



# Core Program Elements

CEO operates an evidence-based program model that provides pre-employment training, paid transitional employment, permanent job placement assistance, employment retention support, and career-ladder training exclusively for people with criminal convictions.

CEO partners with Parole and Probation departments to recruit participants. CEO does not screen for attitude or motivation, and almost no restrictions are placed on participation: people must be able to perform physical labor and cannot have been convicted of arson or a sexual offense against a child.

**Pre-Employment Training-** The CEO program begins with a customized 5-day Life Skills Education class which prepares individuals, most of whom have either never held a full-time job or have been disconnected from the job market for an extended period of time, to enter the work force. In interactive sessions, staff reinforce basic workplace skills such as punctuality, good personal presentation and cooperation with supervisors and co-workers. Annually, 2,500+ participants learn best practices in filling out job applications and answering “the conviction question” in interviews. CEO staff also work with participants to procure all necessary identification documents, removing a frequent barrier that prevents reentrants from legally stepping onto a job site and receiving a paycheck.

**Transitional Employment –** After graduating from Life Skills, participants move immediately into jobs on CEO’s work crews performing maintenance, repair, grounds keeping, and comparable services for institutional clients who pay for these services. These activities supply critical earned income to support CEO. On the work-site, CEO participants, closely guided by CEO site supervisors, learn the behaviors employers say they value most: showing up on time, taking direction from a supervisor, working hard, being good co-workers, and using good communication skills. Participants are paid state minimum wage each work day and stay on transitional jobs for an average of two months before being placed in full time jobs. Across all jurisdictions, CEO has over 250 work slots available to participants every day.

**Full-Time Employment –** CEO works with over 500 New York City employers to fill their hiring needs and provide full-time employment to CEO participants. In FY 2011, CEO made over 1,200 full time job placements in industries as diverse as food service, retail/wholesale, manufacturing, human services, construction, maintenance, and warehousing.

**Job Retention, Support and Follow-Up Services -** Participants receive workplace counseling, crisis management, job redevelopment after job loss, and long-term career planning from a team of CEO retention specialists for one year after job placement. An incentive-based job retention program, Rapid Rewards, provides monthly payments to all participants who sign up for the program and attain specified employment milestones. In FY 2011, 57% of participants placed in full-time jobs were still working after 180 days and 45% were working after 365 days. After demonstrating they can hold a full-time job, participants in NYC with an interest and aptitude for the skilled trades can take part in the CEO Academy which offers academic preparation and training in plumbing, electrical and refrigeration trades in partnership with community colleges.