



WELCOME TO TODAY'S WEBINAR!

**HOW TO SERVE MORE PEOPLE IN REENTRY
IN LESS TIME AND GET BETTER RESULTS!**

**PRESENTED BY
LARRY ROBBIN**

**EXECUTIVE DIRECTOR OF ROBBIN AND ASSOCIATES
OVER 45 YEARS OF NATIONAL WORKFORCE DEVELOPMENT
TRAINING AND CONSULTING EXPERIENCE**

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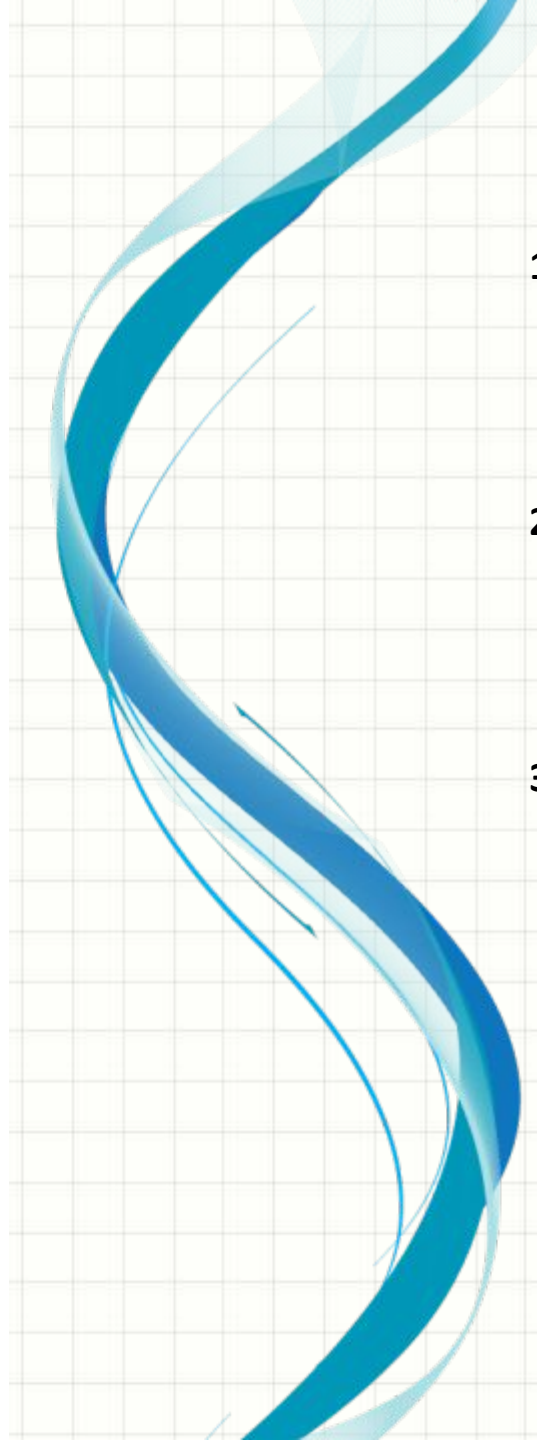
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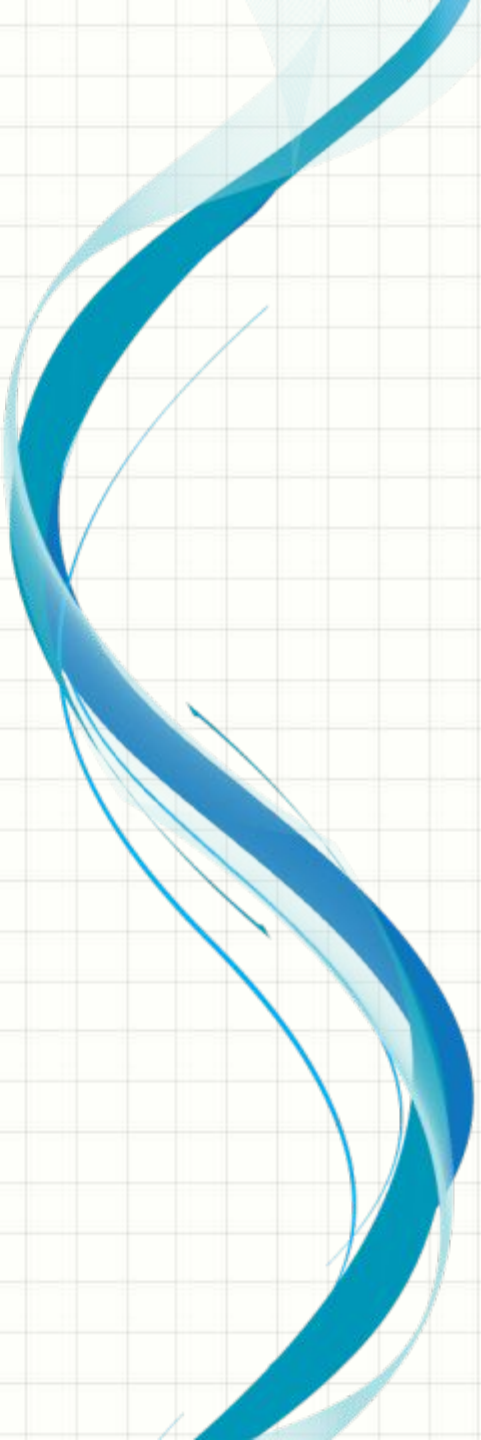
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INTRODUCTORY COMMENTS

- 1. Incarceration rates in the United States are increasing. Currently over 1.8 million people in the US are incarcerated. Many reentry employment programs have waiting lists. If your program doesn't have a waiting list, it may be forced to have one before long.**
- 2. In the face of increased demand and not enough staff, many programs have tried to adjust their existing services to accommodate more people in reentry. As a result of these changes in services, staff are spending less time with people.**
- 3. But adjusting our current way of working does not adequately meet challenges of this new reality. Instead of adjusting, we need to reinvent how we work on the program design level and on the individual staff level. We need to do this not only to serve more people, but to serve them in ways that mean more jobs in less time while we reduce the pressure and stress on staff.**

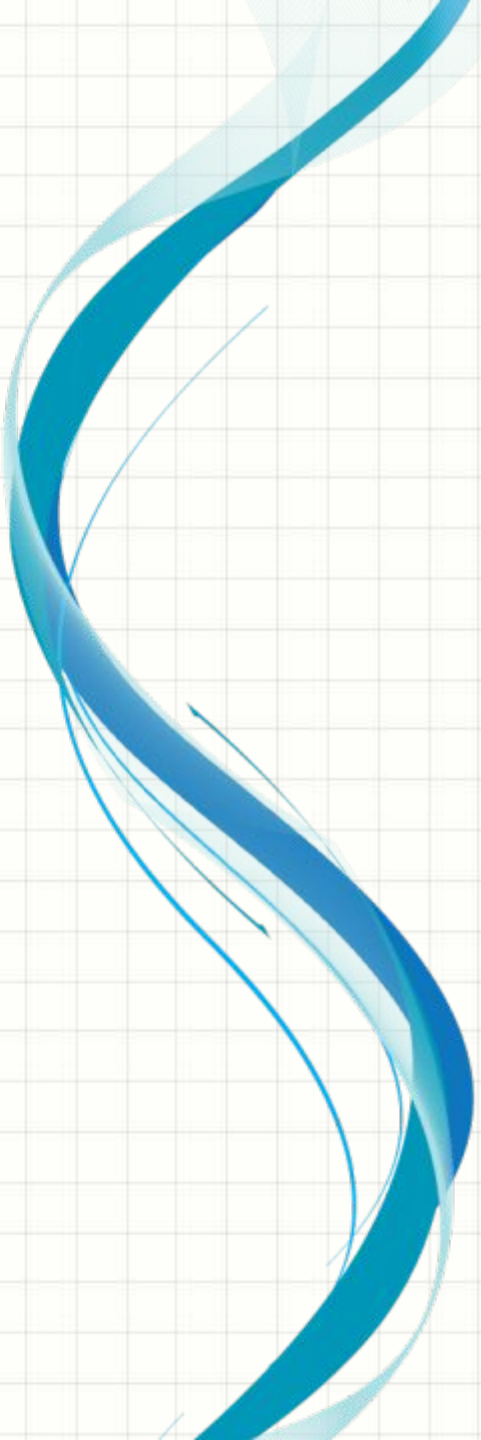
This webinar will give you the strategies you need to reinvent both your program designs and how you work with justice impacted people to accomplish these goals.



THE ELEMENTS YOU NEED IN PLACE TO REINVENT YOUR PROGRAM AND HOW YOU WORK

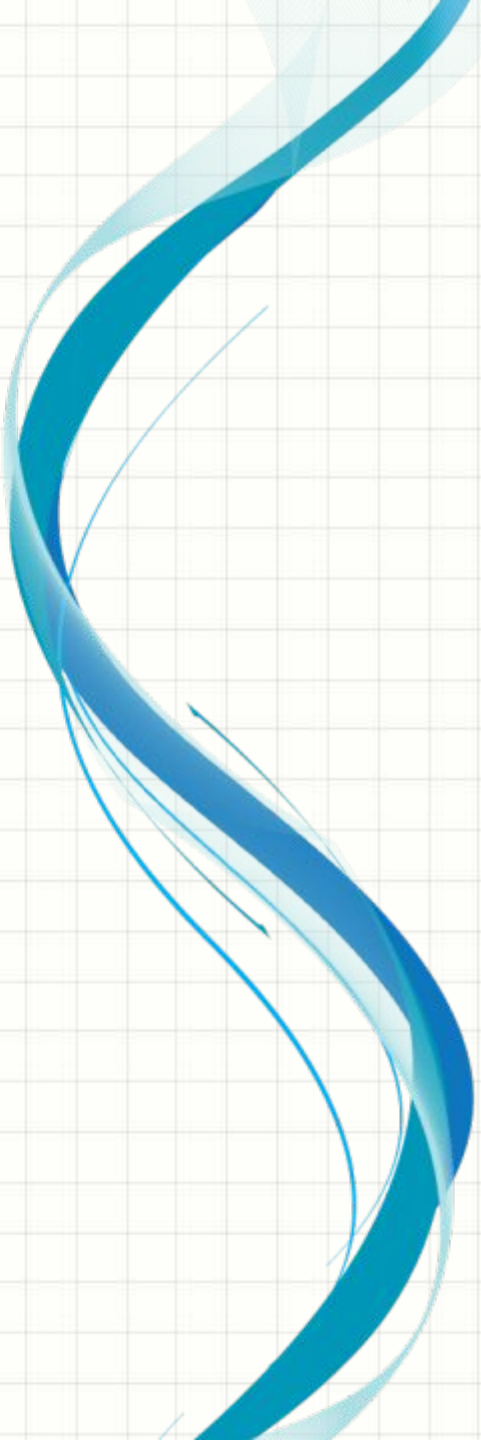
- 1. We have to acknowledge that the current conditions can't be met by readjusting our programs. We have to get over our denial about the need for real deep change in the way we work. Programs have to be reinvented. We need to change both our model and our direct services.**
- 2. We need to be more comfortable experimenting with new ways of working. If we fail as we experiment, we need to think of that as failing forward where we learn from things that did not work.**
- 3. We need to acknowledge that traditions are often the barrier to change and progress. This includes traditions in our program design and the traditions in the way staff works with people.**

“If you are doing something because it is always the way it has been done, you are not doing it in a way that meets the current challenges that you are facing. Traditions that are not justified by current conditions are the enemy of better services for people, better outcomes and making the work easier for staff.” – Peter Drucker



WHAT CAN WE LEARN FROM THE PRIVATE SECTOR ABOUT BECOMING MORE EFFICIENT AND SAVING TIME?

- 1. The first major leap in the private sector toward becoming more efficient occurred in 1913 with Ford's automobile assembly line. The next big efficiency leap was the development of lean principles that were first used by Toyota. Lean took the company from near bankruptcy to being the world's leader in automobile manufacturing in a very short period of time. Lean principles are now commonplace in the most successful businesses and organizations in all sectors.**
- 2. Lean is a big and complicated set of principles, and you can Google lean methods to learn more about lean. For our purposes in today's webinar, we will focus on the aspect of lean that is about working more efficiently which will free up time so we can serve more people and at the same thinking about improving the experience and outcomes of the people we serve.**
- 3. We will think of lean as a way of working that continuously improves any process or situation through the elimination of wasted time while improving quality. Lean is not about working faster. Lean is about continuous improvement and working smarter!**



WHAT CAN WE LEARN FROM THE PRIVATE SECTOR ABOUT BECOMING MORE EFFICIENT AND SAVING TIME?

- 4. The basic principle of lean to always keep in mind is best summarized in this way.**

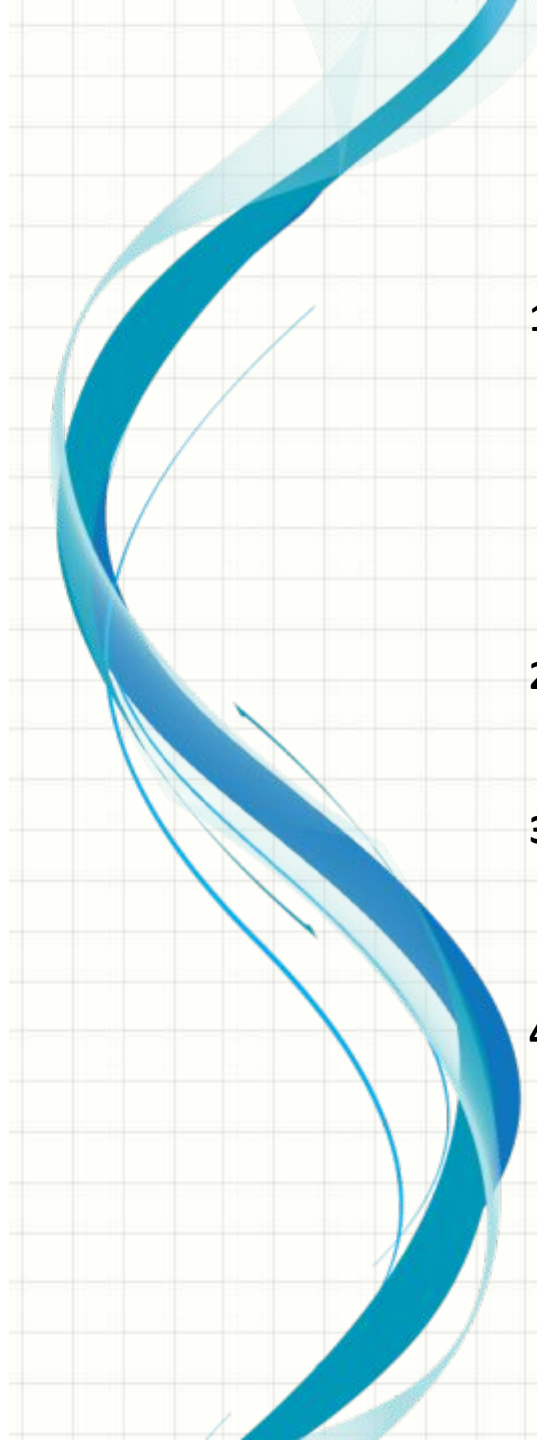
**Wasted seconds lead to wasted minutes
Wasted minutes lead to wasted hours
Wasted hours lead to wasted days
Wasted days lead to wasted weeks
Wasted weeks lead to wasted months
Wasted months lead to wasted years!**

It is very important to remember that every second you save is the building block to saving more time so you can serve more people!

- 5. Lean can be used to improve the efficiency in the work environment, our choice of what services we deliver, how we deliver the services and any process we use to achieve our goals.**
- 6. If we can free up time, it not only increases capacity it also makes it possible for us to focus more on the most important part of the work, which is how we serve people, and this will improve the quality of our services and our outcomes.**

WHAT LEAN IS AND WHAT LEAN IS NOT

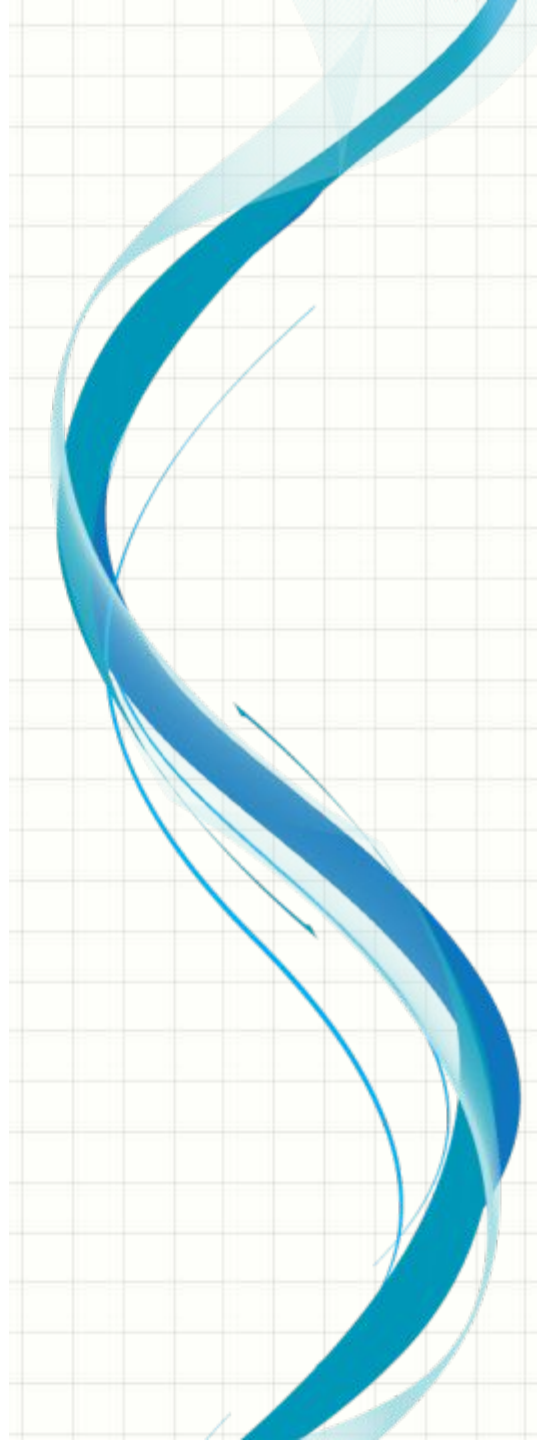
WHAT LEAN IS NOT	WHAT LEAN IS
A random approach to reducing time spent on things.	A very focused and detailed analysis of where time is lost
A cookie cutter approach to how people and organizations work	A customized analysis of how each individual and specific organizations operate
A process that looks at big time wasters	Lean looks at every degree of time wasting
A way of working that only emphasizes speed	Lean works to increase efficiency while improving quality and reducing the stress of the work.
A total overhaul of everything we do	While lean looks at everything, not everything needs to change immediately or change to the same degree.



THINKING LEAN ABOUT YOUR WORK

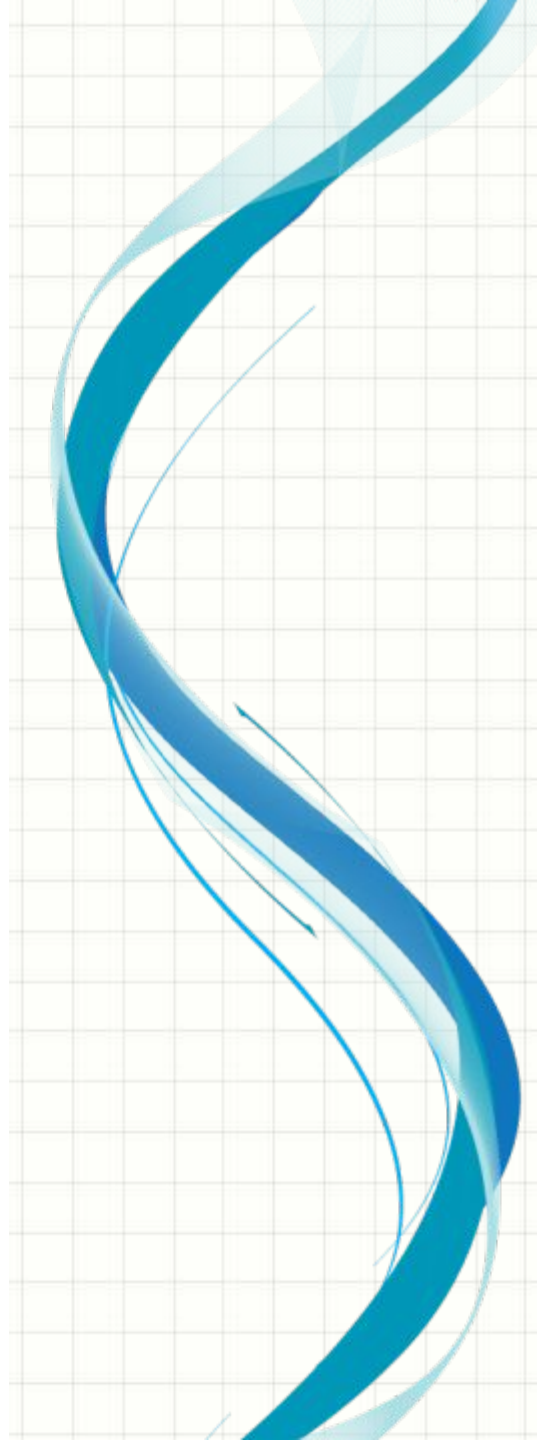
HOW CAN YOU LEARN TO BE MORE EFFICIENT?

- 1. You need to identify efficiency role models. Who is the most well organized coworker or boss you have ever worked with in the past and currently? Who gets the best outcomes in the least amount of time? Who manages the stress of the work the best? What can you learn from the way they work and apply it to your work? Study role models, talk with them and learn from them.**
- 2. Are your home office and program office workspaces and computer and hard copy files organized as efficiently as possible?**
- 3. In the way that you work, what do you think are your personal time wasters? What do you need to do to work differently so you can eliminate those seconds and minutes of wasted time?**
- 4. How can we learn new, better and more time effective ways to work? Develop a Professional Development Plan. These resources can help you develop your plan and learn new and better ways to work.**
<https://www.workforcegps.org/>
<https://larryrobbin.com/v2/newsletter-archive/>



COMMON PLACES FOR WORKFORCE PROGRAMS TO THINK LEAN

- 1. Is there any way to reduce the amount and time spent in meetings and improve the quality of the meeting?**
Whenever possible, meetings should be about process and decisions not information. Information can be shared in an email with a confirmation required.
Agendas are sent out in advance so people can think about things and discuss them. Agenda Items are timed. This make meetings more efficient. There should be periodic anonymous evaluations of meetings.
- 2. Is it possible to shorten or reduce the steps in a process?**
Ask these questions about every step in a process.
 - A. How important is each step of the process to the final outcome?**
 - B. What can we do to spend less time on this step or if this step is not very important to the final outcome, can we eliminate it?**
Remember the time you save by eliminating seconds adds up to minutes, hours, weeks, months and years!
 - C. Is there any way technology can help us become more efficient without compromising the quality of service to people?**



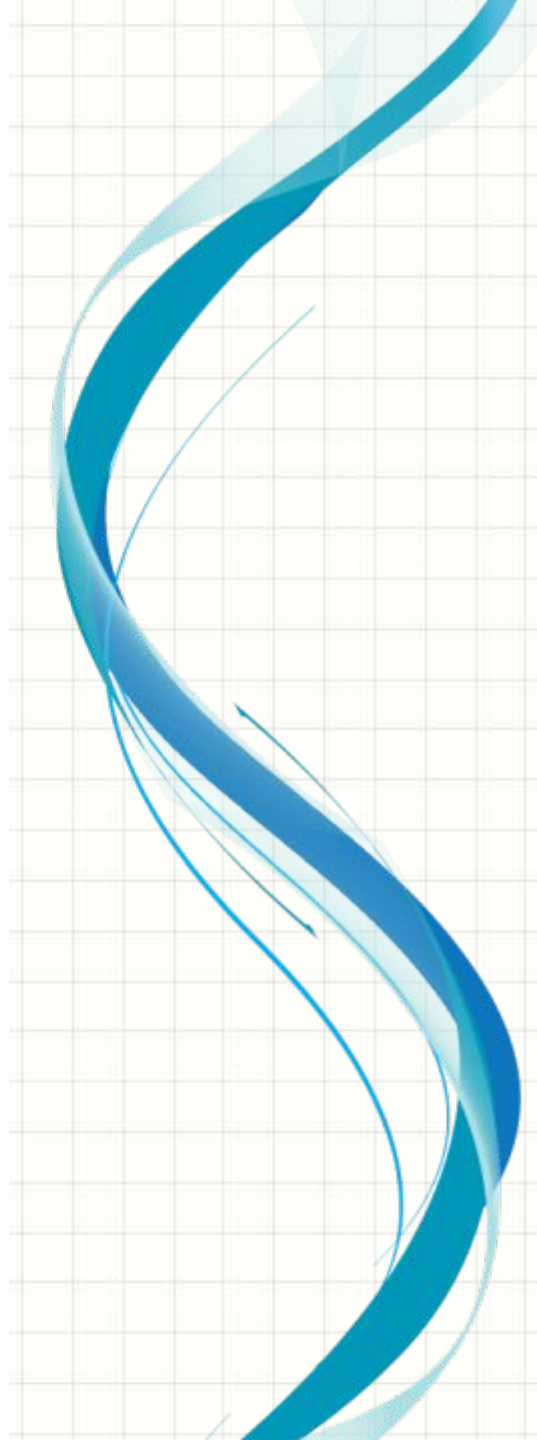
COMMON PLACES FOR WORKFORCE PROGRAMS TO THINK LEAN

- 3. Is the person in reentry being told or asked the same things by multiple people and partners?**

We need to eliminate duplication of effort and avoid it so we can save time and improve customer satisfaction.

- 4. Can we reduce the amount of unnecessary or excessive paperwork and data entry so we can spend more time on customer service?**

There are oftentimes when our funding sources and other external forces control the amount of paperwork and data entry we need to do, but we should be careful not to add to this.



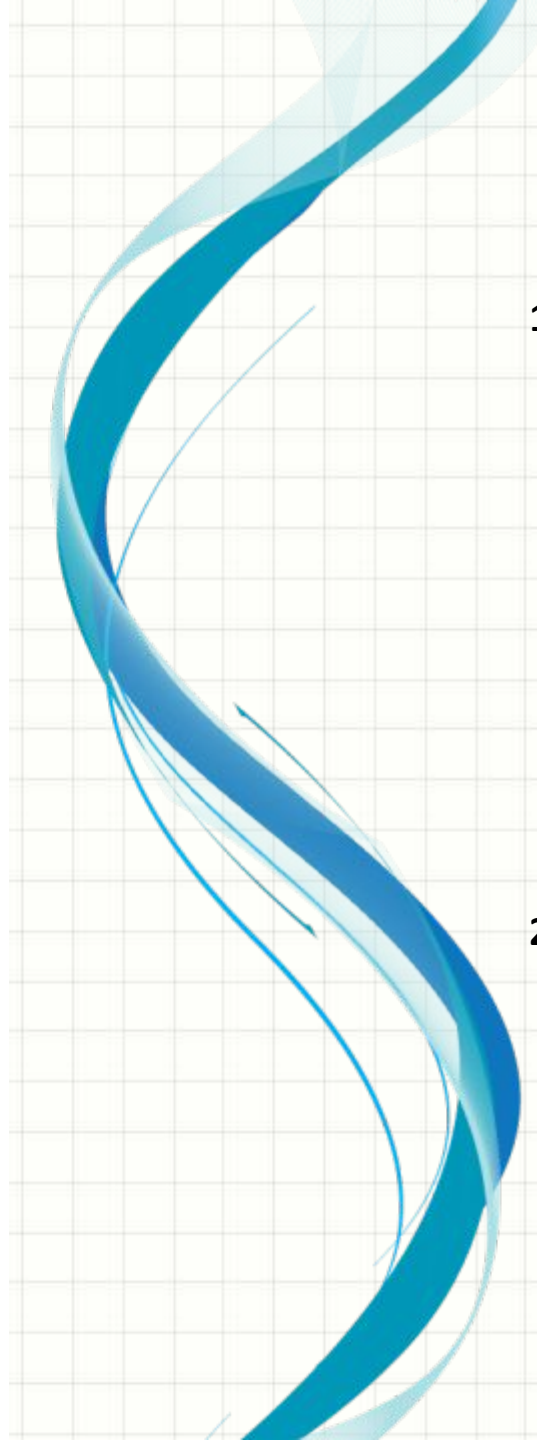
COMMON PLACES FOR WORKFORCE PROGRAMS TO THINK LEAN

5. **How can we make things move more seamlessly and efficiently from one department, one level of the organization, one partner or one staff person to another?**

The road between the organizational elements can often be improved and made more efficient and effective.

6. **Are the processes we use for approval of various things as streamlined and effective as possible?**

We have to do due diligence and be very careful about the approval process, but if we can safely shorten the time it takes for something to be improved or eliminate one layer of approval, we can save a lot of time over the long run.

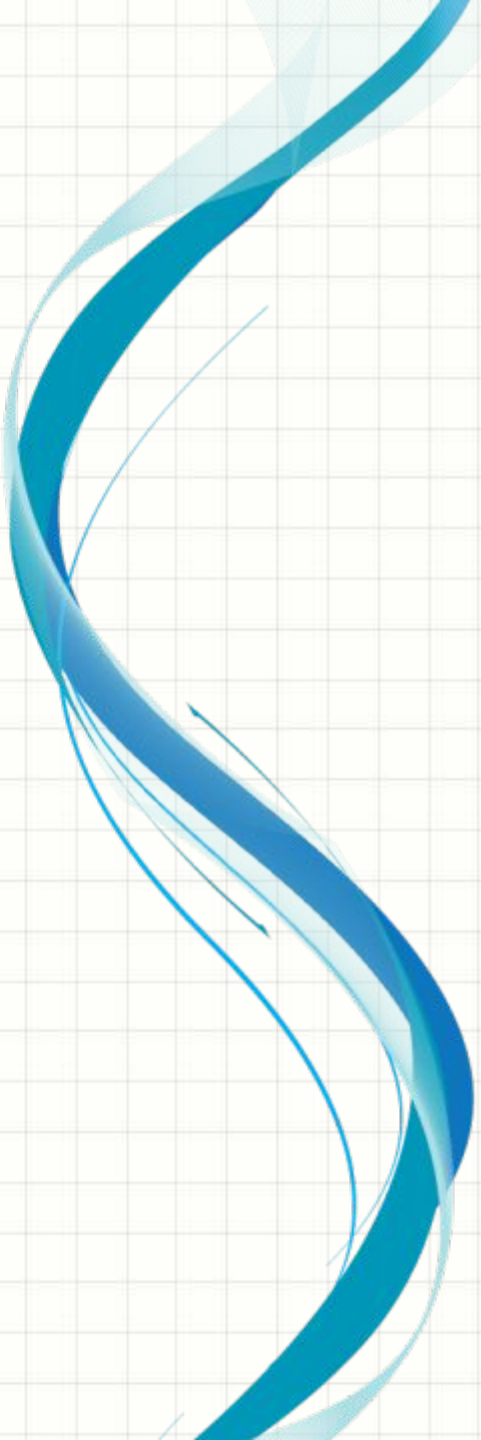


RETHINKING OUR WORK WITH INDIVIDUALS TO BECOME MORE EFFICIENT AND EFFECTIVE

1. Sometimes the people we serve want help with every problem in their life. Social work programs address every problem, but workforce programs need to focus on employment. When we focus on every problem, we won't have enough time to work on barriers to employment. An important distinction you need to make about a problem a person brings to you is to ask yourself this question, "Is this problem a challenge to this person or is this problem a barrier to employment?"

The answer to this question will determine how much time you will spend on the issue.

2. Here are some criteria for assessing whether a problem is a challenge or a barrier to employment.
 - A. Is the problem life threatening? If the answer is yes, this is both a serious challenge and a barrier to employment and it becomes the highest priority to address.



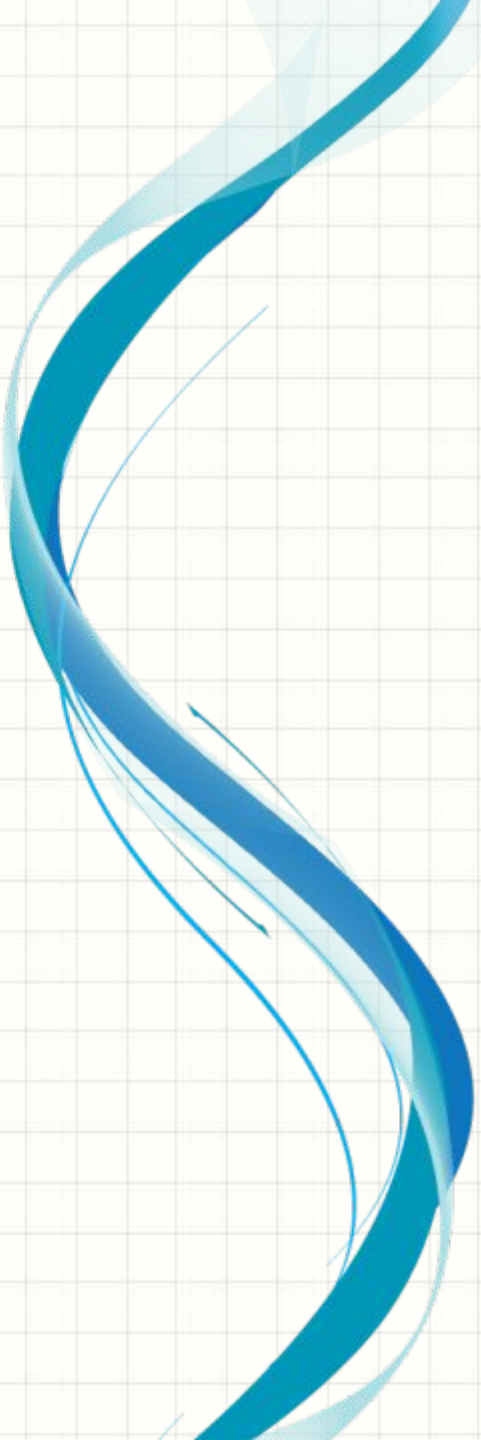
RETHINKING OUR WORK WITH INDIVIDUALS TO BECOME MORE EFFICIENT AND EFFECTIVE

- B. Does this problem interfere in a major way with job search, training and/or job retention? If the answer is yes, then this is a barrier to employment we need to address. If the answer is no, this issue is not a barrier to employment, it is a challenge.**

If things are challenges and not barriers to employment, we should not discount them. We should be empathetic and supportive and make helpful suggestions and if possible, refer people to resources and/or give them helpful information.

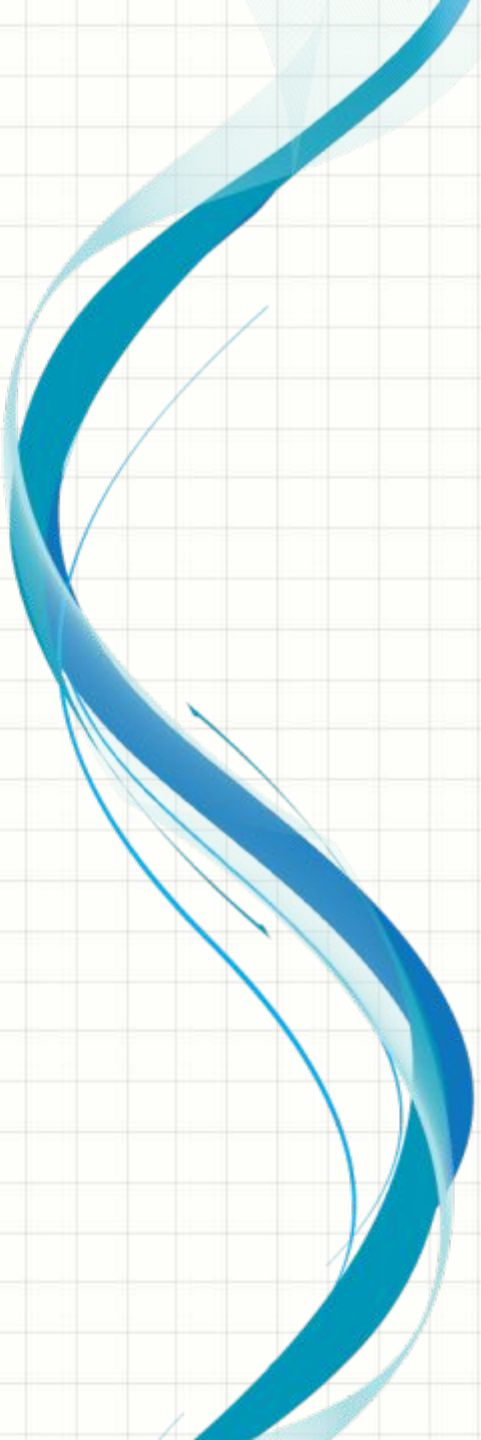
But unless the issue hits the threshold of being a barrier to employment by interfering with job search, training and/or job retention, we should be careful how much time we spend on it, or we will never have enough time to help people with their barriers to employment.

In order to be more efficient, we must become better at managing our time with each person to focus on things that are truly barriers to employment. In the high demand era, case management skills are now caseload management skills!



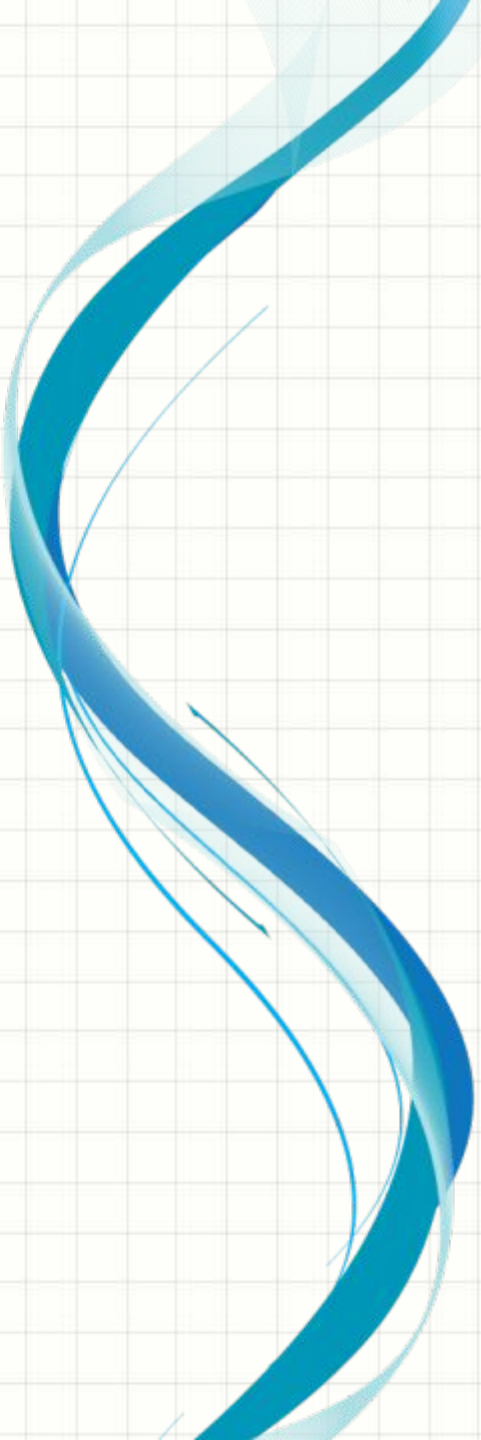
RETHINKING OUR WORK WITH INDIVIDUALS TO BECOME MORE EFFICIENT AND EFFECTIVE

- 3. Sometimes justice involved individuals have so many barriers to employment we don't know where to start. It feels like we are caught in a "barrier blizzard." We can waste time if we try to work on all the barriers at the same time. Here are some efficiency strategies you can choose from or combine to decide how to approach people in reentry with multiple barriers to employment.**
 - A. First work on the barrier that the person identifies as the most important barrier.**
 - B. Look to see if there is a domino barrier. Is there one barrier that will have the greatest positive impact on other barriers?**
 - C. In some situations, you may want to go for the quick win barrier. The quick win barrier is a barrier to employment you can easily resolve so the person in reentry becomes more engaged with you and more optimistic.**
 - D. Develop a sequenced barrier removal plan with the person in reentry.**



RETHINKING THE SERVICE DELIVERY MODEL **TO BE ABLE TO SERVE MORE PEOPLE**

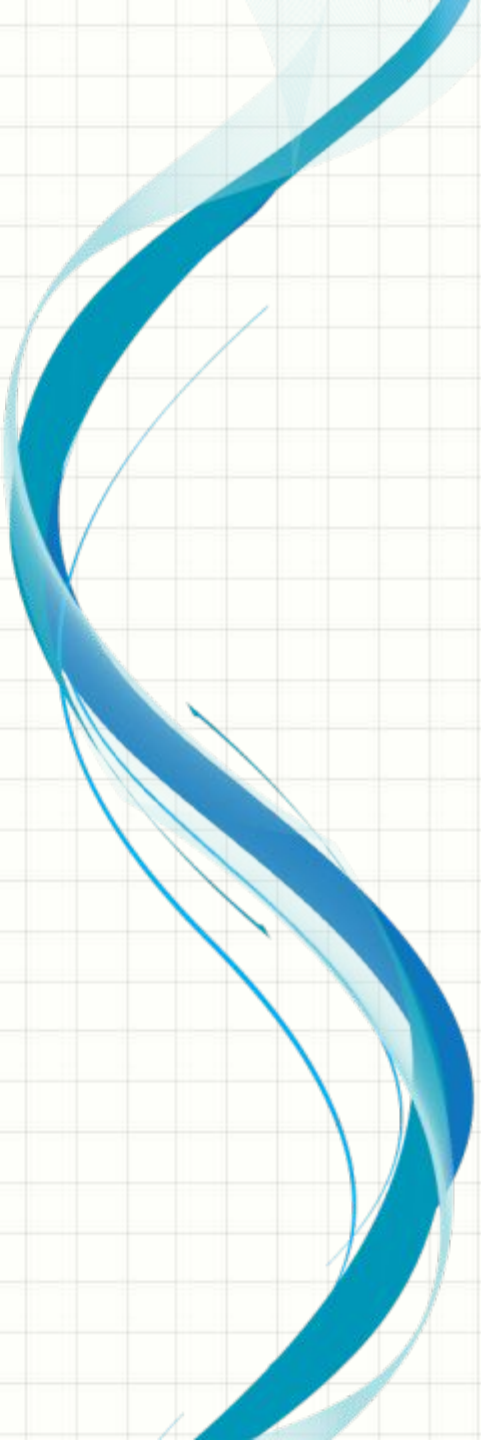
- 1. Traditionally in workforce development whether we are serving people in-person or virtually, we use one of two models. We serve them using one-on-one or in large groups like a job search workshop.**
- 2. In the high capacity model, we will continue to use both of those models with some improvements that will get more people to come to virtual, or in-person groups and we will use a new kind of group.**
- 3. In the face of our capacity challenges, we can also add another way to work with people in groups that has multiple benefits. This way to work can help you serve more people in less time and improve employment outcomes.**



INTRODUCING THE MINI-GROUP MODEL

Mini-groups are groups of two to six people that you work with at the same time on the phone, on Zoom or in person. You can organize mini-groups using a variety of strategies.

- A. Mini-groups can be run with people from similar backgrounds i.e., veterans, youth, seniors, people with disabilities, people that speak the same language, single parents etc.**
- B. Mini-groups can be offered with people with the same employment goals such as looking for jobs in similar sectors or being in the same type of career pathway training.**



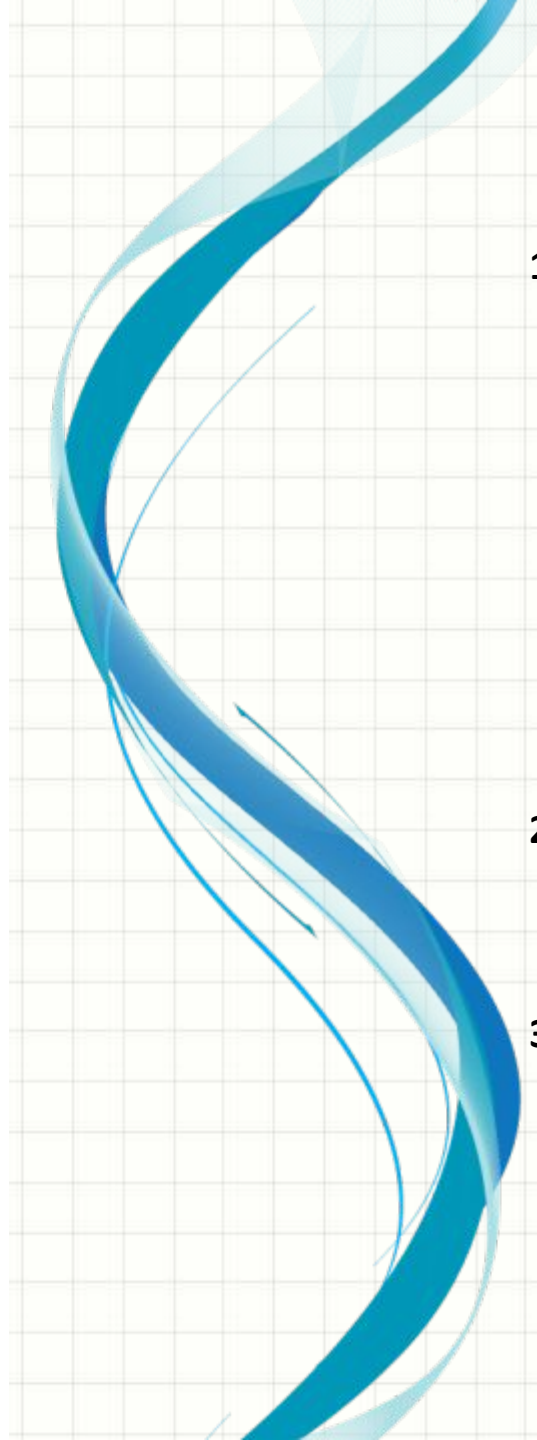
INTRODUCING THE MINI-GROUP MODEL

- C. Mini-groups can be organized with people dealing with the same barrier to employment i.e., childcare problems, lack of work history, transportation, motivation challenges etc.**
- D. Mini-groups can come together with people working on the same job search issue i.e., career exploration, interviewing, resumes, using the internet, dealing with the depression of job search etc.**

These are just a few examples of the types of mini-groups you could run. The common issues of people in reentry are what should generate your mini-group thinking.

SOME EXAMPLES OF MINI GROUPS

- 1. A one hour two session mini group on interviewing skills.**
- 2. A hour and a half three session mini group focused on choosing a career open to people who commit to all three sessions.**
- 3. A weekly one hour drop in mini group Job Club focused on issues that people want to discuss.**
- 4. A one hour four session mini group for people that want to start their own business.**

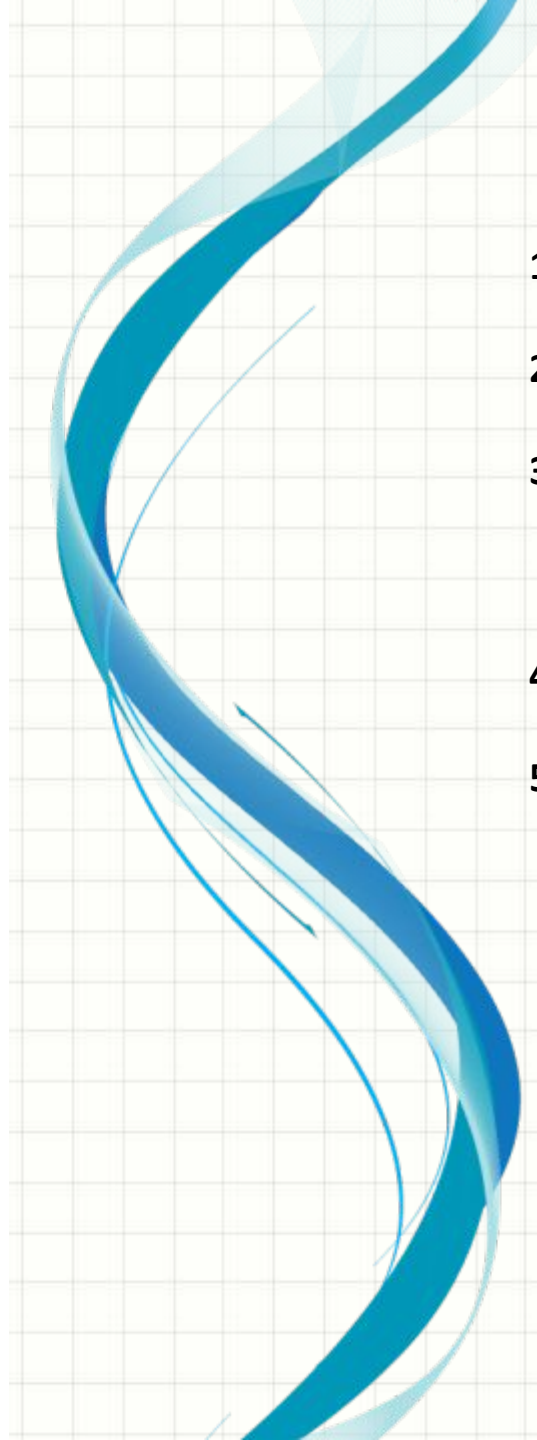


ONE ON ONE AND MINI GROUPS

- 1. Mini-groups do not replace one-on-one. You will still use one on one for issues or situations that are unique a specific individual or for things that are personal and may be difficult for them to discuss in a group.**

Keep in mind however that group work is used with many issues that we may think people will consider too personal to discuss in a group. For example, group work has proven to be one of the most effective models for working with people with PTSD, survivors of sex trafficking, people dealing with substance abuse, domestic violence survivors etc.

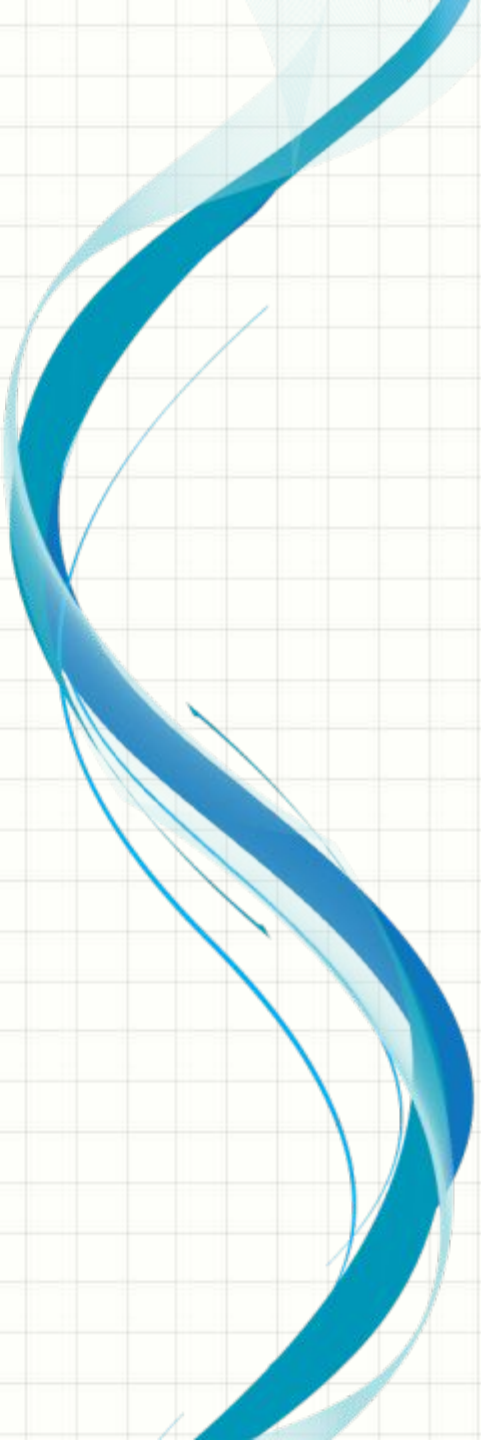
- 2. If you find yourself saying the same things over and over to multiple people in reentry, consider whether a more efficient way to serve them would be in a mini-group focusing on those issues.**
- 3. Some people may have a parole or probation restriction that prevents them from being in a group with other people in reentry so those people will need to be seen one on one. For some people, with their permission you may be able to talk with their probation or parole agent and get a waiver for this restriction that will be used only for the groups people are attending.**



THE BENEFITS OF MINI-GROUPS

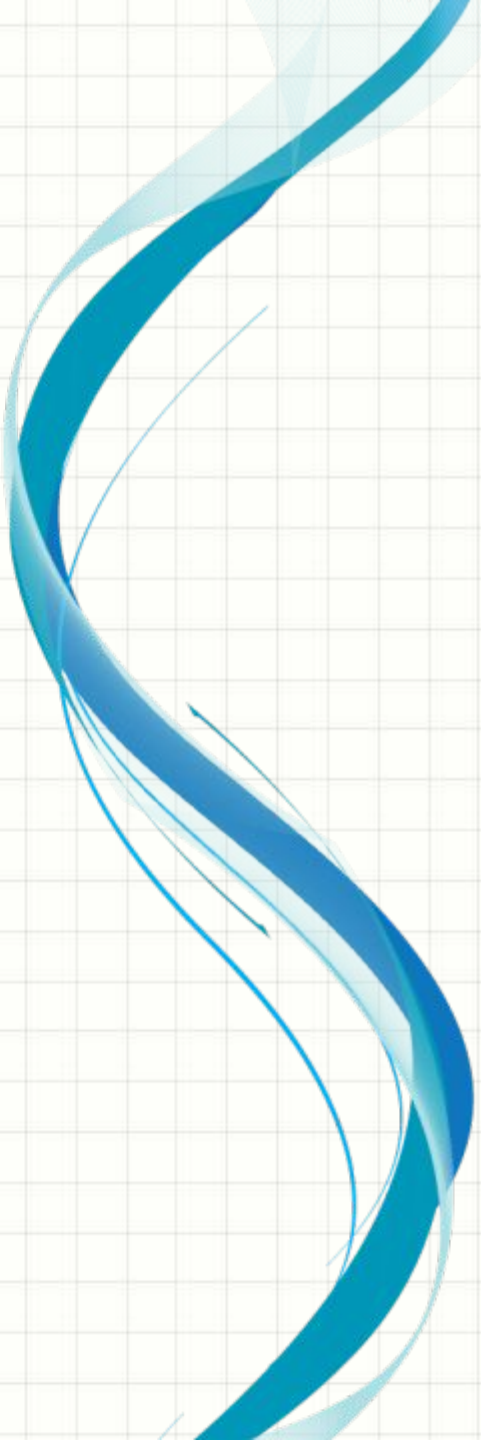
- 1. You can work with more people in less time.**
- 2. It reduces the time wasted by the one-on-one no show person.**
- 3. Mini groups mobilize the power of peer cross training, role modeling and helping each other, which puts less pressure and time demands on you.**
- 4. Mini groups can be used to see and teach soft skills.**
- 5. Mini-groups increase people's social capital because people will get to know more people that are in job search. When people get jobs and the place they work at is hiring, they can reach back into the program and connect people they met in the mini-group with their employer. You need to make sure this is not a violation of probation or parole.**

This kind of connection between someone who is working, and a job seeker is called social capital. Social capital helps people job hunt in the hidden job market where about 70% of hiring takes place. Mini groups expand social capital which will lead to more people being hired in less time.



THE CHALLENGES OF MINI-GROUPS

- 1. Your role changes to include being a facilitator. You may have to learn facilitation skills. You have to learn how to keep some people from dominating the conversation and you have to learn how to deal with conflicts in the group, so they don't disrupt the group.**
- 2. Some people don't like groups. Keep in mind, some people do not like one-on-one.**
- 3. In the beginning when you are using mini groups, it takes a little extra time to plan and think about who to include in the group and what will happen in the group. Over time as you become more comfortable and confident about mini groups, you will be able to organize them faster.**



GETTING MORE PEOPLE TO ATTEND WORKSHOPS ON ZOOM OR ON SITE

- 1. We have offered groups like resume workshops and job search workshops for a long time, but they have rarely been standing room only. Why haven't our groups been packed?**
- 2. We may be offering groups based on what we think people in reentry need as opposed to offering, naming and marketing them in terms of what people want. Groups that are driven by what people in reentry want will get better attendance!**

Some types of groups that have been of interest to people in reentry include:

Staying Free! What Do I Need to Do to Stay Out of Prison?

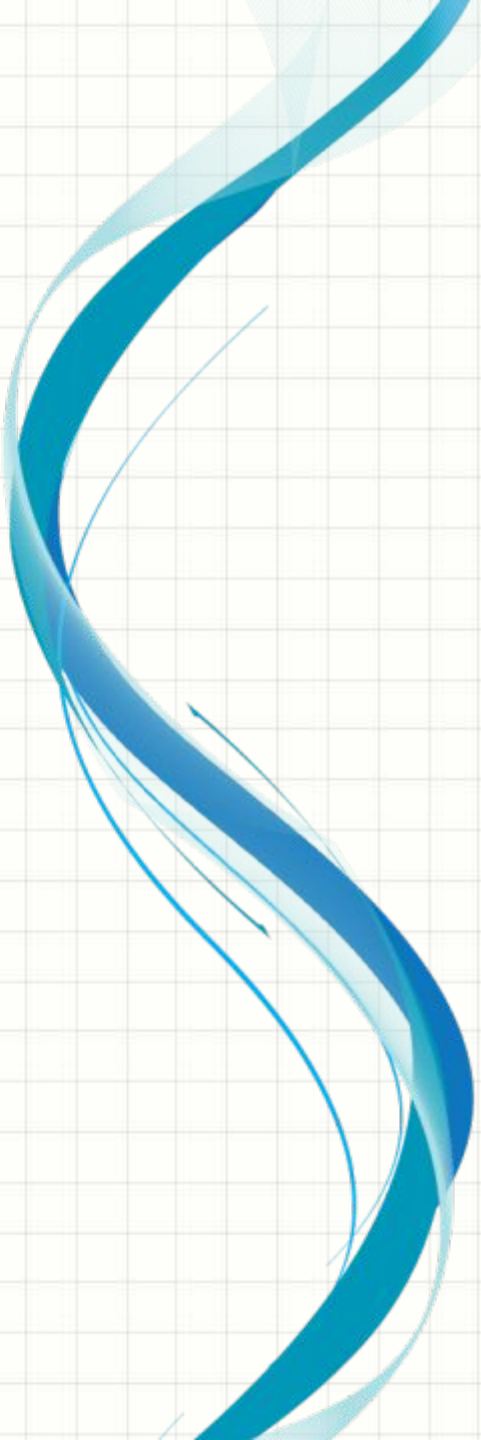
Why Don't Employers Hire People with Records Like Me and What Can I Do to Change Their Mind and Get the Job?

What Do I Say When Employers Ask, Why is There a Gap in Your Work History? How Do I Explain My Past to Employers?

I Feel Like I Will Never Get a Job!

Am I Burning Out on Job Search?

What Do I Need to Do to Stay Motivated to Job Hunt?



GETTING MORE PEOPLE TO ATTEND WORKSHOPS ON ZOOM OR ON SITE

- 3. Many programs run groups without having people in reentry evaluate them. Have people in reentry evaluate groups after every session and you can make perpetual group improvement your consistent way of working. Not only will your groups get better, but people in reentry will recruit other people to your groups!**
- 4. Make the groups highly interactive, exciting and instill a culture of peer-to-peer help. Turn participants into teachers. On Zoom use chat rooms for building peer-to-peer connections.**
- 5. To improve recruitment do not just announce groups once! Use emails, texts, phone calls, social media and any other method that will reach people multiple times. Include a link to the group calendar and put titles of upcoming groups in your email signature.**
- 6. Change groups that do not draw well. Change the time, frequency, title, content, format, leadership etc. Drop groups that don't work!**

**THINK ABOUT WHAT YOU CAN DO TO INCREASE YOUR
CAPACITY AND IMPROVE QUALITY AND YOU CAN BECOME
A HIGH CAPACITY HIGH QUALITY ORGANIZATION
WHERE STAFF ARE GETTING BETTER OUTCOMES
BY WORKING SMARTER NOT HARDER AND
MORE PEOPLE IN REENTRY ARE BEING SERVED IN LESS TIME!**

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- * How to be an Outstanding Group Facilitator
- * The Case Management Skill Builder
- * Customer Service with Challenging Customers!
- * How to Get to Win Win
- * You Can be a Change Agent! Increase Employment Motivation in People in Reentry!
- * From the Streets to the Workplace! Help People in Reentry Who are Homeless Get Jobs!
- * Job Hunt Out of the Box! Non-Traditional Job Search Strategies that Get People in Reentry Hired!

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TIME FOR QUESTIONS,
BEST PRACTICE IDEAS AND COMMENTS

Thanks for the very important work that you do! 22