

# Homeboy Industries' Emerging Workforce Development Hub

Homeboy Global Network Gathering  
Presentation

August 4, 2022

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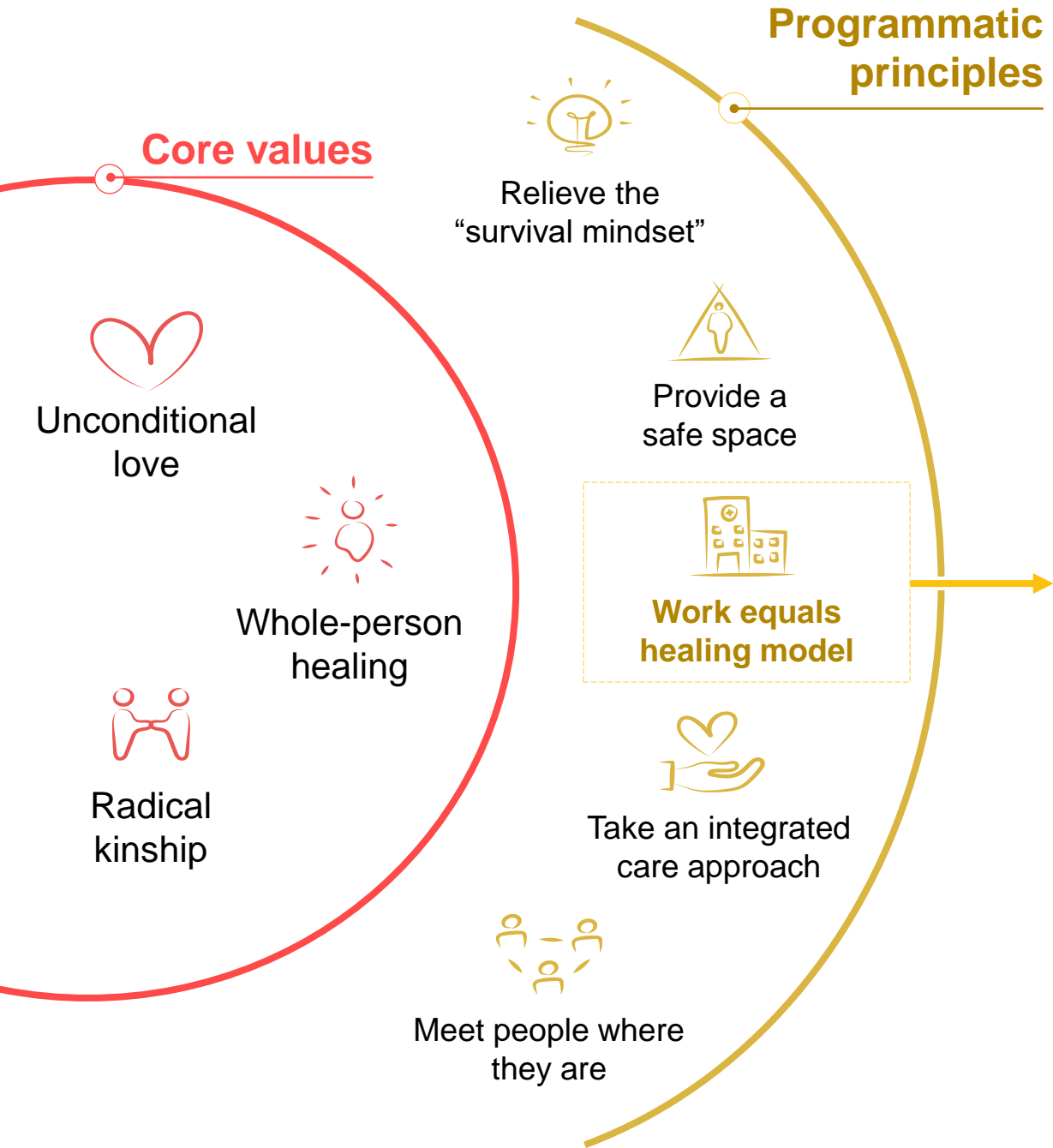




*Our mission*

“ Homeboy Industries provides **hope, training, and support** to formerly gang-involved and recently incarcerated men and women, allowing them to **redirect their lives and become contributing members of our community**





## Workforce development has long been central in Homeboy's programmatic approach to holistic healing

<i>Objective</i>	Enable trainees to heal and use coping skills while learning valued work skills
<i>Priority elements</i>	Trauma-informed management High levels of managerial support/coaching Low-risk environment (e.g., relational accountability, slow work pace/overstaffing)
<i>Experiences</i>	Work crews in early program phases Transitional employment in a HBI Social Enterprise Apprenticeships and internships

## We want to help those we serve to find and keep quality jobs ...

Employment is a longstanding challenge for recently incarcerated people who face internal trauma and social stigma

**75%** of recently incarcerated people with felony convictions are **still unemployed after 1 year out of prison**

**25%** of all formerly incarcerated people are unemployed, a rate higher than during the Great Depression<sup>1</sup>

We can do better to help them secure and maintain gainful work and avoid repeating negative cycles

**46%** of our trainees are employed<sup>1</sup> after our 18-month program. We want to do better

1. At HBI (in social enterprise, program role, or still in the program) or at their first job outside HBI  
2. Diversion could include to mental health facilities or to the community

Sources: US Department of Health and Human Services; Prison Policy Initiative, ACLU, Brookings Institute, LAPD, American Progress, Reuters, CDC, Board of Governors of the Federal Reserve

## ... a challenge that is perhaps more real now than ever before

COVID-19 has severely impacted our community

**30%** drop in the employment rate among low wage earners versus 7% for middle wage earners

**2X** higher chance of major negative impacts from COVID on mental health for low-income Americans

Alternatives to incarceration may dramatically increase the service need

**4500** people must be diverted in <2 years to close LA Men's County Jail

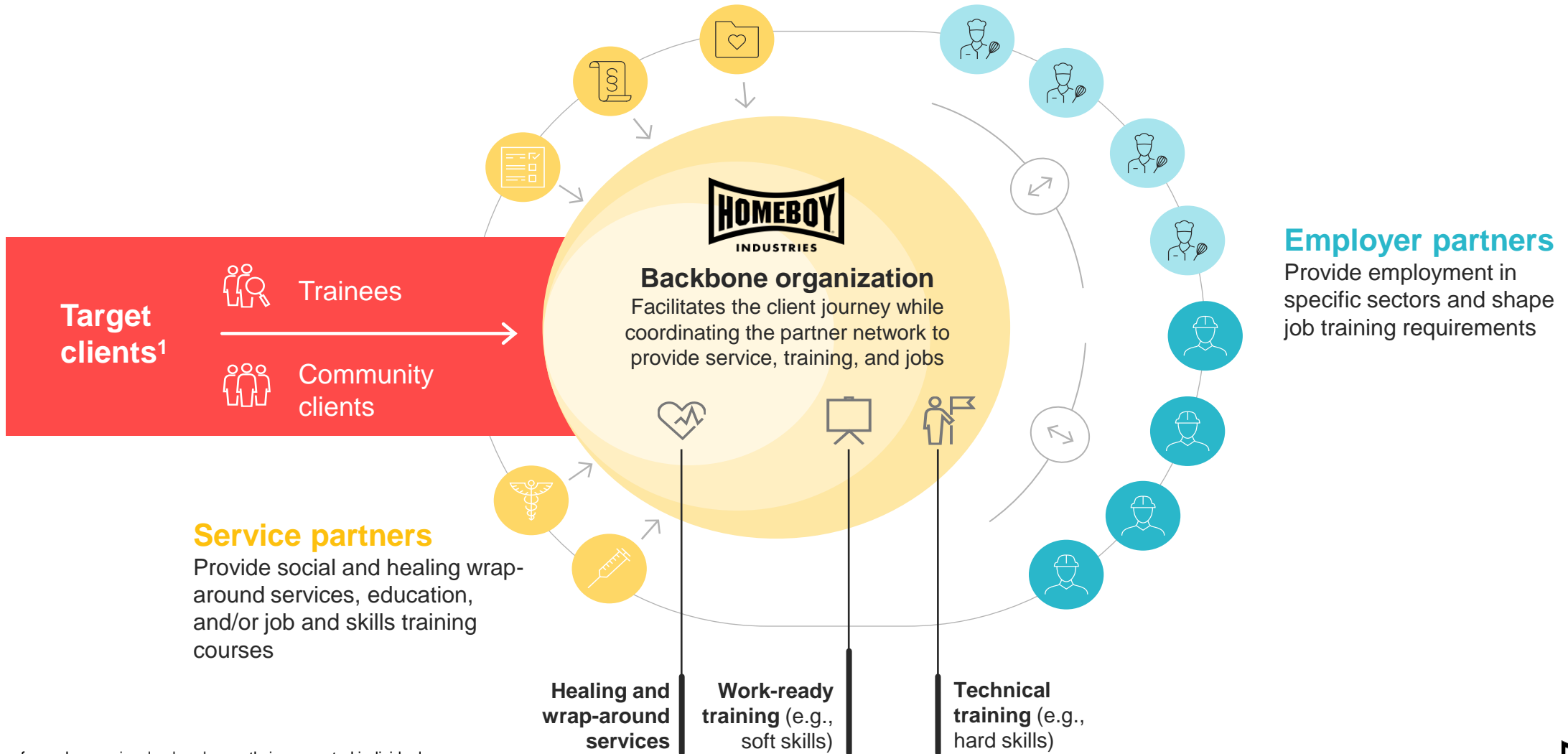
**61%** of the mental health population in LA County jail system could be diverted<sup>2</sup> (~3800 people)

# Workforce development hubs (WDHs) work in an ecosystem to attract, enable, and employ a target labor force

Attraction

Transformation and training

Employment



1. E.g., formerly gang-involved and recently incarcerated individuals























Source: Expert interviews, EDA Good Jobs Challenge NOFO

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# It is important to build the WDH around strategic sectors

Example from Homeboy Industries

— Strong indicators  
— Some gaps

Sectors	 <b>Homeboy's internal training pathways</b>	 <b>Jobs landscape in the local area</b>	 <b>Suitability for the service community</b>
<b>Culinary and Hospitality</b>  	<b>On-the-job training (OJT)</b> in Homeboy culinary businesses  <b>Employer partners</b> (e.g., Hilton, Phoenix Bakery)  	<b>Commonly hire formerly incarcerated individuals</b> ; many fair-chance employers in LA county  <b>34K</b> unique job postings in associated roles 2021  	<b>Hires returning citizens</b>  <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">               Cook, Restaurant    </div> <div style="text-align: center;">               Food service managers    </div> </div>
<b>Green jobs</b>  	<b>Solar panel training certification</b> <b>OJT training</b> at Homeboy Recycling <b>Paid internship with local partner</b>  	<b>History of hiring people with a record</b>  <b>100K</b> job placements targeted by 2035 in OurCounty Sustainability Plan <sup>1</sup>  	<b>Offers higher wages</b>  <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">               Solar PV installer    </div> <div style="text-align: center;">               Maintenance and repair worker    </div> </div>
<b>Creative economy</b>  	Homeboy Art Academy addresses <b>9 creative economy subsectors</b> with digital, sound, and creative arts training  	<b>Growth in jobs in LA county<sup>2</sup></b>  Fine Arts & Performing Arts <b>41%</b>  Ent. and Digital Media <b>21%</b>  	<div style="text-align: center;">                   Entertainment &amp; digital media annual wages                   Potentially great opportunity for <b>youth and young adults</b>    </div>

1. Action 60 of OurCounty Sustainability Plan emphasizes partnering with community-based organizations to place people in on-the-job training and employment in growth sectors of the green economy  
 2. Growth between 2010-2018 in LA county

Source: 2021 Otis College Report on the Creative Economy, OurCounty Sustainability Plan, LACI Green Jobs in LA, EMSI job postings, California Employment Development Department

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# Capabilities important to effective WDHs

## Attraction



### Community relations

Build reputation and trust among **key stakeholders** ~~the target population~~



### Marketing

Assess the best channels to reach clients and conduct outreach



### Client intake and triage

Understand clients and get them started on the right track

## Transformation and training



### Case management and navigation

Rapidly build trust and then guide clients through their journey with continuity and encouragement



### Holistic healing (wrap-around services)

Address multi-dimensional needs that interfere with clients' wellness and ability to hold a job



### Training curriculum development

Analyze talent gaps in the market and work with employers/educators to develop training offerings



### Training delivery

Upskill clients' soft and hard skills using multiple training approaches – theory and practice

## Employment



### Partner development and relationship mgmt.

Cultivate and formalize employer partnerships and strengthen them over time to increase commitment



### Job placement and retention support

Match trainees to appropriate and inspiring opportunities, support a positive transition, and mentor them to foster retention

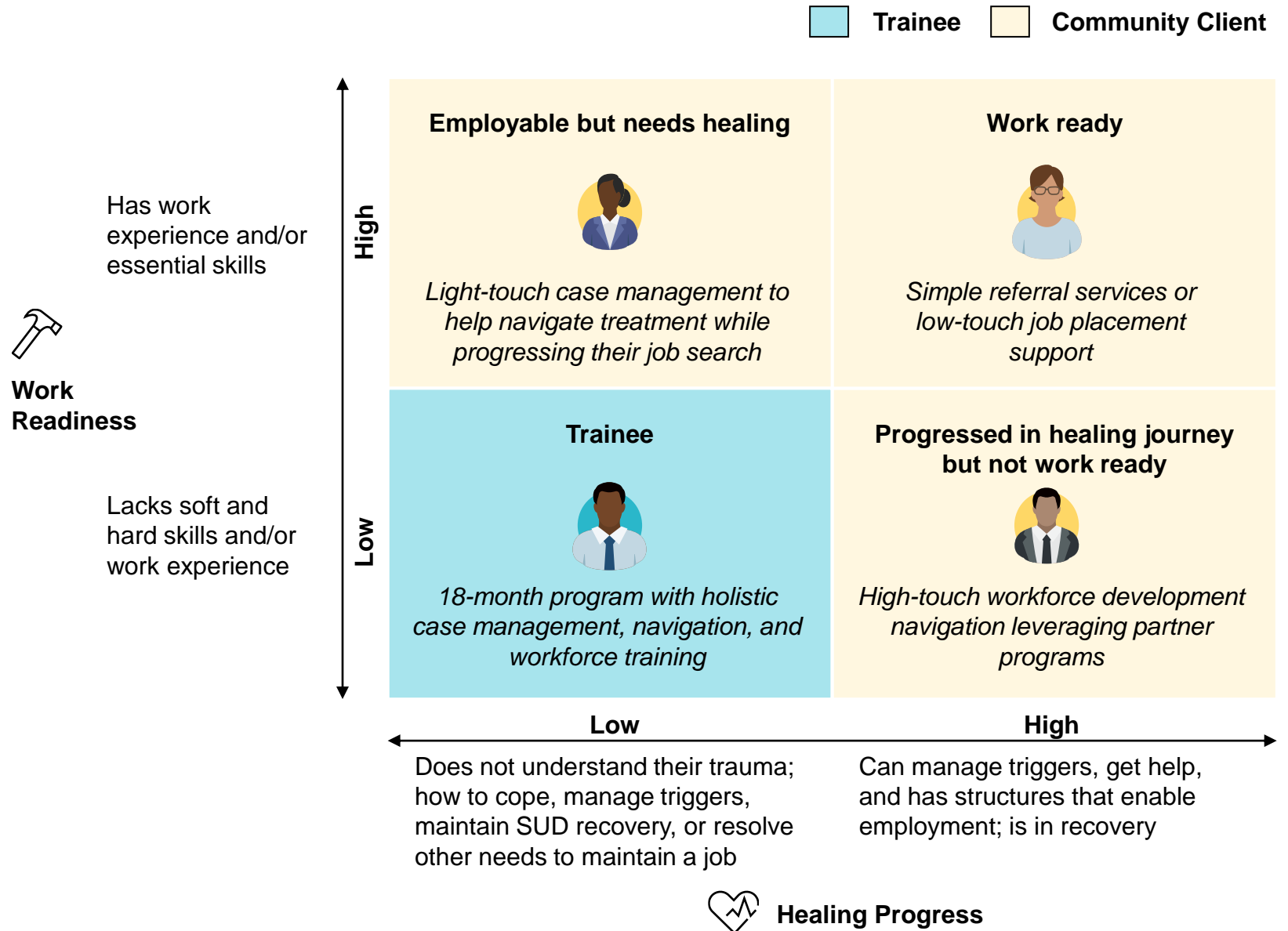


### Service and outcome tracking across the ecosystem

Track individual progress, assess trends, drivers, and gaps, and facilitate seamless information flow for service delivery

# 1. Client intake needs to understand and “triage” their needs to determine the service pathway or “dose”

Example client profiles and service doses






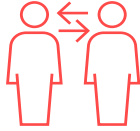



# 2. Navigation is an all-in effort to help trainees succeed on what is typically a challenging workforce development journey

Aspirational: Homeboy's "multi-departmental team" (MDT) workforce development responsibilities



1. Job Readiness Assessments

### 3. A hub can provide a full range of training offerings to build skills

	Formal curriculum		On-the-job training		
					
	<b>Education degree pathways</b>	<b>Soft skills classes and training programs</b>	<b>Technical or hard skills training programs</b>	<b>Safe space transitional employment</b>	<b>Real world experiential learning and exposure</b>
<i>What good looks like</i>	Support in enrolling and succeeding in gaining diplomas, degrees, and other learning certifications	Interactive classroom modules on customer service, communication, workplace expectations, etc.	15-week in depth cooking, kitchen mgmt., and business skills program	Trauma-informed on-the-job learning with dedicated workplace mentors	4-to-8-week externship rotation at partner org with invested supervisors
<i>HBI offerings</i>	Education degree pathways team and institution partnerships	Developing partnerships for work readiness trainings	Solar panel installation Creative arts training	Maintenance work crews 6+ months of on-the-job work in HBI SEs	Ad hoc internships

Source: Web and press searches

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## 4. The partner ecosystem is a key success factor in the hub model

Value unlocks from partnership

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### Impact

**Clients** get more job opportunities that have higher upward mobility potential

**Agencies** get help placing people and shaping skills training that employers want

**Employers** get access to an important hiring pool that has received upskilling training

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### Scale and efficiency

**Consistent demand** for hires from many employers

**Reinforcing partner engagement** when they see collective action in recognized hubs

**Lower job placement costs**

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### Collective commitment to the mission

Changing widely held **views** of former gang members requires a cross-sector coalition of champions for radical kinship



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### Priority partner traits

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#### Hire consistently

Hire multiple trainees per year

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#### Engage deeply

Adjust hiring practices

Encourage hiring managers

Shape skills curriculum and trainings

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#### Manage with compassion

Develop trauma-informed management capabilities

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#### Champion fair-chance employment

Share or adopt values to hire the most marginalized