, especially in light of the many qualifications justice-involved candidates possess.

MISCONCEPTION:

JUSTICE-INVOLVED JOBSEEKERS HAVE NO WORK EXPERIENCE

All individuals serving time in federal or state prisons are required to work while incarcerated. While job duties range significantly, those working at any job site practice relevant soft skills including timeliness, team work, and meeting supervisor expectations. Several of Missouri's institutions offer individuals the opportunity to work in factories where they produce clothing, metal signs, and furniture. And, at many facilities individuals have the opportunity to participate in certificate training programs that develop specific job-related skills. Whether or not you are hiring for the specific hard skills an applicant acquired while incarcerated, the work ethic and agility required to master a new skill makes these candidates worthy of consideration by any employer.

Negligent Hiring Lawsuit

Can hiring someone with a history of criminal activity put other employees or the company at risk? While this is a legitimate concern, the risk is low. In the United States, only 300 negligent hiring cases are filed each year, and less than 1% of employers subject to these suits have been found liable for negligent hiring.⁷

Consider the job responsibilities that could put others at risk, given the nature of an applicant's offense. Claims for negligent hiring were more likely to include job duties that involved unsupervised work with children, patients, or older adults, access to cash or other valuables, access to liquor, use of firearms, or use of a motor vehicle. Screen applicants thoroughly, and conduct reference checks to ensure they do not pose an elevated risk. See the *How to Hire* section for further guidance on assessing applicant risk level.

Discrimination Lawsuit

Compare the 300 negligent hiring cases filed a year to the more than 60,000 lawsuits filed annually by the Equal Employment Opportunity Commission regarding discrimination toward classes protected by Title VII of the Civil Rights Act of 1964. Two of these protected classes are those affected by race and national origin discrimination. Because a disproportionate number of individuals in U.S. jails and prisons are black or Latino blanket criminal record exclusions have a more significant negative impact on racial and ethnic minorities, putting employers at greater risk for a discrimination lawsuit.⁸

To mitigate this risk, the EEOC recommends that rather than excluding all applicants with criminal records, companies instead consider the nature of the offense, the time since the offense (or an applicant's release), and how the offense relates to the duties of the given job.⁹ For instance, an applicant convicted for a drug crime may be prohibited from working at a pharmacy, but should not be prohibited from working in a warehouse.

Financial Risk

As discussed above, blanket criminal record exclusions actually create greater legal risk than the thoughtful and strategic hiring of qualified candidates with criminal records. What about financial risk?

According to a Northwestern University study, employees with criminal records are no more likely to be fired for workplace misconduct than any other employee (the one exception being a 2.8% higher theft risk for justice-involved employees in sales positions).¹⁰ Although there is no widespread or meaningful increase in risk for hiring justice-involved employees, certain insurance companies may still charge higher rates based on their perception of the liability.

Developing a proactive relationship with your insurer around second chance employment practices can lessen the likelihood of rate increases. For example, discuss your concerns about the negative impacts on minority candidates due to criminal history exclusions, and the guidance from the Equal Employment Opportunity Commission. Inform your insurer about your organizational screening practices and steps to reduce the risk of negligent hiring.¹¹

Additionally, second chance employers qualify for **six months of free insurance** per justice-involved hire. This **Federal Bonding Program** is one of the financial incentives for second chance employment discussed in the next section.

MISCONCEPTION:

THE RISK OF HIRING JUSTICE-INVOLVED JOBSEEKERS IS JUST TOO HIGH

In reality, an average of three U.S. employers a year are found legally responsible for negligible hiring, creating a near-zero legal risk for second chance employment. While financial risk is similarly low, the Federal Bonding program will provide employers with six months of free fidelity bond insurance to mitigate any perceived risk associated with hiring justice-involved individuals.

“EVERYONE HAS MADE A MISTAKE IN LIFE. THE ONLY DIFFERENCE BETWEEN ANY OF US AND THE GUY COMING OUT OF PRISON IS THAT THEY GOT CAUGHT. WE NEED TO SEE PEOPLE FOR WHO THEY ARE, AND WHO THEY CAN BE. AT MOD, WE GIVE EVERYONE THE OPPORTUNITY TO BE THE BEST VERSION OF THEMSELVES.”

— Kory Harp
Program Manager -Opportunity Employment, MOD Pizza

FINANCIAL INCENTIVES ►

In addition to saving an average of \$746 per employee in costs associated with turnover, hiring justice-involved candidates comes with two other financial incentives: the Federal Bonding Program and Work Opportunity Tax Credit.

Federal Bonding Program

The Federal Bonding Program is a free program intended to increase hiring of job-seekers considered “at risk,” including those with a criminal record. For any justice-involved hire, an employer receives **no-cost, no-deductible fidelity bond insurance for the first six months of the employee’s tenure**. Employers can extend coverage beyond six months for an additional fee. Both part-time and full-time employees are eligible. To learn more, contact the Office of Workforce Development at (800) 877-8698. For help getting enrolled, hire through SLU’s Second Chance Job Portal (second-chance-slu.web.app).

Work Opportunity Tax Credit

The Work Opportunity Tax Credit is a federal tax credit employers can claim for every employee hired within the first year after their conviction or release from state or federal prison. The exact amount a company earns depends on how long they retain their justice-involved employee but can result in up to **\$2,400 in tax credits per hire**. To claim this credit, employers must submit IRS Form 8850 and ETA Form 9061 to prove their eligibility. By hiring through SLU's Second Chance Job Portal, employers can get the necessary eligibility forms auto-populated and submitted on their behalf.

Visit the Second Chance Job Portal at

SECOND-CHANCE-SLU.WEB.APP

for support claiming financial incentives



COMMUNITY BENEFITS ►

In addition to increasing your company's bottom line, hiring justice-involved jobseekers provides larger scale benefits to the community by lowering recidivism, improving public safety, and stimulating the economy.

Recidivism & Public Safety

Immediate access to employment after incarceration has been shown to be one of the leading factors in reducing recidivism. In fact, a recent study examining recidivism in America Works prison-to-work programs in several states found that jobseekers employed within a year of their release had a recidivism rate of only **3.3% - 8%**, compared to normal recidivism rates of 31%-70%.¹² This effect likely results from the wide-ranging benefits of employment. Not only does it provide justice-involved individuals with a legal means of supporting themselves and their families, but it also provides supportive relationships, hope, and a sense of contributing to society.¹³ The productivity and structure offered by employment provides motivation and improves mental health. When these positive individual outcomes accumulate to reduce recidivism, **we all benefit from experiencing safer, lower crime communities.**

Economic Growth

Second chance employment not only makes communities safer, but it also stimulates the economy. In fact, for every 100 justice-involved individuals who have consistent employment, we see more than \$2.6 million in income and sales tax contributions, as well as **\$2 million in taxpayer savings for every year they stay out of the justice system.**¹⁴ Since 1 in 4 Americans has a criminal record, denying work to such a large population not only deprives companies of much-needed talent, but also strains public assistance programs and aggravates the looming baby boomer-induced strain on Medicare and Social Security. While employment of any kind spurs economic growth, the employment of justice-involved jobseekers and resulting reduction in recidivism could significantly improve our region's economic growth.

SUMMARY: WHY HIRE? ►

- Research indicates that justice-involved employees are motivated, skilled, hardworking, and loyal, **saving employers money in reduced turnover costs**
- The overwhelming majority of HR professionals and managers find their justice-involved employees' quality of work **just as high or higher than that of their other employees**
- Blanket criminal record exclusions put companies at **greater legal risk** than thoughtfully and strategically hiring qualified candidates with criminal records
- While the financial risk of hiring justice-involved jobseekers is low, incentives such as the Federal Bonding Program and Work Opportunity Tax Credit **more than offset any risk accrued by employers**
- Not only do individual companies benefit from second chance employment, but hiring justice-involved individuals is also correlated with **reduced recidivism, increased public safety, and economic growth**

“WE ALL HAVE A PAST AND WE ALL HAVE A FUTURE. LET US FOCUS ON HOW WE CAN CONNECT AND BUILD THAT FUTURE TOGETHER.”

— Jennifer Richert

Senior Manager, Talent Acquisition, Schnuck Markets, Inc.



HOW TO HIRE

Companies should ensure that every hire they make, with or without a criminal history, will help make their company more productive, collaborative, and profitable. That is why many human resources professionals are finding that the best approach to hiring justice-involved individuals is very similar to their general hiring approach: evaluate each candidate on their merits. That does not mean forgoing background checks. It means carefully considering candidates with criminal records on a case-by-case basis, assessing their crime's relevance to the job, the time since conviction, and balancing overall risks against potential rewards.

Although best practices for hiring justice-involved applicants are similar in many ways to the hiring best practices your company already uses, there are also some unique policies and supports for second chance employers to be aware of.

“CARGILL HAS ACTIVELY BUILT ALLIANCES WITH THE DEPARTMENT OF JUSTICE AND REENTRY COMMUNITY THROUGHOUT THE STATE. WE HAVE PARTICIPATED IN CAREER FAIRS AT MULTIPLE CORRECTIONAL FACILITIES, AS WELL AS THE STATE’S ANNUAL REENTRY CONFERENCE WHERE WE MET WITH NUMEROUS ORGANIZATIONS HELPING JUSTICE-INVOLVED INDIVIDUALS REJOIN THEIR COMMUNITIES IN A POSITIVE WAY. ALSO, THANKS TO THE LEADERSHIP OF PROBATION AND PAROLE (P&P), WE’VE BEEN ABLE TO HOST JOB FAIRS AT P&P OFFICES.”

— Luis Campos

Employee Experience Production Recruiter, Cargill

This section provides guidance for sourcing high-quality, justice-involved talent, as well as tips for addressing candidates' criminal backgrounds at various stages of the hiring process. Information on selecting a credible and reliable background check company is also provided, in addition to guidance on weighing a candidate's criminal background in the final hiring decision. Like any other applicant, justice-involved jobseekers have a story, and when you take the time to listen, you may be surprised at what you learn.

IN THIS SECTION ►

- I. Sourcing Justice-Involved Talent
- II. Addressing Criminal Background in the Hiring Process
- III. Background Checks
- IV. The Final Hiring Decision

SOURCING JUSTICE-INVOLVED TALENT ►

After seeing the data regarding justice-involved employees' motivation, loyalty, and high-quality work, you may be wondering where your company can recruit justice-involved talent.

Fortunately, there are organizations and programs all over Missouri designed to connect justice-involved jobseekers to employment. These organizations will connect you with applicants who are **better trained and supported than your average entry-level employee**, and unlike most recruiters, they will do it for **free**.

Transformative Workforce Academy & Job Readiness Providers

There are dozens of Missouri nonprofits dedicated to prison reentry that **provide job readiness training tailored to justice-involved individuals**. These programs cover a wide range of topics including job search skills, professional communication, industry-specific skills. Transformative Workforce Academy partners with these agencies in finding employment for program graduates. When employers hire through TWA's **Second Chance Job Portal** (*second-chance-slu.web.app*), they can see whether applicants have completed a job readiness program and access that organization's contact information for reference check purposes. When employers hire candidates who have completed a job readiness program, they are getting employees who are not only well-trained but also possess the drive and initiative to continue learning and growing after their release. Additionally, many job readiness providers can also connect clients to wraparound services that address basic needs, life skills, and physical and behavioral health, making them an invaluable ongoing source of support for new hires.

For a comprehensive list of Missouri job readiness providers, see Appendix B.

Information about St. Louis area job readiness providers can also be found at:

www.startherestl.org/re-entry.html.

Missouri Department of Corrections

In addition to post-release reentry programs, many justice-involved individuals have opportunities to pursue industry-specific training during their incarceration. The Missouri Department of Corrections has more than 20 vocational tech programs through which justice-involved individuals can earn certifications in areas such as culinary arts, heavy equipment operating, and web design. Additionally, Missouri prisons house **21 factories called Missouri Vocational Enterprises (MVEs)**, which provide workers with hands-on, real-world experience in areas such as furniture-making, chemical manufacturing, and clothing production.

For a comprehensive list of Missouri Department of Corrections' Vocational Tech programs and MVEs, see Appendix C. Companies looking for employees with these industry-specific skillsets can connect to candidates upon their release by contacting Transformative Workforce Academy at second-chance-slu.web.app.

ADDRESSING CRIMINAL BACKGROUND IN THE HIRING PROCESS ►

Depending on local governmental policies and your company's HR practices, there are many different points in the hiring process where you might find out about an applicant's criminal record. When this information does surface, employers are best served when they use it as an opportunity to get to know the applicant better, allowing them to evaluate how the candidate handles stress and learns from mistakes.

MISSOURI BAN THE BOX POLICIES

Employment Applications & Ban the Box

You have likely heard about “Ban the Box” laws passed across the country. Currently, approximately three-quarters of the U.S. population lives in a jurisdiction governed by such laws. While the statutes vary in their exact requirements, most ban employers from asking their applicants about their criminal history on the initial employment application. Some even require a conditional offer of employment to be extended before asking about criminal history. Since these laws are rapidly changing, it is important for companies to consult legal counsel to ensure their hiring practices comply with local ordinances. Many employers will also want to consult legal counsel regarding profession-specific licensing guidelines for justice-involved individuals.

Outside of a legal context, evaluating justice-involved candidates on their merits means giving them an **opportunity to put their best foot forward** like other candidates do. Plus, justice-involved candidates are significantly less likely to apply to your company if they see a criminal record inquiry. Therefore, even if it is not illegal for your company, consider removing criminal record inquiries from your initial employment application to ensure that you are attracting a diverse and robust talent pool.

WHILE THE STATE OF MISSOURI HAS ONLY “BANNED THE BOX” FOR PUBLIC EMPLOYMENT, SEVERAL CITIES HAVE ISSUED LOCAL ORDINANCES RESTRICTING WHEN EMPLOYERS CAN INQUIRE INTO APPLICANTS’ CRIMINAL HISTORIES:

- *As of January 2021, City of St. Louis employers with ten or more employees are prohibited from inquiring about an applicant’s criminal history until they have been interviewed and deemed qualified for the role.*
- *Kansas City has passed a similar ordinance applying to employers with six or more employees.*
- *Columbia has an ordinance in place prohibiting employers from inquiring about criminal records until a conditional job offer has been made.*

Interview Process

Where state and local ordinances allow, employers may ask **job-related** questions to assess the relevance of a candidate's criminal history to the role they are seeking. Learning more about the nature and context of the crime, as well as assessing an applicant's honesty and sense of accountability may prove useful when making a final hiring decision. Be sure to also provide candidates ample interview time to discuss their skills and abilities. In order to minimize the risk of unconscious bias, consider engaging multiple team members with diverse perspectives in the interview process.

Discussing criminal history may feel awkward, but below are some potential questions to ask to respectfully and professionally initiate this conversation:

- “As part of the next phase of this hiring process, we will run a criminal background check. If there is anything we might find for which you would like to provide context, please feel free to share.”
- “Since we received your application through TWA’s Second Chance Job Portal, we know it is likely you have a history of justice-involvement. How do you think the nature of your justice-involvement and the lessons you have learned since might impact your ability to succeed in this position?”
- “Since this position requires a criminal background check, we like to provide applicants an opportunity to share their story regarding any results we might find. Is there anything you would like us to know regarding potential justice-involvement? If so, please feel free to share how you think this experience might impact your job performance.”

If your company is located in a city that prevents you from asking these questions during the interview, be sure to provide applicants an opportunity to **provide context for their criminal history** down the line, before making any final employment decisions.

“WE WORK TO BE UPFRONT ABOUT ASKING CANDIDATES ABOUT ANYTHING WE FIND ON THEIR BACKGROUND CHECKS, AND THEY TEND TO BE GRATEFUL FOR THE OPPORTUNITY. WE OFTEN HEAR CANDIDATES SAY, ‘THANK YOU FOR ASKING. I DON’T USUALLY GET THE CHANCE TO TELL MY STORY.’”

— Melanie Kenny,
Human Resources Director, Baileys’ Restaurants

CONSUMER REPORTING AGENCY RED FLAGS

Background Checks

Most companies have some sort of background check procedure in place. Many employers do not know, however, that a lot of companies purporting to provide quick, low-cost results cut corners that **compromise background check accuracy** and **put employers at risk of a class action lawsuit**. In order to protect your company, it is crucial to ensure you work with a credible Consumer Reporting Agency (CRA).

An important first step is choosing a background check company **accredited** by the National Association of Professional Background Screeners (NAPBS) to ensure the company meets minimum reputability standards for a CRA. Employers can go to their website, www.napbs.com, and click “Find a Screening Partner” to find a **NAPBS-accredited CRA**.

- *Offers instant results*
- *Results include “Possible Matches”*
- *Does not provide specific information about their methods*
- *Does not follow Fair Credit Reporting Act guidelines*
- *Cost to run background check seems too low compared to other companies*
- *Provides inaccurate or incomplete background check information*
- *Results mismatch people with common names*
- *Results misclassify offenses*
(i.e. reporting a misdemeanor as a felony)

Employers must be proactive in ensuring that their CRA is knowledgeable, responsive, and legally compliant.¹⁵ Employers should consider asking the following questions to potential CRAs to help determine the accuracy of their results:

1. *Do you confirm all of the information you obtain with the original criminal justice system source?* Credible CRAs will answer “yes.”
2. *Are “matches” reported only when a full name (including middle name) and at least one additional identifier is a match?* Credible CRAs will answer “yes.”
3. *Are “matches” reported only when all the identifiers the CRA has in its possession match?* Credible CRAs will answer “yes.”
4. *How do you maintain the quality and accuracy of your information?* Credible CRAs should have a detailed answer that involves confirming all results through multiple sources.
5. *Do you perform regular independent audits of your research agents and processes?* Credible CRAs will answer “yes.”
6. *Has the information in the report been updated within 30 days of receipt OR has the information been verified against the original data source within 90 days to confirm that it is up to date?* Credible CRAs will answer “yes.”

By taking the time to ask thoughtful questions of your CRA, you can ensure your company receives the quality results you need to avoid lawsuits and make an informed hiring decision. Once you have received these background check results and have allowed your applicant the opportunity to put their results in context, all that remains is a final assessment of the candidate in light of their strengths, qualifications, experience, character, and criminal history.

THE FINAL HIRING DECISION ►

Like with any applicant, employers must balance what they know about a justice-involved candidate's qualifications with any feelings of uncertainty or perceived risk. While every employer must come up with metrics for evaluating justice-involved candidates that align with their mission and values, there are several factors to consider when determining whether a justice-involved candidate is likely to succeed at your company.

EEOC Guidelines

As noted earlier, the Equal Employment Opportunity Commission suggests employers evaluate criminal histories based on the **relevance of the offense to the nature of the role**, as well as the amount of time **since the offense was committed**.¹⁶ These guidelines also align with research showing that older justice-involved individuals are significantly less likely to recidivate.¹⁷



Context of Offense

Many employers have specific policies about the kinds of offenses they can and cannot accept. While these rules should be cautiously implemented for positions where the nature of the crime creates an excessive risk given the nature of the position, companies should also be aware that in many cases, an **offense's label says very little** about either the seriousness of the offense or a person's likelihood to do it again. For example, selling drugs can range from largescale distribution operations to selling a small amount of marijuana to a fellow student in a college dormitory. Similarly, there are several hundred acts that qualify as sex offenses, and very few are the kind of horrific crime we think of when we hear the term, "sex offense." For example, an eighteen-year-old can be convicted of a sex offense for engaging in consensual sexual relations with his fifteen-year-old, high school girlfriend. Although most people know this behavior is against the law, many are surprised to find out it can also land someone on a sex offender registry for life.

Many employers are also surprised to find out that those who commit sex offenses are actually 20% less likely to be re-arrested than those who have served time for non-sex offenses. In fact, only those incarcerated for homicide have a lower re-arrest rate.¹⁸ These statistics illustrate that even the most serious offenses are not necessarily correlated with an increased risk to employers or society at large.

While there are certainly liability issues about which employers should consult with legal counsel, when it comes to finding a low-risk, high-reward employee, knowing the context behind an offense is crucial. When you hear someone's story, you gain a **better understanding of their character, growth, and likelihood of committing another offense.**

Ownership of Offense & Growth

In addition to providing context, allowing an applicant to tell the story behind their offense gives them an opportunity to **take ownership of their mistakes**. Many employers ask interview questions such as “What is your greatest weakness?” to gauge whether an applicant has the humility to own their faults and take steps to grow. The prevalence of this interview question illustrates an important truth: that understanding how someone responds to shortcomings and adversity is a much better indicator of whether they’ll be a successful employee than how they look on paper.

Justice-involved applicants do not have the luxury of being able to hide their biggest mistakes in the way other applicants can. As a result, employers get a more accurate picture of how justice-involved jobseekers will respond to hardship based on the degree to which they own their past mistakes.

Learning and growth are other qualities frequently valued by employers. When weighing whether to hire a justice-involved jobseeker, it is important to take into account actions toward **self-improvement** since committing an offense. How did they use their time in prison? Have they completed a prison reentry program since release? Gotten involved in a 12 Step Program? Given back to their community? These, along with any personal and professional references provided, are all important considerations for employers in *understanding a candidate’s growth trajectory*.

T’S STORY

Many employers would be leery of hiring an applicant with a murder charge on their record. Murder is a serious and heartbreaking offense, yet after a long prison sentence, many people who have committed serious offenses have grown into fundamentally different people. T’s story is an example of this growth:

“AT THE AGE OF 18, I got into a fight at my mother’s house which led to me accidentally taking another life. I received a 30-year sentence and was incarcerated for 22 years. In prison, I refused to become a product of my environment and utilized my time educating myself and getting involved in restorative justice programs that taught me to give back to society. I’m not saying it was an easy road, because I did spend some years being that angry little girl and not really taking responsibility for my actions. But getting involved in restorative justice programs on the inside changed my perspective on life, and helped me to see that while I could never make up for the life that I took, I could spend the rest of my life getting involved in positive things and putting good back into the universe.

NOW I work as a youth mentor and program manager for the St. Louis Agency on Training and Employment, where I’ve received promotions and other recognition in the three years since I’ve been home. Not only is my job rewarding, but I get to advocate for people who’ve walked in my shoes. Though I don’t really discuss what happened 25 years ago, it inspires me that much more to help young people who remind me of myself as an 18 year old...to help them see things differently, and see that there’s another way. To see that everyone must start from somewhere. I can’t erase my past, but I can always do more to give back to the community that gave me another chance.

WE ALL HAVE A CHOICE to make a difference. It takes people having a heart for others to help those in need of a second chance, and help them show their work ethic and ingenuity. They say that “hurt people, hurt people,” and that’s true. But when kindness is shown to hurt people, you’ll be amazed at how they respond.”



SUMMARY: HOW TO HIRE ►

- **There are many sources of justice-involved talent** in Missouri, including prison reentry programs and Department of Corrections Vocational Tech programs. TWA's Second Chance Job Portal is a tool that can help employers connect to jobseekers from these programs.

- Providing justice-involved candidates the opportunity to put their **offense in context** is crucial to getting the information you need to determine whether they will succeed on the job.

- It is important to ensure your company works with an **accredited and thorough CRA** to avoid making decisions based on inaccurate information, which could put your company and potential employees at risk.

- There are many factors to consider when making the final decision about whether to hire a justice-involved candidate, including but not limited to their offense's **relevance** to the job, **time** since their offense, **seriousness** of the offense in context, **ownership** of the offense, and **growth** trajectory since the offense.

ONGOING SUPPORT

After starting work, every employee requires some level of ongoing support and development to reach their potential. While justice-involved employees certainly benefit from support that addresses challenges specific to their population, much of the support that helps this population flourish will benefit a companies' non-justice-involved employees as well.

For this reason, beginning to hire justice-involved employees provides a natural opportunity for companies to take advantage of their existing support structures and find new ways to help all employees succeed and grow.

“IT CAN BE EASY FOR COMPANIES TO LOOK AT EMPLOYEE CHALLENGES AND SAY ‘HE’S JUST NOT A HARD WORKER.’ SOMETIMES YOU HAVE TO DIG A LITTLE BIT DEEPER TO FIGURE OUT THE PROBLEM. YOU NEED TO LET FOLKS KNOW THAT YOU CARE ABOUT THEM BEYOND THEIR JOB PERFORMANCE, THAT THEY CAN TALK TO YOU. THAT BUILDS LOYALTY, AND IN THE LONG RUN, YOU HAVE A STRONGER EMPLOYEE FOR HAVING WORKED THROUGH THAT”

*— Frank Wilson
President, BFW Contractors*

This section discusses best practices for onboarding justice-involved employees and establishing a go-to person for any ongoing needs. Other support suggestions are provided, including information on social service agencies and starting an employee mentorship program. Additionally, this section provides guidance on policies and practices that create a warm, welcoming workplace culture for justice-involved employees.

IN THIS SECTION ►

- I. HR Support
- II. Peer Support
- III. Workplace Culture

HR SUPPORT ►

Comprehensive onboarding procedures are crucial to the success of any employee. In fact, organizations with strong onboarding programs find that employees are 69% more likely to stay with the company for three years and experience 50% greater new-hire productivity.¹⁹ While all employees will benefit from onboarding, it is worth considering specialized support for justice-involved employees. Remember: employees recently released from incarceration are experiencing a **much bigger transition than just starting a new job**. In many cases, they are reuniting with family, learning new technology, acclimating to new housing arrangements, and building new personal finance habits. Any one of these transitions can be stressful, but facing them all at the same time is that much more overwhelming. Therefore, going out of your way to provide extra support can go a long way.

It is important to establish a **primary point of contact** for justice-involved employees at the beginning of their tenure. This point of contact could be an HR team member, Manager, or Diversity & Inclusion representative, but no matter who it is, this contact must be responsible for checking in with justice-involved employees early and often, earning the trust and confidence of these employees.

This point of contact can help address challenges before they compromise a justice-involved individual's employment status. This population tends to be loyal and hardworking such that their **biggest challenges to employment success are not job related**. Barriers such as transportation, parole requirements, childcare, housing instability, and behavioral health challenges are more likely to affect job attendance and performance than issues related to skill, work ethic, or character. Many justice-involved employees feel embarrassed by these challenges, so much so that they might be tempted to no-show rather than admit they are missing work due to a court date or counseling appointment. Therefore, providing a consistent and trusted point of contact can help address these challenges before they affect job performance.

While a company's point of contact can address challenges as they relate to job success, justice-involved employees will likely need additional support to address the challenges themselves.

Developing relationships with local social service agencies can help employers make necessary referrals for justice-involved and non-justice-involved employees alike.

For any employee recruited from a prison reentry program, that organization will likely have a Case Manager or Job Coach with whom employers can coordinate social services. Many of the social service agencies listed in Appendix B will also provide support that may be useful to your employees. Additionally, **Start Here St. Louis** offers a comprehensive list of resources available for justice-involved individuals at;

www.startherestl.org/re-entry.html.

Any companies looking for social services for justice-involved employees can also contact **Transformative Workforce Academy** for referrals at:

second-chance-slu.web.app.

Additionally, for employees still on community supervision, parole officers can be a key source of employer support.

GUIDELINES FOR SUPPORTING JUSTICE-INVOLVED EMPLOYEES

Establishing a point of contact for justice-involved employees goes a long way toward addressing barriers to success as they arise. These points of contact should:

- *Proactively and regularly check in with justice-involved employees and their supervisors*
- *Encourage justice-involved employees to be honest about challenges and build the trust and good will necessary to make this honesty possible*
- *Demonstrate empathy, flexibility, and a problem-solving attitude when collaborating with justice-involved employees to address challenges*
- *Connect justice-involved employees to additional resources as needed*

“THE BIGGEST CHALLENGES FACED BY JUSTICE-INVOLVED EMPLOYEES ARE NOT WORK-RELATED. THEY’RE SOCIAL ISSUES. BY PARTNERING WITH THE URBAN LEAGUE, SLU HAS BEEN ABLE TO GET EMPLOYEES SUPPORT FOR CHILDCARE, RENT, AND UTILITY PAYMENTS BEFORE THESE ISSUES AFFECTED THEIR WORK.”

— *Rita McMillan*

Human Resources Consultant, Saint Louis University

PEER SUPPORT ►

While HR support and supervisory check-ins are essential for addressing serious challenges, peer support can provide the kind of day-to-day support that helps new employees flourish. Company **mentorship programs or “buddy systems”** can be beneficial to all employees, but pairing justice-involved employees with mentors or buddies who can relate to some aspect of their life experience provides an extra level of support. Mentors and buddies can answer on-the-job questions for new hires, as well as help them get acclimated to the company’s workplace culture.

Companies should consider possible incentives or rewards for mentors and buddies, such as bonuses, leadership opportunities, or an extra vacation day. Particularly in workplaces where hazing new hires is part of the culture, encouraging employees to instead welcome and support new hires may require a conscious short term effort. In the long term, however, creating a culture that welcomes diversity and encourages collaboration and growth will pay off through increased productivity and higher retention.

WORKPLACE CULTURE ►

In addition to connecting their justice-involved employees to support, companies can implement policies and practices that create a culture more welcoming to diversity of all kinds, including past justice-involvement.

This culture begins with **transparency** surrounding hiring practices. Companies should have a diversity and inclusion policy that includes their philosophy toward second chance employment, and share this policy with employees. Employee **training** on issues surrounding justice-involvement can help replace fear and stigma with humanization. Additionally, providing employees with a venue to ask questions is crucial for correcting misinformation and assure employees that their safety is a top priority.

Although transparency about hiring justice-involved individuals is important, **confidentiality** about any given employee's justice-involvement is equally crucial. No one other than HR professionals and the employee's manager should be informed about their background. Like with any other personal information, disclosing an employee's justice-involvement without his or her permission can lead to conflict. These individuals have the skills and work ethic to succeed, but to truly flourish, a clean slate and supportive co-workers are essential. Ultimately, research shows that when employees that are different from their colleagues flourish, companies benefit from their new ideas and engagement.²⁰

SUMMARY: ONGOING SUPPORT ►

- Providing justice-involved employees with a company **point of contact** helps them feel supported and provides a mechanism for addressing challenges

- **Mentorship programs and Buddy systems** help both justice-involved and non-justice-involved employees feel welcome and learn faster

- Employers must be **transparent** and provide **training** regarding second chance hiring practices while keeping individual employees' justice-involvement **confidential**

APPENDIX A: GLOSSARY OF TERMS

In criminal justice services, there is a push for increased usage of people-first language, which focuses on the individual rather than their criminal status. Examples include: justice-involved clients, incarcerated individuals, formerly incarcerated individuals, and returning citizens. Terms to avoid include convict, offender, felon, parolee, or any other term with a negative connotation that centers on criminal history. Additional criminal justice terms that employers may encounter are explained below.

CORRECTIONAL FACILITIES ►

Jails: *Locally operated short-term facilities that are operated by city or county governments. Jails house three main types of inmates:*

1. People who have been arrested and are being held pending a plea agreement, trial, or sentencing; these individuals may not have been convicted of a crime and may be incarcerated due to an inability to pay bail;
2. People who have been convicted of a misdemeanor criminal offense and are serving a sentence of (typically) less than 1 year; and
3. People who have been sentenced to prison and are about to be transferred to another facility.

Due to the nature of jail populations (frequent turnover, high rates of substance abuse, mental illness, and physical health concerns), these facilities tend to have strained medical facilities and limited programming options.

Prisons: *Long-term correctional facilities run by state governments or the federal Bureau of Prisons (BOP) that typically hold individuals with sentences of more than one year.* In certain cases, some individuals may be incarcerated in prisons for “shock treatments” of several months. Prisons vary greatly by size, custody level, and programming options.

Community Supervision Centers (CSC): *Residential Probation & Parole facilities with a programmatic 3 phase structure.* The goal is to equip clients with valuable tools needed to be productive in the community. The Missouri Department of Corrections has one CSC committed to serving females only.

COMMUNITY CORRECTIONS ►

Probation: *A criminal sentence that suspends or delays a corrections term in prison or jail.* Probation terms are subject to rules and conditions, and individuals placed on probation are supervised by a probation officer. If probation terms are violated, the probation term may start over or harsher sanctions may be employed (such as incarceration). Stipulations of probation may include regular PO visits, urinalysis tests, employment verification, classes, restitution, etc. Probation is the most widely used correctional mechanism in the U.S.

Parole: *Conditional supervised release following a prison term.* Parole is granted to individuals that have completed a portion of their prison sentence and have demonstrated an ability to successfully reintegrate into society and refrain from future criminal activity. Different types of offenses are eligible for parole at different time points. For example, in Missouri, the 1994 “Truth in Sentencing” Act passed, mandating that individuals convicted of Class A felonies must serve 85% of their sentence before being parole eligible. An individual on parole may be returned to prison for rule violations or other criminal offenses. A parole violation may include testing positive for alcohol or illicit substances, failing to check in with one’s parole officer, or associating with other individuals under supervision.

Community Supervision: *A blanket term for justice system oversight outside of a correctional facility, encompassing both probation and parole.*

Recidivism: *Return to criminal activity after the completion of a sentence or treatment intervention.* Definitions of recidivism rates vary greatly by length of follow-up time, starting event (release from prison, completion of supervision, etc.), and type of activity (subsequent arrest, conviction, or return to prison).

APPENDIX B: JOB READINESS PROGRAMS

The organizations below all provide some form of job readiness programming for justice-involved individuals. Many provide additional wraparound services as well. These organizations can be great partners for recruiting justice-involved talent because employers know these applicants have been trained and have a support system. Many of these organizations are also flexible in terms of referral sources and program timeline, making them potential partners for companies that have already hired justice-involved individuals who could benefit from additional support. These organizations are marked with an asterisk.

CITY	ORGANIZATION	ADDRESS	PHONE	SERVICES	SIGN UP
Cape Girardeau	Community Caring Council*	937 Broadway, Suite 306, Cape Girardeau, MO 63701	573.651.3747	<i>Case Management, Job Search Assistance, Basic Needs Assistance</i>	Complete intake form: https://a100751.socialsolutionsportal.com/apricot-intake/185374bc-2861-4e4c-bb12-88cc2a114046
Chesterfield	Mission Gate Prison Ministry: Residential Reentry Program	PO Box 6644, Chesterfield, MO 63006	636.391.8560	<i>GED and Vocational Training, Budgeting and Financial Training, Counseling, Substance Abuse Recovery Support</i>	Individuals, loved ones, or caseworkers apply at: https://missiongateministry.org/mens-application
Columbia	Job Point*	400 Wilkes Blvd, Columbia, MO 65201	573.474.8560	<i>Employment Readiness Workshops, Job Placement Assistance, Referrals to Support Services</i>	Call number provided
Columbia	Love INC*	1516 Business Loop 70, West Cape Girardeau, MO 65202	573.256.7662	<i>Job Search Coaching, Resource Connection, Transitional Housing, Basic Needs Assistance</i>	Call number provided

CITY	ORGANIZATION	ADDRESS	PHONE	SERVICES	SIGN UP
Columbia	Reality House Programs, Inc	1900 Prathersville Road, Columbia, MO 65202	573.449.8117	<i>Residential and Outpatient SUD Services, General Transition Services</i>	Must be referred by one of the sources listed on this web page: http://realityhouse.org/client_info
Kansas City	The Help KC	1734 E. 63rd St, Ste 108, Kansas City, MO 64110	816.227.6020	<i>Employment Readiness, Health & Wellness, Women's Empowerment Sessions</i>	
Kansas City	Kansas City Metropolitan Crime Commission: Second Chance Risk Reduction*	3100 Broadway Blvd, Suite 302, Kansas City, MO 64111	816.231.0450	<i>Job Search Assistance, Housing Assistance, Referrals to Treatment, Healthcare Providers, Education Programs</i>	Call number provided
Kansas City	Catholic Charities	4001 Blue Pkwy Ste 250 Kansas City, MO 64130	816.221.4377	<i>Job Search/Resume Workshops, Job Club with Computer Assistance, Basic Needs Assistance (Identification Documents, Clothing, Phones)</i>	Drop by between 8:30 AM and 4:00 PM, Monday through Thursday
Marshall	Powerhouse Community Development Corporation: Fresh Start Program	263 W. Morgan, Marshall, MO 65340	660.886.8860	<i>Housing, Substance Abuse Treatment, Transportation, Employment, Food and Clothing Assistance, Health Treatment</i>	Pre-Release Application Required
Odessa	Rural Reentry Ministries	PO Box 241, Odessa, MO 64076	816.582.5974	<i>Case Management, Services Coordination, Spiritual/Employment-Related Mentorship, Education Opportunities</i>	Loved ones fill out pre-release application: https://www.ruralreentry.org/services.html
St. Charles	Connections to Success*	3000 Little Hills Expy, St. Charles, MO 63301	636.940.8027	<i>Personal & Professional Development Class, Professional Clothing, Peer Support Network, One-on-One Job Coaching, Weekly Monday Dinners and Workshops</i>	Call number provided

CITY	ORGANIZATION	ADDRESS	PHONE	SERVICES	SIGN UP
St. Joseph	Catholic Charities	1123 S. 10th Street, St. Joseph, MO 64503	816.232.2885	<i>Job Search/Resume Workshops, Job Club with Computer Assistance, Basic Needs Assistance (Identification Documents, Clothing, Phones)</i>	Drop by between 8:30 AM and 4:00 PM, Monday through Thursday
St. Louis	Connections to Success*	2125 Bissell Street, St. Louis, MO 63107	314.584.6865	<i>Personal & Professional Development Class, Professional Clothing, Peer Support Network, One-on-One Job Coaching, Weekly Monday Dinners and Workshops</i>	Call number provided
St. Louis	Fathers and Families Support Center	4411 Newstead Ave St. Louis, MO 63115	314.333.4170	<i>Employment Workshops, Mentorship, Life Skills and Parenthood Classes</i>	Call number provided
St. Louis	Employment Connection*	2838 Market Street St. Louis, MO 63103	314.333.5627	<i>Assistance with Resume Writing, Interviewing, Managing Finances, Becoming an Entrepreneur, Professional Clothing, and One-on-One Job Search Support</i>	Call number provided
St. Louis	Mission St. Louis*	3108 N. Grand Blvd, St. Louis, MO 63107	314.534.1188	<i>Job Preparation and Employment Services including Transitional Jobs, Skilled Trainings, and Direct Hire Opportunities. Access to Supportive Services to meet Personal Needs (i.e. transportation, legal, mentorship, etc.)</i>	Stop by the office to meet with a Success Coach
St. Louis	Center for Women in Transition	7716 S Broadway St. Louis, MO 63111	314.771.5207	<i>Job Readiness and Employment Support</i>	
St. Louis	Community Action Agency of St. Louis County*	2709 Woodson Rd Overland, MO 63114	314.863.0015	<i>Case Management, Job Readiness Classes, Expungement Services, Wrap Around Services</i>	Show up between 1:00 PM and 4:00 PM on Tuesdays and Thursdays. No appointment necessary.

CITY	ORGANIZATION	ADDRESS	PHONE	SERVICES	SIGN UP
St. Louis	Concordance Academy of Leadership	1845 Borman Ct, St. Louis, MO 63146	314.396.6001	<i>Job Readiness and Placement</i>	
St. Louis	Criminal Justice Ministry*	1104 S. Jefferson Ave, St. Louis, MO 63104	314.652.8062	<i>Reentry Services, Transitional Housing, Basic Needs Assistance</i>	Call number provided
St. Louis	MERS Goodwill*	1727 Locust Street, St. Louis, MO 63103	314.241.3464	<i>Job Search Assistance, Job Training, Connections to Community Services, HiSET Classes</i>	Call number provided
St. Louis	Near Southside Employment Coalition*	2649 Pestalozzi Street, St. Louis, MO 63118	314.865.4453	<i>Job readiness and Training, Career Assessment and Planning, Job Referrals</i>	Call number provided
St. Louis	St. Louis Community College	5600 Oakland Ave, St. Louis, MO 63110	816.582.5974	<i>Accelerated Job Training Programs Leading to Careers, SkillUp Funding for Tuition (for eligible participants)</i>	Varies by program. Learn about each program at: www.stlcc.edu/accelerated . Complete a SkillUp interest form at: www.stlcc.edu/accelerated .
St. Louis	Missouri Network*	4022 S. Broadway, St. Louis, MO 63118	314.376.5400	<i>Street Outreach, Harm Reduction, Narcan Distribution & Education, Substance Use Treatment Referral/Navigation, HIV/ Hep C Ttesting and Treatment Referral, 12 Step Fellowship, Employment Services, Legislative Advocacy, Family and Peer Support, Yoga, Accupuncture and Breathwork, as well as regular social events</i>	Call number provided or drop by office
St. Louis	St. Louis Empowerment Center*	1908 Olive Street, St. Louis, MO 63103	816.582.5974	<i>Recovery Meetings with Lunch Included (M-F at 11:00 AM), Peer Support, Employment/ Resume Assistance, Social Opportunities, Free Narcan</i>	Drop in between 9:00 AM and 3:00 PM

APPENDIX C: MDOC VOCATIONAL PROGRAMS

Below is a list of Vocational Tech programs offered by the Missouri Department of Corrections, followed by a list of all MVE factories operated out of Missouri correctional institutions. Employers interested in connecting to graduates of one of these programs can call Transformative Workforce Academy at 314-977-5498.

PROGRAMS	DESCRIPTION	COURSE LENGTH
Automotive Mechanics	<i>Introduction to Automotive Technology; Electrical Systems; Ignition Systems; Engine Repair; Steering and Suspension Systems; Brakes; Manual Drive Trains and Axles; Automatic Transmission and Transaxle; Heating and Air Conditioning; Hybrid, Electrical and Fuel-cell Vehicles</i>	360 Hours
Customer Service Representative	<i>Service Industry Careers, Keyboarding, Principles of Customer Service, Professional Communications, Data Entry Procedures, Sales Techniques, Computer Navigation, Microsoft Application Basics, Managing Customer Complaints, Processing Financial Transactions, Collection and Return Practices</i>	360 Hours
Applied Computer Technology	<i>Computer knowledge leading to entry level job includes keyboarding, Windows 7, Word 2010, Excel 2010, Computer hardware and software maintenance and care</i> <i>May include enhancements of PowerPoint and Access if time and grades permit. Certiport certification is available</i>	360 Hours
Basic Welding	<i>NCCER Core Curriculum: Basic Safety, Construction Math, Introduction to Hand Tools, Power Tools, Construction Drawings, Basic Rigging, Basic Communication, Basic Employability Skills, and Introduction to Materials Handling</i> <i>Level One Welding: Oxyfuel Cutting, Base Metal Preparation, Welding Quality, SMAW Equipment and Setup, Shield Metal Arc Electrodes, SMAW Beads and Fillet Welds, Joint Fit-Up and Alignment, SMAW Groove Welds with Backing, and SMAW Open V Groove Welds</i> <i>MIG Welding Techniques.</i>	360 Hours
Building Trades	<i>NCCER Core Curriculum: Carpentry basics;</i> <i>Building Materials, Blue Print reading, Interior and Exterior Construction: including Framing, Dry Wall, Paint, Wall Coverings, Floors, Doors and Windows, Siding and Insulation;</i> <i>Concrete and Tile Work; Basic Plumbing and Electrical Procedures and Repairs</i>	360 Hours

PROGRAMS	DESCRIPTION	COURSE LENGTH
Commercial Vehicle Operator	<p>Training will integrate a “Simulator” that will be manipulated by the instructor with the use of a computer. We will also utilize a “Tractor Trailer” to go over the check point inspection.</p> <p>Curriculum will involve the following: Pre-trip inspections, backing, super 10 transmission, Driving – interstate, light city traffic, rural two lanes, evenings, weather related issues, lane control, mirror scanning, right and left turns, fueling procedures, driver’s daily log, weighing loads and weight distribution, proper coupling and uncoupling procedures, safety equipment, accident packet, trip planning, jake brake operation, driving in all environments, completing necessary paperwork, emergency procedures. Learning outcomes will allow the student to pursue a CDL license. The Missouri Highway Patrol will administer the CDL written exam at NECC.</p>	360 Hours
Certified Nurse’s Assistant	<p>Becoming a Nurse Assistant; Long-term Health Care Team; Orientation to the Long-term Environment; Ethical and Legal Responsibilities; Human Anatomy and Physiology; Observation and Reporting; Charting on Medical Records; Temperature, Pulse, and Respiration; Blood Pressure; Care Plan; Communication Skills; Needs and Behaviors of Residents; Dealing with the Resident Who is Confused or Mentally Ill; Activities in the Long-term Care Facility; Cultural Diversity; Safety Measures for the Resident and the Environment; Fire, Natural Disasters, and Other Emergencies; Infection Control; Transmission-based Precautions; Nutrition; Serving, Feeding, and Monitoring; Observe, Measure, and Record Fluid Intake and Output; Personal Care for the Resident; Oral Hygiene; Nail Care; Hair Care; Perineal Care; Dressing and Undressing; Bed Bath; Tub Bath and Shower Bath; Bed Making Backrub/Skin Care; Preventing and Caring for Pressure Ulcers; Elimination of Urine; Elimination of Stool; Bladder and Bowel Retraining; Principles of Restorative Nursing; Using Body Mechanics to Lift and Move Residents; Transferring Residents; Ambulation; Range of Motion Exercises; Admission to a Long-term Care Facility; In-house Transfer or Discharge; Measuring Weight and Height; Oxygen Therapy; End of Life Care</p>	75 Hours
Cosmetology	<p>Shampooing of all kinds; Hair Coloring, Bleaches, and Rinses; Hair Cutting and Shaping; Hair Setting, Pin Curls, Finger Waves, and Thermal Curling; Comb Outs and Hair Styling Techniques; Scalp Treatment and Diseases; Permanent Waving and Relaxing; Facials, Eyebrows and Arches; Manicuring; Hand and Arm Massage and Treatment of Nails; Cosmetic Chemistry; Salesmanship and Shop Management; Sanitation and Sterilization; Anatomy; State Law</p>	1220 Hours
Manufacturing Technology	<p>Manufacturing Technology is a nationally recognized Certified Production Certificate for entry-level positions in manufacturing. There are 4 components of instruction:</p> <ul style="list-style-type: none"> • Safety (10 hour OSHA General Industry Card Issued) • Quality / Measurement • Manufacturing Processes • Maintenance Awareness <p>In addition to these modules the student will learn problem solving skills, decision making, teamwork training, and good workplace practices. The classes follow the National Association of Manufacturers training model.</p> <p>Coming Soon to TCC</p>	360 Hours

PROGRAMS	DESCRIPTION	COURSE LENGTH
Culinary Arts	<i>Food Service Industry; Serve-Safe; Tools and Equipment; Cooking Methods and Techniques Recipes, Menus and Preparation; Salads and Dressings; Soups, Stocks and Sauces; Meats; Fish and Shellfish; Starches; Food Presentation; Baking; Desserts; Tableside Services; Complete Meal Preparation</i>	360 Hours
Culinary Arts and Restaurant Management	<i>Overview of the Restaurant and Food Service Industry, Keeping Food Safe, Workplace Safety, Kitchen essentials, Stocks Soups Sauces, Communication, Management, Fruits and Vegetables and Fruits, Serving, Potatoes and Grains, Building a Career</i>	360 Hours
Diesel Mechanics	<i>Brake and Wheel Systems; Transmission Systems; 5th Wheel Systems; Cooling Systems; Engines; Differential Systems; Servicing of Trucks; Suspension Systems; Fuel Systems; Electrical Systems</i>	360 Hours
Electrical Wiring Technology	<i>NCCER Core Curriculum: General Shop Safety; Blueprint Reading; Residential Wiring; Conduit Wiring; Service Entrance; Light Commercial; Trouble Shooting; Estimation, NCCER Certification</i>	360 Hours
Modern Cabinetry and Construction	<i>Project fundamentals including Kitchen Design, Print Reading, and Estimating; Identification and Safe Usage of Woodworking Hand Tools; Set-up and Safe Operating Skills for Power Woodworking Machines; Building Techniques for Cabinets, Drawers, and Doors; Assembly Methods including Clamping, Wood Joint Making, and Power Fastening; Finishing Procedures for Staining, Sealing, and Top Coat Application; Countertop Making and Laminating</i>	360 Hours
Business Technology Office Management	<i>Career Professionalism, Keyboarding Skills, Accounting and Finance, Office Procedures, Understanding Business, Technical Writing, Administrative Reports, Digital Literacy, Microsoft Office Foundations, Marketing and Advertising, (Elective Module)</i> <i>"Microsoft Office Specialist"</i> <i>Micro Soft Specialist Certification through Certiport is available</i>	360 Hours
Professional Gardening	<i>Introduction to Greenhouse Operation and Management; Growing Structures; Plant Science Basics; Plant Growth; Plant Propagation; Greenhouse Pests and Diseases; Evaluating Landscaping Opportunities; How Plants Grow; Plant Identification; Trees and Shrubs; Bedding Plants; Introduction to Landscape Design; Using Plants in the Landscape; Landscape Design Elements; Turf grass Growth and Classification; Turf grass Maintenance; Pest Identification and Control; Putting it all Together: Floral Design</i>	360 Hours

PROGRAMS	DESCRIPTION	COURSE LENGTH
Heavy Equipment Operator Program	<p><i>Students will learn to Drive and Maneuver “Heavy Equipment” Coordinate Machine Actions with other workers using Hand or Audio Signals. Ensure that Safety Standards are met according to OSHA Guidelines. Simulators will include an Excavator, Construction Tractor, and Wheel Loader.</i></p> <p><i>We are now accepting applications for this program.</i></p>	360 Hours
Residential Plumbing	<p><i>General Shop Safety; Identification of Fittings, Joining Copper Tubing and Steel Pipe; Setting Plumbing Fixtures; Plastic Pipe; Steel Pipe and Fittings; Basic Blueprint Reading; Maintaining and Repairing Plumbing Systems</i></p> <p><i>NCCER Core Curriculum</i></p>	360 Hours
Outdoor Power Equipment Technology	<p><i>Ignition Systems; Engine Overhauls; Drive Train Systems; Electrical Wiring Systems; Fuel Systems; Parts Technician; Enhanced Modules;</i></p> <p><i>Lawn Care, Boat Motors, Wave Runners, Motorcycles and ATVs</i></p>	360 Hours
Introduction to Food Service	<p><i>This program is an introduction to the world of food service: Food Service History, Food Safety, Personal Hygiene Practices in relation to Food Service, Food Storage Principles, Contaminated Food, Food Preparation, Serving Food, Introduction to Serve-Safe and Culinary Arts</i></p>	Duration May Vary
Web Design	<p><i>This program covers the basics of working in Adobe Dreamweaver, organizing site files, file naming conventions, site structure and industry standards, as well as federal law on copyrights and piracy</i></p> <p><i>Students will gain knowledge of coding including: HTML, CSS and XML which will allow them to build and trouble shoot websites</i></p> <p><i>They will also learn the basics of graphics and animation, how to make web pages interactive, and how to manage and publish the sites they create</i></p> <p><i>The software used for this program is: Web Design Premium CS6, which operates without the use of the internet</i></p>	360 Hours

MVE DEPARTMENT	MVE PRODUCTS
CLOTHING	<i>boxer shorts, women's underwear, sheets, towels</i>
CONSUMABLES	<i>toilet paper, plastic bags and HVAC filters of various kinds/sizes</i>
CHEMICALS	<i>cleaning chemicals, disinfectants, green cleaning chemicals, body soaps, detergents</i>
CARTONS	<i>corrugated boxes (cartons) of various sizes</i>
CLOTHING	<i>mattresses, pillows, mop heads, inmate clothing, jackets, coveralls, shorts, shirts, socks, table throw with embroidery</i>
LAUNDRY	<i>processes laundry services for hospitals, veteran's homes</i>
CLOTH CUTTING	
TAG PLANT	<i>manufactures all MO license plates, specialty plates, motorcycle and trailer plates</i>
SIGNS	<i>processes various sign orders</i>
ENGRAVING FRAMING	<i>acrylic/wood plaques, awards, state seals, nameplates, badges, signs, business card holders, ADA plaques, frames, paintings, leather craft, stained glass</i>
FURNITURE	<i>wood office furniture, desks, credenzas, end tables, file cabinets, economy bookcases, coat tree, and podium.</i>
MODULARS	<i>modular office systems including desks, wooden file cabinets</i>
CLOTHING	<i>officer uniforms for all correctional officers, other various uniforms and safety clothing, polos, embroidery, hats, utility belt accessories, table throws with screen print</i>
GRAPHIC ARTS	<i>barricade signs & delineators recycling, street markers, banners, specialty plates, validation tabs for vehicles, inspection stickers</i>

MVE DEPARTMENT	MVE PRODUCTS
CARTRIDGE	<i>recycles ink cartridges for printers/copiers (toner cartridges and also inkjet cartridges), recycles virgin plastic toner/cartridge cores</i>
PRINT	<i>prints envelopes, forms, brochures, catalogs, calendars, fliers</i>
METAL	<i>utility lockers, filing cabinets, footlockers, barbecue grills, school lockers, mail sorters, powder coat products</i>
LAUNDRY	<i>processes laundry services for various hospitals, veteran's homes</i>
OFFICE SYSTEMS	<i>modular office systems including desks, wooden file cabinets</i>
FABRICATION TUBE BENDING	<i>student desks and chairs, coat racks, flagpoles, wind chimes, metal fabricating</i>
FURNITURE RESTORATION	<i>provides furniture restoration services for all purchased MVE products as well as personal furniture for state employees, government officials, etc. Manufactures rise tables, nesting tables, quick stands, upholsters new products, manufactures executive seating, lounge and receptionist seating</i>
FURNITURE	<i>dorm furniture, bookcases, student desks, hutches, dressers, bunk beds, bed rail, night stands, loft systems, wardrobes, study carrels, European style cabinets, face frame cabinets, custom beds, custom furniture, chests, working on institutional dining room and general purpose chairs, etc.</i>
CHAIRS	<i>chairs and various types of seating (lounge, reception, stacking chairs, guest, etc), plastic top tables, foot lockers, boat seats</i>
SHOES/FLAGS	<i>inmate shoes and flags (MO, U.S., associations)</i>
CLOTHING	<i>scrubs, t-shirts (short, long or sleeveless), jersey shorts and pants, uniforms, jackets, twill shorts and pants, dress shirts, pajamas, hospital gowns, fleece and seersucker robes, printed t-shirts or clothing, blankets</i>

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ENDNOTES

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