



ADMINISTRATION FOR  
**CHILDREN & FAMILIES**  
Office on Trafficking in Persons



**NATIONAL HUMAN TRAFFICKING  
TRAINING AND TECHNICAL  
ASSISTANCE CENTER**

# **Programs for Increasing Access to Employment Environmental Scan: Outline of Findings September 2021**

## ACKNOWLEDGMENTS

This publication was funded by the U.S. Department of Health and Human Services, Administration for Children and Families, Office on Trafficking in Persons (OTIP), contract number HHSP233201500071I/HHSP23337011T, and produced by the National Human Trafficking Training and Technical Assistance Center (NHTTAC), which is managed by ICF. The views expressed in this report are those of the authors and do not necessarily represent the opinions and positions of the Office on Trafficking in Persons, Administration for Children and Families, or the U.S. Department of Health and Human Services.

Special acknowledgments are due to the authors of this environmental scan:

### **Alana M. Henninger**

Senior Manager, Research and Evaluation  
ICF

### **Christine Doelger**

Analyst, Research and Evaluation  
ICF



TABLE OF CONTENTS	
Overview .....	3
Brief Summary of Findings .....	3
Method .....	5
Summary of Findings .....	6
1. What are the different types of employment programs, models, and initiatives for individuals experiencing employment instability? What are the components of employment programs, models, and initiatives? How are employment programs, models, and initiatives evaluated? What are the program outcomes? .....	6
2. What promising or innovative practices are being used to serve individuals who have experienced trafficking? .....	22
3. What challenges and barriers did these programs, models, and initiatives experience? How did they address those challenges and barriers? .....	33
References .....	40

Overview



This environmental scan explores employment programs for individuals experiencing lack of employment in order to explore their applicability for those who have experienced human trafficking and their families. The scan reviews programs, practices, barriers to employment, and outcomes for those who have participated in employment programs. Individuals who have experienced trafficking often experience a lack of long-term employment and a livable wage, wage theft, and illegal deductions from their paycheck (Owens et al., 2014). Providing individuals who have experienced trafficking better access to employment is critical because lack of stable employment and a livable wage put individuals at risk of being trafficked (Polaris, 2015). The National Action Plan to Combat Human Trafficking operationalized the implementation of Executive Order 13903, Combating Human Trafficking and Online Exploitation, through Priority Action 2.6.5 to connect survivors of trafficking to sustainable housing and meaningful employment, including self-employment and social enterprise opportunities (U.S. White House Office, 2020). Regional offices of the U.S. Departments of Health and Human Services, Housing and Urban Development, and Labor, in consultation with the Office for Victims of Crime at the Department of Justice, are exploring the development of a pilot collaboration in partnership with federally funded service providers to overcome current challenges in connecting survivors of all forms of human trafficking to sustainable housing and meaningful employment. This scan will be used to develop materials to share findings from the scan with the field (e.g., fact sheet, brief) and inform any pilot sites that develop from this multiagency collaboration.

Brief Summary of Findings

On behalf of the Department of Health and Human Services, NHTTAC identified four promising strategies for improving employment outcomes for youth and adults. This scan explores those strategies; introduces the Workforce Innovation and Opportunity Act; defines five national, federally funded employment programs that use these promising practices and presents evaluation findings where applicable; and defines trafficking-specific grant programs and funding. NHTTAC identified six evaluation studies for four national, federally funded employment programs. These findings are explored briefly below and in more detail in Sections 1 and 2 below. Evaluation findings include:

Adult Services		<ul style="list-style-type: none"><li>▪ Providing individualized staff support to participants can increase enrollment in training programs.</li><li>▪ Most successful subsidized employment programs (1) operated their own worksites, (2) do not require employers to commit to hiring the employee after the subsidy ends.</li></ul>		<ul style="list-style-type: none"><li>▪ Individualized career services can increase employment, wages, and hours worked, with an \$8,500 benefit to society per client 30 months after service enrollment.</li><li>▪ Subsidized employment programs improve employment and earnings during the subsidized period and about half sustain this success for at least a year after the subsidy ends. Hardest to employ individuals have the most successful outcomes.</li></ul>
	Program Elements		Employment and Earnings	

## Programs for Increasing Access to Employment Environmental Scan: Outline of Findings

Youth Services	 Educational Outcomes	<ul style="list-style-type: none"><li>▪ Increased high school equivalency/GED completion, vocational training enrollment, and certification and licensure.</li><li>▪ No increase in college enrollment and degree attainment.</li></ul>	 Employment and Earnings	<ul style="list-style-type: none"><li>▪ YouthBuild and Job Corps increased employment and earnings for most youth 2 years after leaving the program. Job Corps increased employment and earnings for 20- to 24-year-old participants 20 years after program enrollment (but not 16- to 19-year-old participants). The differences may be associated with longer program participation, higher motivation, and more work experience, wages, and education for older youth.</li></ul>
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This scan explores 16 examples of employment programs and networks that use promising practices to assist individuals who have experienced trafficking. Most of these employment programs and networks:



Include skill-building activities (e.g., vocational training, internships and apprenticeships, life skills classes)



Use cross-sector collaboration and employer partnerships



Are offered with other services (e.g., case management, housing, health care)



Do not have publicly available evaluations

NHTTAC identified evaluations for 2 of these programs (one that did not report client outcomes) but was unable to find evaluations for the remaining 14. This is problematic because there is no way of knowing whether these programs led to improved employment-related outcomes for individuals who have experienced trafficking. Section 2 summarizes the identified evaluations, as well as non-evaluation outcome data, where available.

NHTTAC presents potential solutions for addressing the following key challenges associated with improving access to employment for individuals who are considered “hard to employ,”<sup>1</sup> such as individuals who have experienced trafficking:

- Limited work and educational experience or having a criminal record
- Lack of awareness of employment programs that prevents access
- Difficulty matching skillsets with employers (i.e., challenges aligning a survivor’s skillset with existing job opportunities)
- Mixed outcomes for clients who participate in subsidized employment programs

<sup>1</sup> Characteristics of hard-to-employ individuals include limited work history, vocational skills, and education; low literacy skills; personal or familial physical, mental health, or substance use problems; lack of transportation and childcare; previous welfare dependence; and previous criminal record. Individuals with these experiences often struggle to find and sustain successful employment (Alfred & Martin, 2007; Banerjee & Damman, 2013; Meckstroth et al., 2008).

## Programs for Increasing Access to Employment Environmental Scan: Outline of Findings

- Experiencing trauma in an educational, job training, or workplace setting that is related to past exploitation. This trauma response may manifest in behaviors that make an employee or program participant seem unreliable, incompetent, difficult to work with, or not invested in the program or job.
- Difficulty engaging youth participants who may face additional barriers (e.g., lack of adult supervision, lack of transportation, inability to access stable housing)
- Additional challenges for rural populations (e.g., longer travel, less funding, fewer public transportation options)
- Scarcity of publicly available evaluations of employment programs designed to assist survivors of trafficking

## Method

The National Human Trafficking Training and Technical Assistance Center (NHTTAC) examined the most prominent national federally funded employment programs used to assist all job seekers and innovative programs that assist individuals who have experienced trafficking via an environmental scan. The following questions guided this review:

- (1) What are the different types of employment programs, models, and initiatives for individuals experiencing employment instability? What are the components of employment programs, models, and initiatives? How are employment programs, models, and initiatives evaluated? What are the program outcomes?
- (2) What promising or innovative practices are being used to serve individuals who have experienced trafficking?
- (3) What challenges and barriers did these programs, models, and initiatives experience? How did they address those challenges and barriers?

NHTTAC conducted an environmental scan of employment programs using a five-step process:

### NHTTAC's Five-Step Approach to the Environmental Scan

1. Refined objectives for the environmental scan (employment programs, evaluations, challenges, and solutions) with the Office on Trafficking in Persons (OTIP)
2. Developed inclusion criteria for the most relevant sources to inform the scan: Documents published 2010 or later in academic journals and on websites (e.g., reports)
3. Finalized the most relevant data sources and search terms likely to address each of the scan objectives.
  - Data sources: Online search engines, websites of appropriate governmental and national organizations (e.g., .edu, .gov, .org), and research databases (e.g., EBSCO)
  - Search terms: employment programs, workforce development programs, best practices, innovative practices, evaluation, challenges, barriers, solutions, human trafficking, intimate partner violence, and domestic violence
4. Searched the data sources using the agreed-upon search terms and combinations, and then systematically reviewed and coded documents identified through the search.
5. Synthesized the relevant information by identifying key themes and patterns and compiling into user-friendly tables.

## Summary of Findings

### 1. WHAT ARE THE DIFFERENT TYPES OF EMPLOYMENT PROGRAMS, MODELS, AND INITIATIVES FOR INDIVIDUALS EXPERIENCING EMPLOYMENT INSTABILITY? WHAT ARE THE COMPONENTS OF EMPLOYMENT PROGRAMS, MODELS, AND INITIATIVES? HOW ARE EMPLOYMENT PROGRAMS, MODELS, AND INITIATIVES EVALUATED? WHAT ARE THE PROGRAM OUTCOMES?

The U.S. Departments of Labor, Commerce, Education, and Health and Human Services (2014) conducted an intensive review of the evidence on job training strategies and programs for adults and youth. Through this review, they identified the following promising job training strategies. These promising strategies guide the programs and practices explored throughout this scan.

**Table 1: Promising Job Training Strategies**

Practice	Description
<b>Work-Based Training</b>	<p>Adults and youth both experience improved employment outcomes when they participate in work-based training programs. Adults typically participate in programs such as:</p> <ul style="list-style-type: none"> <li>▪ <b>Publicly Subsidized On-the-Job Training:</b> These programs are usually offered through publicly funded workforce development agencies (e.g., American Job Centers). The programs receive funds from federal, state, and local funding streams, and programming is available to all job seekers. Many of these programs offer a subsidy that pays 50–60% of the trainee’s wages for a specific time period (often 6 or 9 months). Employers are not required to hire the individual at the end of the training period, but that is the commonly held expectation.</li> <li>▪ <b>Registered Apprenticeships:</b> These programs, which combine both a paid, work-based learning component and a related educational or instructional component relevant to an occupation, are validated by the U.S. Department of Labor’s Office of Apprenticeship or a recognized State Apprenticeship Agency. Apprentices, who successfully complete the requirements of a Registered Apprenticeship program, will receive a portable, nationally-recognized credential attesting to the individual’s attainment of competency and skill in an occupation.</li> <li>▪ <b>Subsidized Public Employment With Training:</b> In these programs, job seekers who experience multiple barriers to employment temporarily receive subsidized wages from the government to help them improve long-term employment outcomes.</li> </ul> <p>Youth typically participate in programs that combine education with employment services, such as:</p> <ul style="list-style-type: none"> <li>▪ <b>Career Academies:</b> These programs use a “school within school” approach wherein students combine high school study with career preparation and work-based training.</li> <li>▪ <b>Job Corps:</b> This intensive residential program provides a combination of education, employment, and supportive services.</li> <li>▪ <b>YouthBuild:</b> In this program, youth build homes in their community while obtaining their high school diploma or GED.</li> </ul>

## Programs for Increasing Access to Employment Environmental Scan: Outline of Findings

Practice	Description
<b>Employer-Industry Engagement</b>	Employers can improve employment and earning outcomes if they partner with workforce development programs. This can include providing insight on training and labor market needs, providing employment opportunities (e.g., internships, apprenticeships, on-the-job training), and contributing to training curriculum.
<b>Labor Market Information and Guidance</b>	Adult job seekers can make more informed training employment decisions when they have (1) access to real-time information about skill requirements for specific occupations, average wages, and demand for specific occupations; and (2) guidance on how to use that information. Informed decision making can lead to better employment and earning outcomes over time.
<b>Cross-System Coordination</b>	Both adults and youth (especially adults who are low-skilled, low-income, or hard to employ and youth who are disconnected <sup>2</sup> ) experience better employment and earning outcomes when they receive a mix of coordinated employment, job training, and supportive services across workforce development agencies, public and nonprofit community-based service agencies, and educational institutions (e.g., high schools, community colleges, universities). Employment and job training services may teach soft skills (e.g., job search assistance, resume preparation, understanding job requirements, life skills) and hard skills (e.g., training in a specific sector). Support services may include childcare, transportation, financial aid for students, and earned income tax credits.

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<sup>2</sup> Youth between the ages of 14 and 24 who are low income and not enrolled in school, at risk of dropping out of school, unemployed, homeless, in foster care, or involved with the criminal justice system are considered “disconnected” (U.S. Departments of Labor, Commerce, Education, & Health and Human Services, 2014).



## Programs for Increasing Access to Employment Environmental Scan: Outline of Findings

Table 2 summarizes the Workforce Innovation and Opportunity Act (WIOA)<sup>3</sup> employment programs, which incorporate many of the promising strategies listed in Table 1. The goals of WIOA are to provide job seekers better access to employment, training, education, and support services through the coordination of core federal programs, including programs for specific at-risk populations. States are required to submit a 4-year strategic plan for “preparing an educated and skilled workforce and meeting the workforce needs of employers” every 4 years, as well as engage in statewide coordination of workforce services. The [Futures Without Violence Opportunities for Survivors of Human Trafficking Through the Workforce Innovation and Opportunity Act \(WIOA\): A Primer](#) provides guidance on how WIOA can support survivors of trafficking.

**Table 2: WIOA Employment Programs**

U.S. Department of Labor (Employment and Training Administration)	
Title I: Adult, Dislocated Workers, and Youth Programs	
Description	Eligibility Relevant to Survivors of Trafficking
<ul style="list-style-type: none"><li>▪ <i>Adult Services Programs</i>: Provide job seekers age 18 or older with individualized career and training services; prioritize individuals who have limited education and training, are low-income, and receive public assistance</li><li>▪ <i>Dislocated Workers Programs</i>: Provide assistance with job training, employment search, and other help for those who were laid off or are soon to be laid off from their current job, formerly self-employed individuals unable to find work, military spouses, and those previously supported by a family member (including survivors of domestic violence).</li><li>▪ <i>Youth Services Programs</i>: Provide individuals ages 14–24 who are experiencing barriers to employment with education, training, and employment. There are statutory requirements for WIOA Youth programs to allocate at least 75% of their non-administrative funding to services for youth who are ages 16–24 and out-of-school.</li></ul>	<p>U.S. citizens are eligible. Survivors who are foreign nationals can receive services if they are:</p> <ul style="list-style-type: none"><li>▪ Age 18 or older with a Letter of Certification from the U.S. Department of Health and Human Services (HHS)</li><li>Age 17 or younger with a Letter of Eligibility for Minor Victims from HHS (Futures Without Violence, 2019a)</li></ul>

<sup>3</sup> WIOA was signed into law in 2014 to supersede the Workforce Investment Act of 1998 and amend the Adult Education and Family Literacy Act of 1998, the Wagner-Peyser Act of 1933, and the Rehabilitation Act of 1973.

## Programs for Increasing Access to Employment Environmental Scan: Outline of Findings

U.S. Department of Labor (Employment and Training Administration)	
Title III: Wagner-Peyser Employment Service Program	
Description	Eligibility Relevant to Survivors of Trafficking
<ul style="list-style-type: none"><li>▪ National labor-exchange program for job seekers and employers</li><li>▪ Provides free employment search, job referral, job placement, and recruitment services for employers</li></ul>	<ul style="list-style-type: none"><li>▪ Available to anyone authorized to work in the United States</li></ul>
U.S. Department of Education (Office of Career, Technical, and Adult Education)	
Title II: Adult Education and Literacy Program	
Description	Eligibility Relevant to Survivors of Trafficking
Assists adults in learning skills for successful employment, including reading, writing, math, English language proficiency, and problem solving	Available to anyone who is: <ul style="list-style-type: none"><li>▪ Age 16 or older</li><li>▪ Not enrolled in secondary school</li><li>▪ In need of basic educational skills for success in the workplace</li></ul> No immigration status eligibility requirement (Futures Without Violence, 2019a)
U.S. Department of Education (Office of Special Education and Rehabilitative Services)	
Title IV: Vocational Rehabilitation Program	
Description	Eligibility Relevant to Survivors of Trafficking
Provides individuals with physical or mental disabilities with services to gain employment and promote self-sufficiency through counseling, medical and psychological services, job training, and other services	<ul style="list-style-type: none"><li>▪ Must qualify as an “individual with a disability”</li><li>▪ Those who receive Supplemental Security Income or Social Security Disability Insurance are presumed eligible (Futures Without Violence, 2019a)</li></ul>

## Programs for Increasing Access to Employment Environmental Scan: Outline of Findings

Table 3 defines five national federally funded employment programs and describes findings from program evaluations, where available. This list is not exhaustive, but rather provides a description of the most prominent national federally funded employment programs used to assist all job seekers, including survivors of trafficking. NHTTAC selected these programs based on their breadth (all national and among the largest publicly funded programs for employment services for adults and youth) and selected these evaluations based on their rigor, recency, and ability to report long-term employment and labor market outcomes for clients. Each of the included evaluations is a randomized controlled trial, the most rigorous research methodology that reduces bias and examines the cause and effect between an intervention and outcomes. The table summarizes the methods and findings for each evaluation and key findings from previous impact reports for long-term follow-up studies. NHTTAC used the detailed findings from this table to contribute to the potential solutions offered in Section 3.

**Table 3: Nationally Federally Funded Programs to Increase Access to Employment**

<b>American Job Centers (AJC)</b>
<p>The U.S. Department of Labor Employment and Training Administration funds AJCs under WIOA. AJCs are a one-stop shop for workforce services and a key entry point to WIOA programs. Under WIOA, states are required to certify that AJCs are continuously improving, provide in-person and virtual access to services, and integrate job seeker and employer service delivery (Employment and Training Administration, n.d.-a).</p>
<b>Program Components</b>
<p><b>Location:</b> National network of workforce services</p> <ul style="list-style-type: none"><li>▪ Under WIOA, local workforce areas are required to establish at least one comprehensive brick-and-mortar AJC (Brown &amp; Holcomb, 2018).</li></ul> <p><b>Partners:</b></p> <ul style="list-style-type: none"><li>▪ <i>Core Programs:</i> WIOA Title I: Adult, Dislocated Workers, and Youth Programs; Title II: Adult Basic Education and Literacy Program; Title III: Wagner-Peyser Employment Service Program; Title IV: Vocational Rehabilitation Program</li><li>▪ <i>Required Partners:</i> Job Corps, YouthBuild, Indian and Native American Programs, National Farmworker Jobs Program, Senior Community Services Employment Program, Trade Adjustment Assistance, Unemployment Compensation, Jobs for Veterans State Grants, Reentry Employment Opportunities, Carl D. Perkins Career and Technical Education Program, HUD Employment and Training Program, Community Services Block Grant employment and training programs, and Temporary Assistance for Needy Families</li></ul> <p><b>Each local workforce area has flexibility in how they implement AJCs but requires a core set of programs to coordinate career services. Career services typically include (Brown &amp; Holcomb, 2018):</b></p> <ul style="list-style-type: none"><li>▪ <b>Basic:</b> Outreach, intake, and orientation; providing referrals and information on labor markets, support services, filing for unemployment compensation, and eligibility for financial aid for education and training programs not provided under WIOA; resource rooms that provide computer workstations with internet access, free assessments, tutorials, and software to write resumes</li><li>▪ <b>Individualized:</b> Skills and service needs assessments, individual employment plan development, career planning, group or individual counseling, short-term pre-vocational services, internships, workforce preparation activities, financial literacy services, out-of-area job search and relocation assistance, English language acquisition, training programs</li><li>▪ <b>Follow-Up:</b> Up to 12 months of counseling for individuals placed in unsubsidized employment through the Adult, Dislocated Workers, and Youth Program</li></ul> <p>AJCs help job seekers identify and access training opportunities, but do not themselves provide trainings (CareerOneStop, n.d.).</p>

### American Job Centers (AJC)

#### Evaluation

#### **Fortson et al. (2017): Providing Public Workforce Services to Job Seekers: 30-month Impact Findings on the WIA Adult and Dislocated Worker Programs**

This evaluation was launched in 2008 under the Workforce Investment Act of 1998 (WIA). Data collection was completed prior to the implementation of WIOA in 2014. It is important to note that services provided through AJCs were conceptualized differently under WIA; thus, the services evaluated through this study do not quite match the description of services currently offered through AJCs under WIOA. Under WIA, individuals would receive core services, then intensive services, and then training if they were still unemployed. WIOA integrated WIA's core and intensive services into "Career Services" and eliminated the "sequence of services" requirement (Eyster & Smith Nightingale, 2017). Fortson et al. (2017) notes that evaluation findings and lessons learned under WIA are still relevant to services under WIOA. WIA and WIOA services are very similar, but WIOA services are more flexible.

#### **During this study, WIA offered three types of services:**

- **Core (now part of "Career Services," most closely aligned with "Basic Career Services"):** Welcome and guidance to the center, needs assessment, orientation to core services, resource rooms, workshops, online assessments, staff assistance
- **Intensive (now part of "Career Services," most closely aligned with "Individualized Career Services"):** Skills assessment and aptitude tests, career and training planning, job search assistance, case management and referrals, workshops, work experience and internships, prevocational training
- **Training<sup>4</sup>:** Occupational skills, on-the-job training, customized training, adult basic education and literacy, entrepreneurial training

#### **Methods**

Randomized controlled design. Evaluators randomly selected 28 local areas across the United States and then randomly assigned participants to three groups:<sup>5</sup>

1. Core: Individuals who only received core services
2. Core-and-intensive: Individuals who only received core and intensive services
3. Full-WIA: Individuals who received all WIA services for which they were eligible (core, intensive, and training)

The studies collected data through:

- Participant surveys at the start of the program, 15 months after the start of the program, and 30 months after the start of the program
- Administrative data from the National Directory of New Hires and Workforce Investment Act Standardized Record Data

The studies compared:

- Outcomes of the full-WIA group to the outcomes of the core-and-intensive group to understand the effect of availability of training services
- Outcomes of the core-and-intensive group to the core group to understand the effect of availability of intensive services
- Outcomes of the full-WIA group to the core group to understand the effect of availability of both training and and intensive services

<sup>4</sup> Trainings were funded through individual training accounts, which provided vouchers for approved training programs. On-the-job, entrepreneurial, adult basic education, and customized trainings were provided through employers.

<sup>5</sup> Eligibility for each group meant that they *could* enroll in the service type but does not mean all members participated in all services offered to the group.

### American Job Centers (AJC)

#### Evaluation

##### 30-Month Findings:

- *AJC satisfaction:* More than 70% of all participants were very or somewhat satisfied with their experience at an AJC, with full-WIA participants more likely to report being very satisfied.
- *Earnings and employment:*
  - WIA-funded intensive services were successful in increasing earnings and employment for the core-and-intensive group.
    - These clients were more likely to be employed, were employed at higher wages, and worked more hours than those in the core group throughout the follow-up period; however, these differences were not statistically significant.
    - These clients were more likely to earn a credential than those in the core group, suggesting that staff support through intensive services may assist people in enrolling in and completing non-WIA training.
    - Overall, the cost-benefit analysis supports providing intensive services, with an \$8,500 benefit to society per client at 30 months.
  - The impact of training in the 30 months after enrollment was inconclusive, because rates of training enrollment were similar for the full-WIA, core-and-intensive, and core groups.<sup>6</sup> However, there were no statistically significant differences between employment and earnings for the full-WIA group and the core-and-intensive group over the follow-up period.
    - The authors noted aligning training with local labor market needs as a potential adaptation to WIA-funded trainings that may benefit outcomes.<sup>7</sup>

Of note, this evaluation occurred during years of high unemployment and decreasing WIA funding, which may have impacted individuals' ability to partake in training and their employment outcomes during the follow-up period.

<sup>6</sup> Although WIA-funded trainings were not available for those outside of the full-WIA group, core and core-and-intensive participants were able to enroll in training programs without the use of WIA funding. Only about one-third of full-WIA participants received WIA-funded training by 15 months (Fortson et al., 2017).

<sup>7</sup> WIOA now focuses training opportunities to local employers' needs and preparing clients for jobs with promising career paths (Fortson et al., 2017).

### Subsidized Employment Programs

In subsidized employment programs, job seekers temporarily receive subsidized wages from the government to help them improve long-term employment outcomes. These programs focus on individuals who are harder to employ and experience higher rates of unemployment even when the labor market is good. They are typically funded by the federal government (e.g., U.S. Department of Labor, U.S. Department of Health and Human Services), although they can also be funded by individual states. They have been funded several times since the 1970s during periods of high unemployment but are not permanently funded programs (Cummings & Bloom, 2020).

#### Program Components

**Location:** Various

**Partners:** Various Employers

There are several different models, including (Cummings & Bloom, 2020):

- *Transitional Jobs Model:* Job seekers are placed in temporary jobs that are subsidized and not intended to eventually lead to unsubsidized jobs. The model assumes that participants need time “in a more forgiving work environment” before obtaining and succeeding in an unsubsidized job; will “be more attractive to” an employer after completing the program; and will perform better in unsubsidized jobs after completing the program.
- *Wage Subsidy Model:* Job seekers are placed in subsidized jobs that are intended to eventually lead to unsubsidized jobs. The model assumes that employers will hire a participant who began working with them in a subsidized position.
- *Hybrid Models:* These models offer both transitional and wage subsidy jobs.
  - *Tiered Hybrid Models:* These programs conduct readiness assessments with participants to use the best strategy. Participants with fewer skills and less work experience focus on improving skills and behaviors before being connected to jobs. Participants with more skills and experience are connected to jobs and programs to induce employers to hire subsidized employees.
  - *Staged Hybrid Models:* These models focus on improving participant skills and behaviors, connecting participants to jobs they may not find on their own, and inducing employers to hire program participants over other applicants. Participants usually begin with a traditional transitional job and then move into a wage subsidy position.

#### Evaluation

##### **Cummings & Bloom (2020): Can Subsidized Employment Programs Help Disadvantaged Job Seekers? A Synthesis of Findings from Evaluations of 13 Programs**

The U.S. Departments of Health and Human Services and Labor both launched demonstration projects to test and evaluate subsidized and transitional job programs. The study included 13 programs which incorporated a range of program models. Most of these programs focused on providing work experience through short-term jobs, improving participant skills and behaviors, connecting participants to jobs they may not find on their own, or inducing employers to hire program participants over other applicants.

### Subsidized Employment Programs

#### Evaluation

**Methods:** Randomized controlled design. Individuals were randomly assigned to a program group with a subsidized job program or a control group with no subsidized job program (although participants could seek out a job program if they wished).

- Analyzed administrative wage records, three rounds of participants surveys up to 30 months after random assignment, and other records as appropriate (e.g., child support, criminal justice, public assistance)
- Outcomes explored: employment, earnings, well-being, and other (e.g., child support payments, recidivism)
- Followed up with participants up to 5 years after random assignment

The evaluation included 13 subsidized employment models, 12 randomized controlled trials, and 14,390 participants in 10 metropolitan areas and 8 states.

#### Findings:

##### ▪ *Employment:*

- Participants in subsidized employment programs experienced improved employment, earnings, and other outcomes. However, none of the programs appeared to be better than the others.
- Employment placement rates varied by type of program and were generally not impacted by participant motivation.
- Programs that were most successful at placing participants in subsidized jobs operated their own worksites and did not rely on commitment from external employers. Programs with external work sites were better able to place participants if the worksite was not required to commit to hire the participant after completing the program or invest significant resources to host the participant. Using this strategy helped facilitate relationship-building between programs and worksites, but did not increase access to unsubsidized employment.

##### ▪ *Earnings:*

- Most programs led to improved employment and earnings while the participant had a subsidized job. About half of the programs showed improved earnings at least a year after the participant left a subsidized job, suggesting that some subsidized jobs led to unsubsidized work.
- Only four programs led to significant impacts on earnings after the second year of the evaluation.

##### ▪ *Well-Being:*

- Participants were engaged in the job throughout the entire time period, regardless of program type. Participants typically reported improved well-being.

##### ▪ *Other (e.g., child support payments, recidivism):*

- Participants in subsidized employment experienced reduced recidivism and increased child support payments.
- Individuals who were the hardest to employ (e.g., out of work for more than a year, criminal record, lack of education) had the best employment, earning, and recidivism outcomes. This indicates that subsidized employment programs should focus on the most disadvantaged job seekers to get the maximum positive impact.



### YouthBuild

YouthBuild serves unemployed youth ages 16–24 who have not completed high school. Its programs have various public and private funders, including the U.S. Department of Labor and the Corporation for National and Community Service (Miller et al., 2018). YouthBuild services focus on education, vocational training, counseling, leadership development, and community service activities.

#### Program Components

**Location:** US DOL, Washington, DC

**Partners:** Various local, national, and international companies; nonprofit organizations; and governmental agencies

YouthBuild serves more than 10,000 low-income youth at 250 organizations across the United States. Eligible individuals are youth who dropped out of high school and meet one of any of the following criteria: Are from low-income or migrant families, are current or former foster youth, have criminal justice involvement, have a disability, or are children of an incarcerated parent (Miller et al., 2018).

**Services:**

- Academics
- Vocational training
- Leadership development
- Community service

#### Evaluation

**Miller et al. (2018): Laying a Foundation: Four-Year Results from the National YouthBuild Evaluation**

**Methods:** Randomized controlled trial. The evaluation included 75 YouthBuild programs across the United States and 3,929 participants between August 2011 and January 2013. Participants who were eligible for YouthBuild were randomly assigned to the YouthBuild group (invited to enroll in YouthBuild) or the control group (not invited to enroll in YouthBuild but given information on its services in their community). The following data collection was used to explore participant outcomes:

- Analyzed administrative records that contained employment and earnings data from the National Directory of New Hires and educational enrollment data from the National Student Clearinghouse
- Administered surveys to a random subset of participants at 12, 30, and 48 months after the program start to explore outcomes associated with participation in the training
- Gathered programmatic data by sending surveys on program operations and staff experiences to all administrators of programs funded by the U.S. Department of Labor and the Corporation for National and Community Service and collected cost data from fiscal supervisors at each program
- Explored the following outcomes: education and training participation, educational attainment, work, family formation, youth development, civic engagement, criminal justice system involvement, and child support



### YouthBuild

#### Evaluation

##### **Findings:**

##### ▪ *Program Participation:*

- Participants rated the services they received favorably at the 48-month follow up. The most favorable services were construction/job training, counseling, and leadership training. The least favorable services were post-program services like job search assistance.
- Participants indicated that the following barriers prevented them from attending or completing YouthBuild: transportation, family or health issues, and disliking the program.

##### ▪ *4-Year Impacts:*

- Education: YouthBuild group participants were more likely to achieve a high school equivalency credential, enroll in a vocational school, and obtain a trade license or certificate compared to control group participants. There was low college enrollment for both YouthBuild and control group participants, which is consistent with other youth program studies. College enrollment increased the most during the first 24 months of the project. Few participants earned a degree at the 48-month follow up.
- Employment and Earnings: Survey results highlight that the program led to a 4.5 percentage point increase in employment at the 48-month survey. However, analysis of administrative records showed the program did not impact employment or earnings after 4 years. This discrepancy is likely due to informal or gig work being captured in the survey but not formal earning data.
- Youth Development: There were significant increases in civic engagement for the YouthBuild group compared to the control group, with YouthBuild group participants being more likely to volunteer or to have voted, since the program start. Other youth development was not impacted by the program (e.g., self-esteem, self-confidence, depression, happiness, orientation toward the future).
- Criminal Justice System Involvement: There was no effect on justice system involvement.

- *Program Components:* Programs that had a greater capacity to support employment services (e.g., managing their own construction worksite or stronger career development services) had larger impacts on employment outcomes.

### Job Corps

Job Corps is a residential training program that serves youth ages 16–24 who are unemployed and undereducated by providing comprehensive education and training services that focus on becoming “employable, responsible, and productive citizens” (Kirsch et al., 2014, p. 1). The program offers room and board, technical skills, and other transitional assistance (e.g., employment search, housing, transportation, childcare). The program is free to participants and fully funded by the U.S. Department of Labor (Employment and Training Administration, n.d.-b).

### Job Corps

#### Program Components

**Location:** 123 local Job Corps centers across 48 states, Washington, D.C., and Puerto Rico

Job Corps is a residential training program that teaches academic classes and offers career training aimed at particular career pathways for youth and young adults.

**Program supports:**

- **Benefits:** Room and board, a living allowance, basic medical care, childcare allotment, clothing for career training, books and supplies, recreational activities
- **Education:** High school diploma, driver's education, English language learning, math and reading tutoring, personal career development plan, fundamental employment skills
- **Career training industry sectors:**
  - Advanced manufacturing
  - Automotive and machine repair
  - Construction
  - Finance and business
  - Health care
  - Homeland security
  - Hospitality
  - Information technology
  - Renewable resources and energy
  - Transportation

#### Evaluation

**Schochet (2020): Long-Run Labor Market Effects of the Job Corps Program: Evidence from a Nationally Representative Experiment**

**Builds upon Schochet et al. (2008): Does Job Corps Work? Impact Findings from the National Job Corps Study**

**2008 Methods:** Randomized controlled trial. The evaluation included 5,977 youth in the control group (eligible applicants who were not invited to enroll in Job Corps) and 9,409 in the program group (eligible applicants who were invited to enroll in Job Corps) between 1993 and 1996. These youth were randomly selected out of 81,000. The remaining youth were placed into a non-research program group and not studied for budgetary reasons. The study compared outcomes of the program and control groups using survey data covering the 4 years after random assignment and tax data 9 years after random assignment.

**2020 Methods:** 20-year follow-up study analyzing tax data from 2011–2015, specifically: Annual employment, annual earnings and income, receipt of Social Security Disability Insurance benefits, whether there is a spouse with earnings on the W-2, and filing tax status/liabilities

### Job Corps

#### Evaluation

##### 2008 Findings:

- Participating in Job Corps led to completing an extra year of school, 20-percentage point increases in obtaining a GED or vocational certificate, and a 15% reduction in arrests and conviction rates.
- Participants earned 14% more 2 years after leaving the program (4 years after random assignment).

##### 2020 Findings:

- *Full sample (2013–2015):*
  - No evidence of impact on long-term employment
  - No evidence of impact on long-term earnings
  - No evidence of impact on tax filing status and liabilities
- *By age (at the time of program entry):*
  - 16–17 and 18–19: No evidence of improved employment outcomes, improved earnings, or increased tax-filing rates
  - 20–24: Improved long-term labor market outcomes (a higher percentage of program participants were employed than control group participants each year from 1998 to 2015) and significantly increased tax-filing rates
    - From 1998 to 2015, Job Corps participants earned approximately \$13,000 more in total than control group participants.
- *The authors suggest several reasons the program was more successful for the older group:*
  - Older participants remained in the program an average of 2 months longer than younger participants and received more training and services in that time.
  - Program staff indicated that participants in this group had higher motivation and were better behaved.
  - Older participants chose to enter the program, while many younger participants' families placed them into the program.
  - Older participants entered the program with more work experience, higher wages, and more than half with high school equivalency.
  - Younger participants entered the program facing greater disadvantages than older participants (e.g., greater drug use, more arrests, higher percentage of families receiving public assistance).

### Supplemental Nutrition Assistance Program (SNAP) Employment and Training (E&T)

The U.S. Department of Agriculture funds the state-administered SNAP E&T to assist participants with employment readiness and attainment. The program uses evidence-based strategies to address barriers to employment for SNAP recipients by providing non-employment services like transportation and childcare in addition to locally relevant employment services to prepare participants to fill local job openings.

#### Program Components

**Location:** National, offered through states

**Eligibility:** Individuals who receive SNAP and not Temporary Assistance for Needy Families cash assistance and are eligible to work

**Program Elements:**

*Participant assessment:* Undergo an eligibility assessment and an assessment of employment and training needs/interests

*Employment and training activities:*

- Job search and job search training
- Workfare or community service
- Work experience (including on-the-job training and apprenticeships)
- Self-employment program
- Educational programs
- Vocational education
- Job retention for 90 days post-employment

*Support services offered:*

Transportation; dependent care costs; and safety equipment, supplies, and books for E&T programs

#### Evaluation

NHTTAC was unable to find any evaluations of outcomes for clients who received services through SNAP E&T.

### Administration for Children and Families (ACF) Children's Bureau (CB): John H. Chafee Foster Care Program for Successful Transition to Adulthood – Education and Training Voucher Program

The Chafee program is enabled under the Social Security Act, Title IV-E, Section 477, and administered by the ACF CB. States, tribes, and territories may use this funding to improve self-sufficiency among current and former foster care youth ages 14 through 21 (or age 23 in extended foster care states). The Education and Training Voucher (ETV) Program offers financial assistance current and former foster youth to fund their higher education.

#### Program Components

**Location:** National, offered through states

**Eligibility:** Chafee program eligibility includes current or former foster care youth (typically ages 14–21, extended to 23 when applicable). Those eligible for the Chafee program can receive ETVs up until age 26.

**Program Elements:** Offer ETVs up to \$5,000 per year of higher educational costs for up to 5 years

### Administration for Children and Families (ACF) Children's Bureau (CB): John H. Chafee Foster Care Program for Successful Transition to Adulthood – Education and Training Voucher Program

#### Evaluation

NHTTAC was unable to find any evaluations of outcomes for clients who received services through the Chafee Program.

### ACF Family and Youth Services Bureau: Transitional Living Program

Community-based public and private organizations can apply for grants to offer housing and coordinated services to youth ages 16 to 21 who are unable to live safely with family. Grantees also offer direct services or referrals for services to help improve youth self-sufficiency using a [positive youth development \(PYD\) framework](#) and trauma-informed care approach.

#### Program Components

**Location:** National

**Eligibility:** Runaway and homeless youth ages 16–21

**Program Services:**

- Connection to school district liaisons for information about local educational services
- Educational services including GED preparation and vocational training
- Employment skill-building including job attainment
- Programs associated with successful independent living (e.g., money management, parenting, life skills)
- Developing a supervised plan for transitioning to independent living

#### Evaluation

NHTTAC was unable to find any evaluations of outcomes for clients who received services through the Transitional Living Program.

## Programs for Increasing Access to Employment Environmental Scan: Outline of Findings

Table 4 defines select funding for organizations that serve those who have experienced human trafficking, which can be used to support employment services and interventions. This list is not exhaustive, but rather provides a description of the most relevant grants and funding.

**Table 4: Trafficking-Specific Grant Programs and Funding**

Funding Office	Description
Office on Trafficking in Persons (OTIP) Grant Assistance Programs	<p><b>Domestic Victims of Human Trafficking Program:</b> In FY 2021, this program funds 12 organizations to provide trauma-informed, victim-centered, and strength-based comprehensive case management. It also funds direct services and referrals, including short- and long-term housing, substance use and mental health treatment, <b>education and job training</b>, and advocacy for domestic individuals who have experienced trafficking (OTIP, 2019).</p> <p><b>Trafficking Victim Assistance Program:</b> In FY 2021, this program funds one organization with a network of providers to offer nationwide trauma-informed, victim-centered, and strength-based comprehensive case management. It also funds direct services and referrals, including short- and long-term housing, substance use and mental health treatment, <b>education and job training</b>, and advocacy for foreign national adults and minors who have experienced trafficking (OTIP, 2019).</p>
ACF Office of Planning, Research, and Evaluation (OPRE)	<p><b>Enhanced Employment Services for Victims of Trafficking Demonstration Grant Program, 2012–2015:</b> From FY 2012 to FY 2015, OPRE funded two organizations to provide employment services to foreign individuals who have experienced trafficking and were awaiting services from the Office of Refugee Resettlement (ORR) Matching Grant Program, which focuses on job attainment and economic self-sufficiency. These demonstration grants were designed to identify if pre-employment services prior to ORR certification improved self-sufficiency outcomes (OPRE, n.d.). A secondary goal of the demonstration program was to evaluate comprehensive service provision to foreign clients; however, NHTTAC was unable to locate these evaluations.</p>
Office for Victims of Crime (OVC)	<p><b>Specialized Human Trafficking Training and Technical Assistance for Service Providers:</b> In FY 2017 and FY 2020, this program funded Futures Without Violence to launch the <b>Promoting Employment Opportunities for Survivors of Trafficking (PEOST) Training and Technical Assistance Project</b>, which provides training and technical assistance to victim service providers (with an emphasis on OVC human trafficking grantees) and workforce development programs to (1) develop and strengthen workforce development partnerships and (2) build capacity to enhance services that “promote greater access to quality employment opportunities for survivors of human trafficking.” Programs can request training and technical assistance at <a href="mailto:peost@futureswithoutviolence.org">peost@futureswithoutviolence.org</a>. The PEOST website provides briefs, webinars, career empowerment curricula, and other resources on confidentiality, cross-sector collaboration, education and job training resources, and trauma-informed services.</p> <p><b>Housing Assistance Grants for Victims of Human Trafficking:</b> In FY 2020, this program funded 73 organizations to provide 6–24 months of transitional housing or short-term housing assistance for trafficking victims, including assistance with rent, utilities, security deposits, and relocation costs. The grants also provided funding for support to help victims locate permanent housing, <b>secure employment</b>, and <b>obtain occupational training and counseling</b> (OVC, 2020a).</p>

## Programs for Increasing Access to Employment Environmental Scan: Outline of Findings

Funding Office	Description
Office for Victims of Crime (OVC)	<b>Services for Victims of Human Trafficking:</b> In FY 2020, this program funded 43 organizations to develop, expand, or strengthen programs for individuals who have experienced human trafficking. The objective of the services provided by these funded programs is to increase safety, independence, and self-sufficiency for these individuals. <b>Education and employment assistance</b> are among the types of service provided by these organizations (OVC, 2020b).

## 2. WHAT PROMISING OR INNOVATIVE PRACTICES ARE BEING USED TO SERVE INDIVIDUALS WHO HAVE EXPERIENCED TRAFFICKING?

Table 5 describes five innovative programs to help increase employment for individuals who have experienced trafficking through businesses and employment networks. These programs use two promising practices for increasing access to employment: cross-system coordination and employer-industry coordination (U.S. Departments of Labor, Commerce, Education, & Health and Human Services, 2014). Though the focus of this scan is employment in the United States, the included international programs serve as promising models for increasing access to employment for survivors. These networks demonstrate examples of programs that combine resources across employers and local service agencies to provide job training, career matching services, and paid employment opportunities to help individuals who have experienced trafficking gain meaningful employment. Innovations used by these networks include the identification of businesses that are committed to the mission of providing safe and supportive work environments for survivors and training employers on working with survivors to continue achieving this mission. NHTTAC identified one publicly available evaluation of an employment network supporting survivors of trafficking. The [Futures Without Violence Guiding Principles to Inform Economic Empowerment Programming for Survivors of Human Trafficking](#) guide also explores some of the programs listed below.

## Programs for Increasing Access to Employment Environmental Scan: Outline of Findings

**Table 5: Network Approaches to Increasing Employment Access for Survivors**

<b>Businesses Ending Slavery and Trafficking (BEST) – Safe Jobs Collaborative</b> Funded by a combination of grants, donations, and fee-based services.			
BEST is a nonprofit organization that provides awareness, consultation, and training to employers in various sectors to decrease the demand for trafficking in their industries. The Safe Jobs Collaborative is a pilot program designed to increase job training and employment opportunities for individuals who have experienced trafficking and individuals at risk of trafficking.			
Location	Partners	Program Components	Evaluation
King County, Washington	Social service agency partners: <ul style="list-style-type: none"> <li>Friends of Youth</li> <li>Organization for Prostitution Survivors</li> <li>YouthCare</li> <li>Real Escape from the Sex Trade</li> <li>Nexus Youth and Families</li> </ul> 11 employers, including: <ul style="list-style-type: none"> <li>UPS</li> <li>MOD Pizza</li> <li>Lyft</li> </ul>	<ul style="list-style-type: none"> <li>To become a Safe Jobs Collaborative employer, organizations must (1) complete a survey form about their policies, pay, benefits, and work culture; (2) attend BEST's Stress, Trauma, and Resilience Training; and (3) implement policies against sex buying and human trafficking.</li> <li>Program goals include:               <ul style="list-style-type: none"> <li>Developing a database of safe employers and job training programs for individuals who have experienced trafficking or are at risk of trafficking</li> <li>Providing employers with BEST's Stress, Trauma, and Resilience Training</li> <li>Collaborating with social service partners to increase opportunities for individuals who have experienced trafficking or are at risk of trafficking</li> </ul> </li> <li>The Safe Jobs Collaborative approach includes:               <ul style="list-style-type: none"> <li>Increasing the number of business that will hire individuals who have experienced trafficking or are at risk of trafficking</li> <li>Connecting these individuals with job training programs and potential employers</li> <li>Increasing collaboration between individuals who have experienced trafficking or are at risk of trafficking and local direct service organizations</li> <li>Providing ongoing support to employers and those who are hired through this program</li> </ul> </li> <li>BEST highlights several benefits that employers receive:               <ul style="list-style-type: none"> <li>Applications from pre-screened, qualified individuals</li> <li>BEST's training</li> <li>Support for staff for the application and onboarding process</li> <li>Public recognition from BEST</li> <li>Assistance with reaching diversity and inclusion goals</li> </ul> </li> </ul>	Unable to find a publicly available evaluation.



## Programs for Increasing Access to Employment Environmental Scan: Outline of Findings

### Co-Op Bright Future Programme

Funding information is unavailable.

The Bright Future Programme, launched in March 2017, is a collaborative network of businesses and charities that offers a pathway to permanent job placements to survivors of trafficking. Its goal is to create a “sustainable, national system of matching paid work placements to survivors of modern slavery who are ready to and have permission to work” (Balch et al., 2019).

Location	Partners	Program Components	Evaluation
United Kingdom	<ul style="list-style-type: none"> <li>28 charity partners that support victims and survivors</li> <li>20 business partners that provide work placements</li> </ul>	<ul style="list-style-type: none"> <li>The program costs £100,000 seed money per year to develop the matching system and network.</li> <li><i>National Matching System (NMS)</i>: This online database is housed and managed by one charity (City Hearts), which stores and tracks the matching process. It is managed by two full-time staff members and looks for 4-week work placements. After the 4-week placement ends, the candidate is offered a job interview. If they take the interview and do well, they are offered a job. The job begins with a 13-week probationary period; the initial 4 weeks counts toward that period. Participants must be legally able to work in the United Kingdom, be emotionally stable, and have “a reasonable level of English language” (Balch et al., 2019).</li> </ul>	<p>Between 2018 and 2019, interviewed candidates and charity/business partners, conducted pre- and post-placement surveys, and analyzed NMS data (Balch et al., 2019).</p> <ul style="list-style-type: none"> <li>Outcomes for Survivors of Trafficking: 95 job referrals, 26 paid work placements, 20 permanent positions</li> <li>Average time from referral to placement: 86 days, mostly due to lack of available placements near the survivors’ home and lack of work suitability.</li> </ul>

## Programs for Increasing Access to Employment Environmental Scan: Outline of Findings

### Global Business Coalition Against Human Trafficking (GBCAT)

Funding information is unavailable.

GBCAT is a cross-sector network of businesses that collaborate to improve corporate supply chains and prevent human trafficking; provide access to employment, training, and skill building for individuals who have experienced trafficking; and help businesses understand and form partnerships with anti-trafficking organizations.

Location	Partners	Program Components	Evaluation
Global	boost engagement, Carlson, the Coca-Cola Company, Google, Microsoft	<ul style="list-style-type: none"> <li>GBCAT's <a href="#">Interactive Map for Business of Anti-Human Trafficking Organisations</a> allows users to search for global and local initiatives and organizations focusing on preventing or addressing human trafficking. The "Empowerment and Employment" filter allows users to search for organizations that provide employment, job training, or skill building by global region. For example, there are 13 organizations in North America that provide employment and empowerment services. The map provides an overview of and link to the organizations.</li> <li>GBCAT's <a href="#">Empowerment and Employment of Survivors of Human Trafficking: A Business Guide</a> provides an overview of the effects of human trafficking on survivors, ways that business can empower and employ survivors; and recommendations for partnering with anti-trafficking organizations.</li> </ul>	Unable to find a publicly available evaluation of GBCAT.

### Rethreaded

Funded by donors and corporate sponsors.

Rethreaded, which launched in November 2012, directly offers employment to women who have experienced sex trafficking. It operates both locally in Jacksonville, Florida, and globally by operating a distribution company that sells products from other businesses with a similar mission to employ women who have experienced sex trafficking.

Location	Partners	Program Components	Evaluation
Jacksonville, Florida  Global distribution partners	City Rescue Mission of Jacksonville	<ul style="list-style-type: none"> <li>Rethreaded employs women who have experienced sex trafficking in different areas of the company (called career tracked), including production, inventory, sales, marketing, and finance and administration.</li> <li>The program plans to expand to up to 60 survivor staff at one time and expand from 5 career tracks to 16, including volunteer management, social work, and business development.</li> </ul>	Unable to find a publicly available evaluation. The Rethreaded website (n.d.) notes the program has employed a total of 40 survivors of human trafficking, 85% of whom did not return to the sex trade.

## Programs for Increasing Access to Employment Environmental Scan: Outline of Findings

### Sustainable Hospitality Alliance (SHA) – Youth Employment Program

Funded by donors and corporate sponsors.

SHA is a collaboration of hospitality companies (including 13 world-leading hotel companies) that use their strength in the hospitality industry to support and protect the communities they are in through local partnerships. The Youth Employment Program focuses on individuals ages 18–24 who have experienced trafficking or are at risk of trafficking. This pilot employment program will help adapt SHA's existing youth employment program to support youth who have experienced trafficking or are at risk of trafficking.

Location	Partners	Program Components	Evaluation
India and Vietnam	Global Fund to End Modern Slavery	<ul style="list-style-type: none"><li>▪ The program offers trainings to youth who have experienced trafficking or are at risk of trafficking.</li><li>▪ The program provides trainings and workshops to partner hotels that focus on awareness of trafficking and creating a safe and supportive environment for participants in the program.</li><li>▪ The program partners with local agencies to inform the recruitment of participants and the adaptation of the delivery of the program to the local context.</li><li>▪ The program helps youth participants gain life skills and hospitality training to begin a meaningful career.</li><li>▪ More than 6,000 youth and 200 hotels have participated in the existing employment program, with 57 survivors expected to graduate from the pilot program.</li></ul>	Unable to find a publicly available evaluation.

## Programs for Increasing Access to Employment Environmental Scan: Outline of Findings

Table 6 describes 11 programs designed to increase access to employment for individuals who have experienced trafficking or are at risk of trafficking. Although NHTTAC was only able to identify one evaluation of these programs, nine program websites and annual reports offer outcomes, including the number of individuals served and employment outcomes. While this scan focused on programs that serve survivors in the United States, NHTTAC included two programs that also serve individuals internationally because they have demonstrated success in employing participants and offer innovative and promising models for serving this population. This list of programs is not exhaustive, but rather provides an overview of programs that offer services known to increase access to employment (e.g., sector-specific and labor market-driven job training, job placement services, internships and apprenticeships, paid work, skill-building and vocational training, social enterprises, follow-up services).

**Table 6: Programs to Increase Access to Employment for Survivors of Trafficking**

<b>AnnieCannons</b> Funding information is unavailable.			
<b>Location</b>	<b>Population</b>	<b>Program Components</b>	<b>Evaluation</b>
San Francisco, California	Survivors of human trafficking and gender-based violence	<ul style="list-style-type: none"><li>▪ The program partners with shelters and case management providers, who refer potential program candidates.</li><li>▪ Candidates complete an application, interview, and screening to assess aptitude for software development. Candidates then complete an introductory digital literacy course to learn about basic computer and web concepts.</li><li>▪ Candidates are invited to participate in a 6-week, 96-hour in-person training if they demonstrate commitment to the program, subject matter proficiency, talent for logic and problem solving, and “life experiences they need to support success.”</li><li>▪ After completing the training, promising candidates are invited to the Coding and Development Track class, which moves them toward a career in software programming.</li></ul>	Unable to find a publicly available evaluation.

## Programs for Increasing Access to Employment Environmental Scan: Outline of Findings

<b>International Rescue Committee (IRC) in Phoenix – Economic Empowerment</b> Funded by the U.S. Department of Justice Office for Victims of Crime.			
Location	Population	Program Components	Evaluation
Phoenix, Arizona	Refugees, asylees, victims of human trafficking, survivors of torture, and other immigrants	<ul style="list-style-type: none"> <li>▪ The program offers economic empowerment: protecting, supporting, and improving household livelihoods and financial security.</li> <li>▪ Among other non-employment related services, the IRC in Phoenix offers:               <ul style="list-style-type: none"> <li>○ English language classes</li> <li>○ Job skills training</li> <li>○ Computer skills training</li> <li>○ Financial literacy skills training</li> </ul> </li> </ul>	Unable to find a publicly available evaluation.
<b>iSanctuary</b> Funded through sales and donations.			
Location	Population	Program Components	Evaluation
Mumbai, India; Kampala, Uganda; Tijuana, Mexico; Cebu, Philippines; Orange County, California, USA	Girls and women who have experienced human trafficking	Each non-residential community center offers slightly different services. For example: <ul style="list-style-type: none"> <li>▪ Professional training</li> <li>▪ Paid internships</li> <li>▪ Short-term crisis employment (6 months), including job readiness training, part-time flexible employment, case management, and soft skills and professional development</li> <li>▪ Opportunities for long-term employment</li> <li>▪ Jobs through their PURPOSE Jewelry Social Enterprise to learn about jewelry design, manufacturing, supply chain, and distribution efforts</li> </ul>	Unable to find a publicly available evaluation. According to the iSanctuary website, in 2020 in Orange County, CA: <ul style="list-style-type: none"> <li>▪ All participants achieved basic computer proficiency</li> <li>▪ All participants held a personal bank account</li> <li>▪ 720 hours of professional training were provided</li> </ul> According to its 2018/2019 annual report, 89 women worldwide were served through: 3,852 hours of jewelry training, 12,413 days of work, and 3,796 hours of professional skills education in 2019 (International Sanctuary, 2019).

## Programs for Increasing Access to Employment Environmental Scan: Outline of Findings

### **Kristi House – Project GOLD Bridges to Future**

Funded by the U.S. Department of Health and Human Services, Administration for Children and Families, Office on Trafficking In Persons.

Location	Population	Program Components	Evaluation
Miami-Dade County, Florida	Girls who have experienced sex trafficking	<ul style="list-style-type: none"> <li>▪ The Project GOLD team comprises university researchers and community professionals, including youth advocates, survivor mentors, a career coach, client drivers, program support specialists, and community volunteers.</li> <li>▪ The drop-in center provides wraparound services, including vocational training, job skills training, and career planning, specifically: <ul style="list-style-type: none"> <li>○ Educational and professional certifications</li> <li>○ Financial counseling</li> <li>○ Job readiness assistance</li> <li>○ Internships</li> <li>○ Apprenticeships</li> </ul> </li> </ul>	Kristi House partners with Florida International University and the University of Miami for research and evaluation, but NHTTAC was unable to find an evaluation report of Project GOLD Bridges to the Future. A one-page fact sheet on the impact of Project Gold states that 25 participants each secured jobs and internships (Kristi House, 2020).

### **Nomi Network – Workforce Development Program and Fashion Incubator Program**

Funded by donations.

Location	Population	Program Components	Evaluation
New York City and International	Women and girls who have experienced or are at risk of forced labor, forced marriage, and sex trafficking	<ul style="list-style-type: none"> <li>▪ Workforce Development Program (WDP) <ul style="list-style-type: none"> <li>○ Life skills training</li> <li>○ Job-sector specific training</li> <li>○ Job placement support</li> <li>○ Support for opening a business</li> <li>○ Follow-up support to encourage job retention</li> </ul> </li> <li>▪ Fashion Development Program <ul style="list-style-type: none"> <li>○ Gain fashion and projection skills through the Nomi International Fashion Training (NIFT) School</li> <li>○ Training for social enterprises and entrepreneurs to gain craft skills and provide work for survivors of trafficking and individuals at risk of trafficking</li> </ul> </li> </ul>	<p>Unable to find a publicly available evaluation. According to the Nomi Network website (2020):</p> <ul style="list-style-type: none"> <li>▪ 85 women completed 45.5 hours of NIFT Cambodia</li> <li>▪ 720 jobs were supported through NIFT Cambodia</li> <li>▪ 478 women completed WDP India</li> <li>▪ 611 jobs were supported through WDP India</li> </ul>

## Programs for Increasing Access to Employment Environmental Scan: Outline of Findings

<b>Real Escape from the Sex Trade (REST) – Economic and Leadership Empowerment Academy</b> Funded by the U.S. Department of Justice Office for Victims of Crime.			
Location	Population	Program Components	Evaluation
Seattle, Washington	Individuals who have experienced sex trafficking	<ul style="list-style-type: none"> <li>▪ The Academy, which began in May 2020, comprises four pillars: <ul style="list-style-type: none"> <li>○ 6-week job readiness training</li> <li>○ 6-week paid internship</li> <li>○ Employment placement services</li> <li>○ Leadership development classes</li> </ul> </li> <li>▪ Participants may participate in one or all pillars.</li> <li>▪ Participants can be referred internally or referred by community partners.</li> </ul>	According to the REST 2020 annual report, the Academy is not yet being evaluated, but 45 survivors of trafficking were served through the program.
<b>Refugee Services of Texas – Survivors of Trafficking Empowerment Program (STEP)</b> Funded by the U.S. Department of Justice Office for Victims of Crime.			
Location	Population	Program Components	Evaluation
Six cities across Texas: Amarillo, Austin, Dallas, Fort Worth, Houston, and Rio Grande Valley	Individuals who have experienced all types of human trafficking, adults and minors, foreign-born and domestic-born	<ul style="list-style-type: none"> <li>▪ Once basic needs are met, STEP uses a holistic approach to promote survivors' independence through an array of services, including: <ul style="list-style-type: none"> <li>○ Human trafficking screenings</li> <li>○ Crisis management and safety support</li> <li>○ Basic needs assistance</li> <li>○ Employment assistance <ul style="list-style-type: none"> <li>• Includes customized service plans based on skills, prior education, and experience, such as resume and application assistance, job development and network support, vocational training, job-readiness classes, interview coaching, and follow-up after job placement</li> </ul> </li> <li>○ Counseling services</li> <li>○ Emotional support</li> <li>○ Applications for public benefits</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ The University of Texas at Austin conducted an evaluation between 2014 and 2016, but the purpose of this evaluation was to explore program needs, challenges, and strengths and build staff capacity to collect and interpret program data. No client outcomes were presented in the evaluation report (Busch-Armendariz &amp; Heffron, 2016).</li> </ul>

## Programs for Increasing Access to Employment Environmental Scan: Outline of Findings

<b>Restore NYC – Economic Empowerment Program</b> Funded by the U.S. Department of Justice Office for Victims of Crime.			
Location	Population	Program Components	Evaluation
New York City	Female survivors of sex and labor trafficking	<ul style="list-style-type: none"> <li>▪ This program, which began in 2016, includes:               <ul style="list-style-type: none"> <li>○ Job readiness classes, job placement, entrepreneurship training, English as a Second Language classes, and comprehensive case management</li> <li>○ Coaching (interactive group classes and one-on-one sessions)</li> </ul> </li> <li>▪ The Entrepreneurship Lab, which began in July 2019 in partnership with NYU Bronfman, is a 2-week course followed by a 1-year mentorship program.               <ul style="list-style-type: none"> <li>○ Survivors are paired with a businessperson.</li> <li>○ Following the pilot, Restore NYC plans to replicate the program at the NYU Los Angeles and Washington, DC, campuses, with hopes of global expansion to all NYU campuses (Restore NYC, 2019a).</li> </ul> </li> </ul>	<p>The Restore NYC website states that it evaluates its programs, but NHTTAC was unable to find a publicly available evaluation.</p> <p>According to Restore NYC annual reports:</p> <ul style="list-style-type: none"> <li>▪ 125 survivors received job placements in 2020 (Restore NYC, 2020)</li> <li>▪ 10 microgrants were awarded to survivor entrepreneurs (Restore NYC, 2020)</li> <li>▪ 115 survivors graduated from the program between 2016 and 2019 (Restore NYC, 2019b)</li> <li>▪ Graduates who sustained their employment for a year earned an average of \$27,000 (Restore NYC, 2019b)</li> </ul>
<b>Thistle Farms</b> Funded by donations and social enterprises.			
Location	Population	Program Components	Evaluation
Nashville, Tennessee	Women who have experienced prostitution, trafficking, and addiction	<ul style="list-style-type: none"> <li>▪ Participants receive free housing, case management, health care, counseling, education, and employment for 2 years.</li> <li>▪ Participants are employed at three social enterprises: Body &amp; Home, The Café, and Global Shared Trade.</li> </ul>	Unable to find a publicly available evaluation.



## Programs for Increasing Access to Employment Environmental Scan: Outline of Findings

### Wellspring Living – Women’s Academy

Funded in part by the Fulton County Board of Commissioners under the guidance of the Department of Community Development Program.

Location	Population	Program Components	Evaluation
Atlanta, Georgia	Women, age 18 and older, who have experienced difficulty obtaining gainful employment due to experiences including poverty, sexual abuse, and trafficking	<p>The program offers three tracks: (1) GED completion, (2) career readiness, and (3) apprenticeship. Throughout the program, in each track, participants are provided with wraparound services, including individual case management, mental health services, education, life skills classes, spiritual exploration, and healthy and physical fitness sessions. Transportation and lunch are provided, and childcare is offered on a first-come first-served basis.</p> <ul style="list-style-type: none"> <li>▪ GED Completion Track (10 Weeks) <ul style="list-style-type: none"> <li>○ Complete GED education</li> <li>○ Can enroll in the career track upon completion</li> </ul> </li> <li>▪ Career Track (10 Weeks) <ul style="list-style-type: none"> <li>○ Career readiness skills and Microsoft certification</li> </ul> </li> <li>▪ Apprenticeship Track (12+ Weeks) <ul style="list-style-type: none"> <li>○ Paid apprenticeship at a living wage</li> <li>○ Partners include Accenture, Delta, Greenberg Traurig, Hospitality Ventures Management Group, Miller Zell, UPS, City of Atlanta Department of Watershed Management, Enterprise, Resurgens, Fulton County, InterContinental Hotels Group, and fab’rik</li> </ul> </li> </ul>	<p>Unable to find a publicly available evaluation. According to the Wellspring Living website (n.d.):</p> <ul style="list-style-type: none"> <li>▪ The program has a 96.3% completion rate on the 10-week career readiness track</li> <li>▪ 84.8% of those who completed the program showed a decrease in anxiety and depression symptoms</li> <li>▪ 93.8% of those who completed an apprenticeship obtained full-time employment</li> </ul> <p>It is unclear how many individuals participated in the program and when these outcomes were collected (e.g., in 1 year? Since program inception?).</p>

### 3. WHAT CHALLENGES AND BARRIERS DID THESE PROGRAMS, MODELS, AND INITIATIVES EXPERIENCE? HOW DID THEY ADDRESS THOSE CHALLENGES AND BARRIERS?

Researchers have identified several challenges and potential solutions with increasing access to employment for individuals who have experienced trafficking or are at risk of trafficking.

Challenge	Potential Solution
<p><b>Some individuals experience barriers that make them “hard to employ.”</b></p> <ul style="list-style-type: none"><li>▪ Many survivors have limited education or work history and are unable to provide job references, which limits their ability to find safe and sustainable work that pays a livable wage (Owens et al., 2014).</li><li>▪ Individuals who are out of work for long periods of time are more likely to struggle to find a job and earn a high salary (Nichols et al., 2013).</li><li>▪ Some survivors have a criminal record associated with being trafficked, which can limit employment opportunities (National Survivor Network, 2016).</li></ul>	<p><b>Develop employment practices that help overcome barriers.</b></p> <ul style="list-style-type: none"><li>▪ Employers can do the following to support survivors:<ul style="list-style-type: none"><li>○ Provide paid internships, coaching, and professional development training to survivors of trafficking (GBCAT, 2020).</li><li>○ Develop and enact policies to actively hire survivors of trafficking and partner with organizations that support survivors (GBCAT, 2020).</li></ul></li><li>▪ Lessons learned from housing program collaboration with landlords can be applied to employment programs. Service providers can develop strong collaborations with employers willing to consider hiring survivors, such as:<ul style="list-style-type: none"><li>○ Having an employment coordinator communicate directly with employers to provide information about human trafficking and dispel myths</li><li>○ Hosting events to foster relationships with local employers</li><li>○ Sharing success stories from previous employers who have agreed to hire survivors</li><li>○ Futures Without Violence PEOST is currently developing a guide describing a detailed process of forming a collaboration and partnership between a victim services agency and workforce development or education programs. This guide will include relevant examples, cases, and resources to promote success.</li></ul></li><li>▪ Survivors and service providers can contact the <a href="#">Survivor Reentry Project</a> to request help using criminal record relief statutes (e.g., criminal record expungement, sealing, vacatur laws) (Freedom Network USA, n.d.).</li><li>▪ Employers should discuss whether they are willing and able to hire survivors with a criminal record associated with their trafficking experience (Keisel-Caballero et al., 2018).</li></ul>

## Programs for Increasing Access to Employment Environmental Scan: Outline of Findings

Challenge	Potential Solution
<p><b>Job seekers are unaware of and do not access workforce development programs.</b></p> <ul style="list-style-type: none"><li>▪ Survivors of trafficking need assistance with job placement and job skills training (Goździak &amp; Lowell, 2016).</li><li>▪ Many job seekers are not aware that AJCs exist, of the different types of services AJCs offer, or that AJC services are free. This indicates a lack of outreach and awareness raising among workforce development programs (Chamberlain et al., 2017).</li><li>▪ AJC staff lack resources for outreach efforts (Brown &amp; Holcomb, 2018).</li><li>▪ AJCs provide a wide range of services, including self-serve options that require job seekers to “figure it out on their own.” Some AJCs provide referrals and expect the job seeker to contact the partner program on their own (without a warm handoff). This process can be overwhelming (Brown &amp; Holcomb, 2018).</li></ul>	<p><b>Provide more training and technical assistance and resources.</b></p> <ul style="list-style-type: none"><li>▪ Provide training and technical assistance on how to (1) best assist individuals who experience trafficking with finding employment and (2) improve collaboration between service providers and employers.</li><li>▪ Raise awareness of and train service providers on existing employment programs and resources. This includes becoming familiar with local AJCs and how they operate, as well as exploring becoming formal partners.</li><li>▪ Consider training employment navigators at anti-trafficking organizations.</li><li>▪ Many states established state workforce development boards and regional units to plan WIOA implementation and facilitate collaboration between state workforce agencies, employers, and community-based organizations (English et al., 2020). Service providers could reach out to these boards and explore how they can collaborate and address barriers to employment for individuals who have experienced trafficking.</li><li>▪ Visit the Futures Without Violence PEOST <a href="#">website</a> to explore resources that can help the field achieve these goals. Helpful examples include:<ul style="list-style-type: none"><li>○ <a href="#">Job Training and Employment Opportunities for Survivors of Trafficking Through the Workforce Innovation and Opportunity Act [Webinar Slides]</a></li><li>○ <a href="#">Helping Survivors Navigate Online Education and Training Opportunities [Brief]</a></li><li>○ <a href="#">Building Pathways to Education and Employment Opportunities for Survivors of Trafficking [Webinar Recording]</a></li><li>○ <a href="#">Survivor Strategies to Generate Income: Opportunities through Independent Contracting [Webinar Recording, Slides, and Transcript]</a></li><li>○ <a href="#">Building Sustainable Partnerships Between Human Trafficking Services and Workforce Development Programs [Webinar Recording and Slides]</a></li><li>○ <a href="#">Building Skills and Obtaining Employment: Understanding Opportunities and Resources Available Through Local Workforce Systems [Webinar Slides]</a></li></ul></li></ul>



Challenge	Potential Solution
<p><b>Subsidized employment programs are intended to help hard-to-employ individuals but face several challenges.</b></p> <ul style="list-style-type: none"><li>▪ <i>Transitional job programs</i> typically partner with organizations that cannot afford to hire new employees. This greatly benefits the worksite because it is receiving free labor (through the wage subsidy) and is not required to offer the participant permanent work after the program ends (Dutta-Gupta et al., 2016). Thus, transitional programs work best for achieving improvements in short-term outcomes (e.g., getting a participant a job and earning income quickly), but often do not help participants achieve long-term employment outcomes after the program ends (Cummings &amp; Bloom, 2020).</li><li>▪ <i>Wage subsidy programs</i> were created to help address challenges associated with transitioning from subsidized to unsubsidized work, but those programs added new challenges that prevented job placements. For example, partnering employers have to commit to eventually hiring program participants, which led to time-intensive pre-employment processes (e.g., drug tests, background checks, payroll processes). Many employers will not participate in wage subsidy programs (Cummings &amp; Bloom, 2020).</li></ul>	<p><b>Be transparent about the limitations of subsidized employment programs and maximize the benefits.</b></p> <ul style="list-style-type: none"><li>▪ Job seekers enrolling in subsidized employment programs will have a better chance of finding a job placement if the program has its own worksite or partners with a worksite that shows commitment to hiring hard-to-employ workers and does not require intensive screening (Cummings &amp; Bloom, 2020).</li><li>▪ Service providers should be transparent with survivors of trafficking, explaining that:<ul style="list-style-type: none"><li>○ <i>Transitional job programs</i> often do not lead to unsubsidized work. However, some survivors may be interested in taking a transitional job placement because it provides guaranteed employment for a specific period of time, allows them to earn income quickly, and provides an opportunity to gain work experience (Cummings &amp; Bloom, 2020).</li><li>○ <i>Wage subsidy programs</i> are difficult to place job seekers in, but if a placement is identified, the participant may experience better long-term employment outcomes (e.g., because they are immediately hired by the partnering employer at the end of the program). Wage subsidy programs may work better for job seekers with greater job skills and employment history because they can be matched to jobs requiring specific skillsets (which often pay a higher salary) (Cummings &amp; Bloom, 2020).</li></ul></li></ul>



Challenge	Potential Solution
<p><b>Workforce development programs focused on survivors of trafficking may struggle to match survivors with employers.</b></p> <ul style="list-style-type: none"><li>▪ Both survivors and employers may believe existing job opportunities do not match job seekers' skillsets (Balch et al., 2019).</li><li>▪ Employers may be unsure how to partner with workforce development programs for survivors of trafficking and offer effective job placements (GBCAT, 2020; Balch et al., 2019).</li></ul>	<p><b>Partner with diverse work sectors and better manage expectations.</b></p> <ul style="list-style-type: none"><li>▪ Workforce development programs can do the following (Balch et al., 2019):<ul style="list-style-type: none"><li>○ Partner with a greater variety of sectors so there are more opportunities for work placements that match survivor skillsets</li><li>○ Provide detailed written resources for employers that want to partner</li><li>○ Better manage job seeker expectations about the job placement (e.g., job requirements, a typical workday, employment practices, breaks, benefits, the interview process, employment rights, what to expect from an employer)</li><li>○ Better manage employer expectations about schedule flexibility (e.g., whether the survivor can choose shifts so they have childcare or take time off for criminal justice issues associated with the trafficking experience)</li></ul></li><li>▪ Employers can do the following (GBCAT, 2020):<ul style="list-style-type: none"><li>○ Explore whether senior management is willing to hire survivors of trafficking</li><li>○ Identify challenges to employing survivors and how to address those challenges</li><li>○ Consider offering trials (3–6 months) so the employer and survivor can decide if the work placement is a good fit</li><li>○ Keep the survivor's information confidential</li></ul></li><li>▪ Organizations can use NHTTAC's <a href="#">Toolkit for Building Survivor-Informed Organizations</a>, which includes practical strategies and tips for developing survivor- and trauma-informed organizational culture, policies, and procedures; human resources; and supervision.</li><li>▪ Provide training to business partners about working with at-risk individuals, protecting survivor's confidentiality throughout the workforce development process, and avoiding re-traumatizing survivors during the onboarding process.</li></ul>



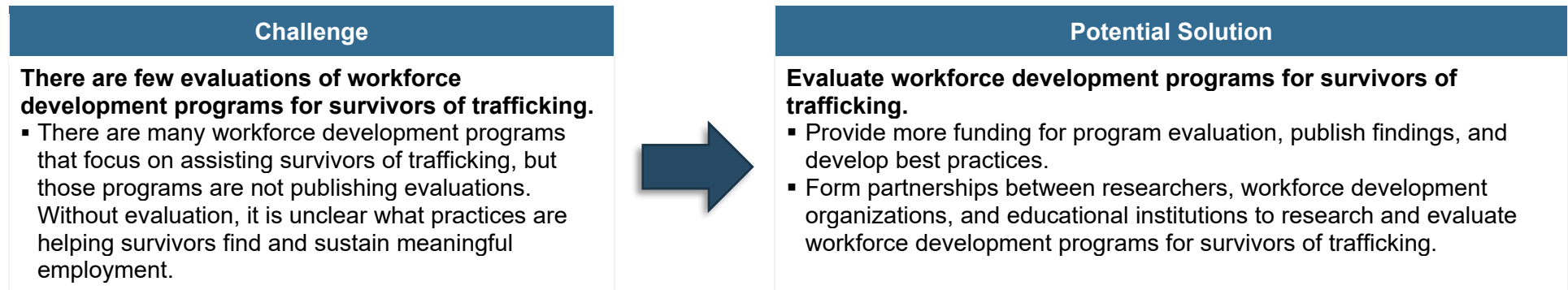
## Programs for Increasing Access to Employment Environmental Scan: Outline of Findings

Challenge	Potential Solution
<p><b>Trauma responses may occur in educational, job training, or workplace settings.</b></p> <ul style="list-style-type: none"><li>▪ Survivors of trafficking often experience trauma in the workplace due to past exploitation associated with employment (e.g., connecting job seekers with industries associated with trafficking experiences) (Futures Without Violence, 2019b).</li><li>▪ Many individuals who have experienced trafficking are at risk of continued abuse and exploitation in the workplace because they have no previous experience with worker protections like human resources, payroll services, or timekeeping (Futures Without Violence, 2019b).</li><li>▪ Past trauma associated with trafficking or other experiences can manifest in behaviors that make an employee or program participant appear unreliable, incompetent, difficult to work with, or not invested in the program/job (Futures Without Violence, 2019b; Choitz &amp; Wagner, 2021). Examples include tardiness and absenteeism due to lack of sleep or physical/mental health problems or poor interview skills due to traumatic power dynamics with traffickers or other abusers (e.g., fear of making eye contact or being assertive) (Choitz &amp; Wagner, 2021).</li></ul>	<p><b>Train staff to lead trauma-informed work environments</b> (GBCAT, 2020; Keisel-Caballero et al., 2018; Futures Without Violence, 2019b).</p> <ul style="list-style-type: none"><li>▪ Increase transparency about the organization during early job seeking processes (e.g., include information about violence/harassment reporting, support services, and community resources available for those who are experiencing or have experienced trauma).</li><li>▪ Provide peer support and mentorship opportunities.</li><li>▪ Allow individuals to make informed career decisions.</li><li>▪ Incorporate diversity, equity, and inclusion practices into the job seeking process to acknowledge historical trauma.</li><li>▪ Raise employer awareness of the effects of trauma on workplace behavior and performance.</li><li>▪ The Futures Without Violence PEOST developed the following resources for the field:<ul style="list-style-type: none"><li>○ <a href="#">Trauma Responsiveness in an Integrated Workforce Delivery System [Fact Sheet]</a></li><li>○ <a href="#">Creating Trauma-Responsive Programs: The Building Blocks for Success [Webinar]</a></li></ul></li><li>▪ The National Fund for Workforce Solutions developed <a href="#">A Trauma-Informed Approach to Workforce: An Introductory Guide for Employers and Workforce Development Organizations</a></li></ul>



Challenge	Potential Solution
<p><b>Most out-of-school youth are not working and may be disconnected and difficult to engage in services.</b></p> <ul style="list-style-type: none"><li>▪ Various disconnected systems served out-of-school youth (e.g., child welfare, community agencies, juvenile justice systems, runaway and homeless youth programs) without the capacity to integrate services across systems prior to WIOA (Hossain, 2015).</li><li>▪ Out-of-school and at-risk youth face barriers to employment and support services, including family instability, lack of supervision, neighborhood instability, lack of transportation, and mental health issues (Hossain, 2015).</li></ul>	<p><b>Explore partnerships with and programming through local AJCs.</b></p> <ul style="list-style-type: none"><li>▪ WIOA requires local workforce areas to allocate 75% of their youth funding to services for out-of-school youth. States are currently working toward better integrating youth services through AJCs. Some approaches include (English et al., 2020):<ul style="list-style-type: none"><li>○ Integrating Temporary Assistance for Needy Families and youth programming at AJCs</li><li>○ Attaching youth centers to local AJCs</li><li>○ Bringing youth providers to AJCs several days a week</li><li>○ Expanding AJC partnerships to better serve youth</li></ul></li><li>▪ Pilot sites could connect with local AJCs to explore youth workforce development programs.</li></ul>
<p><b>Rural populations experience additional barriers to employment.</b></p> <ul style="list-style-type: none"><li>▪ Job seekers who live in rural areas often have less access to AJCs and other workforce development programs; must travel long distances for programming without access to public transportation; and lack an internet connection to access online resources (Betesh, 2018).</li><li>▪ Rural AJCs typically receive less funding than urban or suburban AJCs (because rural areas have a smaller population), have fewer staff available to assist job seekers, and struggle to provide culturally and linguistically appropriate services to a growing English language learner population (e.g., due to increased refugee resettlement and migration for work in agriculture or food processing jobs) (Betesh, 2018).</li></ul>	<p><b>Offer transportation to services and build rural partnerships.</b></p> <ul style="list-style-type: none"><li>▪ Offer subsidized transportation costs to cover mileage reimbursement (similar to subsidized public transit fares in large metropolitan areas) (Betesh, 2018).</li><li>▪ Provide transportation to clients (e.g., a shuttle service).</li><li>▪ Some AJCs partner with local libraries in rural areas and train library staff to connect job seekers with workforce resources and labor market information (Betesh, 2018). Have service providers in rural areas explore whether local libraries have these capabilities.</li><li>▪ Build relationships with local employers in rural areas.</li></ul>

## Programs for Increasing Access to Employment Environmental Scan: Outline of Findings





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## Programs for Increasing Access to Employment Environmental Scan: Outline of Findings

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