

**Potential Jobs and Skill  
Requirements**  
ReEntry  
Career  
Training



**A Job Market Analysis of Rutherford County**

Murat Arik, Ph.D., PDBP  
Rubi Devi, Ph.D.

# Table of Contents

1. Introduction	3
• Annotated Bibliography	4
2. Chapter 1	6
3. Chapter 2	8
4. Chapter 3	9
5. Chapter 4	11
6. Chapter 5	13
7. Conclusion	14
References	
• Appendix A – Annotated Bibliography	
• Appendix B - Sample of Available Jobs in Rutherford County	

# Introduction

In the U.S. more than five in every 1000 population are behind bars. According to the Prison Policy Initiative 2023 report, nearly 2 million people are confined in prisons all over the U.S. – making it the sixth highest crime rate country in the world. This high incarceration rate also entails higher societal and economic costs attached to it. To reduce the high rate of incarceration and recidivism, federal, state, and local governments along with other entities involved in the criminal justice system have focused on reentry and reintegration programs. While reentry programs have been in place since the 1970s, it has gained greater attention in recent decades. Reentry, as defined by many, is a process that most prisoners who are not sentenced to life in prison or do not die in prison will undergo. Another narrow version of the re-entry program includes activities that a prisoner undergoes during his/her time in prison – primarily correctional programs targeting transition into the community and programs that focus on treatment or training and skill development or community programs.

Unlike other fields of studies and academic disciplines, offender reentry programs often lack the “what works” literature. Since each reentry program is unique in addressing challenges and issues and groups in offenders and correctional facilities This type of literature is also limited since

This report is prepared as part of the ongoing reentry efforts by the Rutherford County Correctional Work Center and the Rutherford County Re-entry Program. This report primarily reviews the employment opportunities available for the incarcerated population specific to Rutherford County. It is organized as follows-

An annotated bibliography is prepared as an effort to review the “work works” literature in the re-entry practices in the criminal justice system. The following section presents an overview of select research reports, scholarly articles, and insights papers on criminal justice challenges, recidivism, and offender reentry practices. It also includes program reports on reentry initiatives that have effectively been implemented in different parts of the country and are deemed successful by [criminalsolutions.org](http://criminalsolutions.org). The detailed annotated bibliography is attached in the Appendix.

Understanding the available best practices offered insights and guidelines on how to address the reentry challenges faced by the offenders in Rutherford County Reentry program. Understanding that employment is a crucial reentry challenge faced by the offenders in the region, we focus on a job market analysis specific to those within the reentry program.

Chapter 1 presents an overview of the required education level, potential job candidates in Rutherford County, and the demographic data on the prison population in the Rutherford County Correctional Work Center.

Chapter 2 presents information on the top occupations with the highest job openings in Rutherford County.

Chapter 3 presents data on the top industries based on the available advertised jobs in Rutherford County. Further, it also offers data on the top employers in the county.

Chapter 4 presents the list of the most required skills for employment in Rutherford County. It also included the list of tools and technology needs required for jobs in Rutherford County.

Chapter 5 presents the list of skill development and training needs of top manufacturing companies in Rutherford County available from the 2023 Middle Tennessee Wage and Benefits Survey.

It is followed by concluding remarks and insights and possible future directions of the study.

## a. Prisoner re-entry and reintegration - an overview of select literature

Incarceration and recidivism pose massive challenges in U.S. criminal justice system. According to the World Prison Population Brief (2022) data, the U.S. has the 6<sup>th</sup> highest rate of prison population in the world (538 in 100,000). The high rate of incarceration poses a challenge to individuals, families, and society. Each crime and conviction also cause enormous direct and indirect economic costs. According to a prison policy estimate (2017), the price to house prisoners is \$80.7 billion along with the cost of policing, healthcare expenses, and justice procedures adding up to \$182 billion. Incarceration also reduces future employment opportunities, housing, high wages, and credits. A big chunk of the prison population consists of repeat offenders. Understanding the challenges of incarceration and subsequent recidivism, the re-entry and reintegration efforts have gained traction in the criminal justice sector in recent years. Since 2011, the U.S. Department of Justice has emphasized reentry efforts to reduce recidivism and improve steps toward reintegrating offenders into society. In the 2016 Roadmap to Reentry, the U.S. Dept of Justice laid out fundamental principles for enhancing the reentry practices for federal efforts. Education and job skill development through vocational training is highly focused on this roadmap.

This section presents a brief review of the select literature on incarceration, reentry, and recidivism challenges and what works in the process of reentry into society from evidence-based practices and programs that are deemed effective and promising. A detailed annotated bibliography is attached in the Appendix section of this report.

**Nathan Jones (2015)** discusses recidivism challenges faced by the U.S Justice System. Between 2000 and 2008, the number of incarcerated people in the U.S. increased to nearly 2.4 million. Although it reduced during the 2009 -2013 period, this growing number of incarcerated populations also implies a substantial social and economic impact on the state. Statistics indicate that 95% of the offenders eventually return to the community and the higher the number of offenders in the criminal justice system, the higher the ex-offenders in the community. It also bears the associated costs – the loss of human capital and the cost of continuing the correctional services and justice system.

Offender reentry includes different mechanisms such as probation, parole, discretionary or mandatory parole- through which ex-offenders are often released into the community. Recidivism is defined as a rearrest or reincarceration of an ex-offender within a given period. Recidivism poses a threat to the criminal justice system as 76.6% of prisoners are often rearrested within the first 5 years of their release for violation of conditions and new crimes. Ex-offenders are often less educated and less skilled than the average Americans and hence, less likely to be employed. This increases the likelihood of committing crime and recidivism.

In another article, **Bucknor & Barber (2016, June)** discuss the impact that prison time and/or a felony conviction can have on a person's employment prospects. In addition to the stigma attached to a

criminal record, these impacts can include the erosion of basic job skills, disruption of formal education, and the loss of social networks that can improve job-finding prospects. Those with felony convictions also face legal restrictions that lock them out of many government jobs and licensed professions.

**Umez and Gaines (2021)** examine the inmates' employment scope, features, and operations and review the collateral consequences imposed by state and federal regulations on ex-felons. The employment-related collateral consequences in employment alone affect nearly 80 fields and industries. Some of the most affected fields are healthcare (# no. of consequences - 7,478); public employment (# 3,873); education and schools (# 2,356); and transportation and commercial services (#1,533).

**Bement et al. (2017)** review the challenges ex-offenders face in obtaining a job license for specific jobs. In most states, the licensing boards review the applicants' past records and criminal history, and the likelihood of rejection is higher with an offense record. The requirement of a license and the inability to get one is a crucial reason for ex-felons' unemployment. Further, ex-offenders' wages are lowered by 20 percent merely because they have a criminal record. Evidence indicates that the longer ex-offenders have been out of prison, the higher the chance for recidivism rates to decrease. Yet, boards do not always consider that and still judge based on the entire criminal history.

**Barch (2021, July)** discusses the challenges of recidivism in the U.S. and how best to reduce it with cognitive behavior theory. About 600,000 people are released from prison each year. 67% of those get rearrested within three years, and 83% get rearrested within nine years of the release. Ex-offender experience having limited access to employment, suffer from unstable housing and have limited transportation options. One of the factors that cause people to recommit crime is the inability to change coping skills, such as violence, quick money schemes, and drug use, on their own. Organizations such as Turning Leaf, READI Chicago, Roca Inc., and Community Psychiatry PRIDE have integrated cognitive behavioral therapy programs (CBT) that help people to identify and manage thoughts that play a part in emotional problems and alter their behavior.

**Cook P. et al. (2015)** focus on the results of the Wisconsin Department of Corrections (WIDOC) reentry program that provides intensive 'reach in' services to inmates while they are still in prison and for a period of one year after their release. The findings revealed that the 'reach in' services and support after the release yielded positive results for the WIDOC treatment group. In terms of employment and recidivism the treatment group of inmates showed positive results. Intervention is an effective strategy and positive relationship building between inmates and community connections and employment officials during the first year of release proved critical for the reentry success.

**Emily Green (2019)** reviews the many challenges incarcerated persons face in reentry into society. Critical reentry needs – employment, housing, physical/behavioral health, and social support- are to be addressed to reduce recidivism and reinforce successful reintegration. The author reviewed a few successful and promising evidence-based programs rated by the National Institute of Justice's Criminal Solutions.gov. In addressing employment needs, successful programs (e.g., Work Release, Employ) provide employment and assist with other services such as mentorship. Promising Programs such as IN-Prison Visitation or Community Mediation Maryland (CMM) etc. provide critical social support in addressing the housing needs of felons.

Please note: A detailed annotated bibliography is attached to the Appendix

# Chapter 1

## 1. Required Education Level of Jobs and Potential Candidates in Rutherford County

This chapter presents the data on employers' minimal level of educational requirements, the number of job openings, and the potential number of candidates applying for such jobs in Rutherford County, TN. It also includes the percentage of potential candidates and the percentage of job openings. The primary data came from the Tennessee Dept of Labor and Workforce Development. However, we have also consulted other sources including online job search platforms such as Indeed, Glassdoor, O\*Net Online Data, and the Bureau of Labor Statistics' Occupational Outlook Handbook to develop insights and understanding of the current job market. The data presented in the table below is based on the latest available jobs posted online by May 10, 2023. According to the website jobs4tn.gov, there were also 4,733 job openings advertised online that did not specify a minimum education requirement level.

Table 1. Required Education Level of Jobs and No. Potential Candidates\*

Education Level	Job Openings	Percentage of Job Openings	Potential Candidates	Percentage of Potential Candidates
No Minimum Education Requirement	359	6.22%	0	N/A
Less than High School	0	N/A	118	2.28%
High School Diploma or Equivalent	428	7.41%	1,704	32.87%
1 Year of College or a Technical or Vocational School	1	0.02%	377	7.27%
2 Years of College or a Technical or Vocational School	0	N/A	314	6.06%
3 Years of College or a Technical or Vocational School	0	N/A	145	2.80%
Vocational School Certificate	11	0.19%	300	5.79%
Associate degree	43	0.74%	463	8.93%
Bachelor's Degree	160	2.77%	1,233	23.79%
Master's Degree	30	0.52%	445	8.58%
Doctorate Degree	8	0.14%	52	1.00%
Specialized Degree (e.g. MD, DDS)	0	N/A	29	0.56%
Not Specified	4,733	81.99%	4	0.08%

\*Based on data available in May 2023.

Sources: www.jobs4tn.gov; TN Dept of Labor & Workforce Dev, Div Emp Sec, LMI; Online advertised jobs data; Individuals with active résumés in the workforce system.

## 2. Rutherford County Correctional Workforce Center\_ A Demographic Insight

The Rutherford Country Correctional Workforce Center (RCCWC) currently houses 100 incarcerated people with 79 males and 21 females between the ages of 21 and 66. The average age of the inmates is 38. The table below presents incarcerated persons' demographic and education level data in RCCWC. Most inmates' education level falls into the category of less than a High School diploma or the equivalent of a High School Diploma and some college as the highlighted rows indicate.

Table 2. Demographic and Education Level Data of RCCWC Inmates (as of Oct 2022)

<b>RCCWC Incarcerated Population Total</b>		<b>100</b>
Male		79
Female		21
<b>Age</b>		
Age Range		21-66
Average		38
<b>Education Levels of RCCWC Inmate Population</b>		
<b>Education Levels</b>	<b>Number of Persons</b>	<b>Percentage of Total</b>
8th	3	3.06%
9th	3	3.06%
10th	10	10.20%
11th	14	14.29%
12th	43	43.88%
GED	7	7.14%
Some College	9	9.18%
Associates	3	3.06%
Bachelor	5	5.10%
Graduate	1	1.02%
Total*	98	100.00%

\* Education level data is only available for 98 inmates.

Source: RCCWC Data

## Chapter 2

### Top Occupations with Highest Job Openings in Rutherford County

Keeping in mind the level of education for most of the RCCWC inmates and their demographic details, we reviewed the job market scenario in Rutherford County. Our market analysis takes into consideration the top occupations with the highest number of job openings in the county with the minimum required level of education in the category of a high school diploma or less and with a year or more of college-level education. Based on BLS Occupational Handbook predictions for the state and country, these occupations are marked to have bright growth prospects from 2021 to 2031. We have also included data on the number of potential candidates as of May 2023. The number of potential candidates for each open position highlights the competition level in the area's current job market.

Table 3. Top Occupations with Highest Job Openings

Occupation	Outlook (USA & TN) 2021-2031	Job Openings	Potential No. of Candidates	Potential Candidates Per Job
Retail Salespersons	Bright	145	52	0.36
Stockers and Order Fillers	Bright	80	61	0.76
Customer Service Representatives	Bright	70	311	4.44
Heavy and Tractor-Trailer Truck Drivers	Bright	68	59	0.87
Laborers and Freight, Stock, and Material Movers, Hand	Bright	68	147	2.16
First-Line Supervisors of Food Preparation and Serving Workers	Bright	66	8	0.12
First-Line Supervisors of Retail Sales Workers	Bright	64	40	0.63
Fast Food and Counter Workers	Bright	51	27	0.53
Nursing Assistants	Bright	51	34	0.67
Cashiers	Bright	46	73	1.59
First-Line Production Supervisors and Operating Workers	NA	46	42	0.91
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	Bright	41	21	0.51
Waiters and Waitresses	Bright	41	23	0.56
Personal Care Aides	Bright	39	18	0.46
Cooks, Restaurant	Bright	38	17	0.45
Maids and Housekeeping Cleaners	Bright	35	24	0.69
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	Bright	33	3	0.09
Automotive Service Technicians and Mechanics	NA	32	13	0.41
Industrial Truck and Tractor Operators	Bright	30	50	1.67

Sources: [www.jobs4tn.gov](http://www.jobs4tn.gov); TN Dept of Labor & Workforce Dev.; O\*Net Online; <https://www.bls.gov/oo>

## Chapter 3

### Top Industry Sectors in Rutherford County

As part of the job market analysis for the RCCWC Reentry Program, we reviewed the top industry sectors and employers with the highest number of jobs available in the county. The table below presents the list of top industries/sectors in Rutherford County based on the highest number of job openings advertised online in 2023 (May). The healthcare and social assistance sector has the highest number of job openings with 861 jobs. It is followed by retail trade and the accommodation and food services sector. This suggests the target industry sectors for future RECT skill set development program job opportunities for RCCWC inmates.

Table 4. Top Industry Sectors in Rutherford County (May 2023)

Rank	Industry	Job Openings
1	Healthcare and Social Assistance	816
2	Retail Trade	569
3	Accommodation and Food Services	453
4	Administrative and Support and Waste Management and Remediation Services	261
5	Wholesale Trade	247
6	Manufacturing	244
7	Professional, Scientific, and Technical Services	198
8	Educational Services	166
9	Transportation and Warehousing	136
10	Real Estate and Rental and Leasing	134
11	Other Services (except Public Administration)	124
12	Finance and Insurance	104
13	Public Administration	85
14	Construction	74
15	Management of Companies and Enterprises	64
16	Arts, Entertainment, and Recreation	46
17	Information	24
18	Mining, Quarrying, and Oil and Gas Extraction	8
19	Utilities	6
20	Agriculture, Forestry, Fishing, and Hunting	2
21	Unclassified	2,012

Data Available for May 2023

Sources: [www.jobs4tn.gov](http://www.jobs4tn.gov); TN Dept of Labor & Workforce Dev, Div Emp Sec, LMI; Online jobs data.

## Top Employers in Rutherford County

Our job market analysis also reveals the list of employers with the highest number of job openings in Rutherford County, TN based on the latest available online data on May 2023. The companies/organizations/industries listed below may be the prospective employer for those inmates upon completion of the RECT training. As shown in the table, HCA Healthcare is the top employer with 116 jobs followed by Ascension and Kroger.

Table 5. Top Employers in Rutherford County

Rank	Employer Name	Job Openings
1	HCA Healthcare, Inc.	116
2	Ascension	90
3	The Kroger Co.	82
4	Corporate Flight Management	75
5	Murfreesboro City Schools	67
6	Middle Tennessee State University	63
7	Schneider Electric	57
8	Amedisys, Inc.	55
9	Carrols Corporation	55
10	Ingram Content Group, Inc.	54
11	Bright Spring Health Services	49
12	Murfreesboro Medical Clinic	47
13	The Home Depot, Inc	41
14	City of Murfreesboro, TN	35
15	Atrium Hospitality	33
16	Veterans' Health Administration	33
17	Tenneco, Inc.	31
18	National HealthCare Corporation	30
19	Acadia Healthcare	29
20	Auto Plus Pep Boys	28
21	Thompson Machinery Commerce Corp	27
22	Cardinal Health, Inc.	24
23	Cracker Barrel Old Country Store, Inc.	24
24	Harmony Senior Services	24
25	McDonald's Corporation	24

Data Available for May 2023

Sources: [www.jobs4tn.gov](http://www.jobs4tn.gov); TN Dept of Labor & Workforce Dev, Div Emp Sec, LMI.

## Chapter 4

### Top Skills Required for Employment in Rutherford County

This section reveals the top 25 skills most employers in Rutherford County require. It is based on the number of jobs that listed each required skill in a job advertisement in Rutherford County, TN (based on the latest available data in May 2023). Keeping in mind the level of education of most of the RCCWC-RECT participants and their demographic details, we reviewed the job market scenario in Rutherford County. Our job market analysis revealed that customer service, positive attitude, and attention to detail are the top three skills employers seek in their prospective employees in Rutherford County. Most of these job skills fall within the primary skill groups and do not require strenuous practice or training.

Table 6. Top Skillsets in Rutherford County

Rank	Job Skill	Broader Skill Group	Job Match Count
1	Customer service	Customer Service Skills	3,857
2	Positive attitude	Interpersonal Skills	1,073
3	Attention to detail	Basic Skills	1,008
4	Problem-solving	Basic Skills	996
5	Must be flexible	Basic Skills	831
6	Interpersonal skills	Interpersonal Skills	787
7	Work independently	Basic Skills	722
8	Organizational skills	Basic Skills	633
9	Time management	Basic Skills	633
10	Honesty	Basic Skills	560
11	Self-motivated	Basic Skills	482
12	Conflict management	Interpersonal Skills	432
13	Verbal communication skills	Interpersonal Skills	387
14	Critical thinking	Basic Skills	350
15	Preventative maintenance	Maintenance Technician Skills	322
16	Decision making	Basic Skills	306
17	Food preparation	Food Preparation Worker Skills	283
18	Mops floors	Housekeeper Skills	257
19	Be a team player	Interpersonal Skills	241
20	Positive work ethic	Basic Skills	234
21	Cash handling	Cashier Skills	233
22	Inventory control	Bill and Account Collectors Skills	228
23	Inventory management	Bill and Account Collectors Skills	217
24	Prioritization skills	Basic Skills	177
25	Discharge planning	Registered Nurse (RN) Skills	175

Sources: [www.jobs4tn.gov](http://www.jobs4tn.gov); TN Dept of Labor & Workforce Dev, Div Emp Sec, LMI.

## Top Tools and Technology Required in Rutherford County Jobs

As part of the job market analysis, we reviewed the required tools and technologies most employers need in most common jobs. The table below shows the top tools and technologies required by employers in most job openings advertised online in Rutherford County, TN. The highlighted tools (in Blue) are most applicable to the RCCWC- RECT participants with high school level education, high school equivalent or less. Microsoft Office Suite, machine operations (Forklift, Pallet jack), and material handling are some essential tools and technology needs.

Table 7. Top Tools and Technology Needs in Rutherford County

Rank	Required Tool or Technology	Tool and Technology Group	Job Match Count
1	Microsoft (MS) Office	Office Suite Software	889
2	Forklift	Machin Operations -Forklifts	585
3	Motor Vehicles	Automobiles or Cars	409
4	Cash Register	Accounting - Cash Registers	359
5	Personal Protective Equipment	Hazardous Material Handling -Protective Apparel	297
6	Microsoft PowerPoint	Office Suite Software -Presentation	254
7	Pallet Jack	Machine operations _Pallet Trucks	195
8	Microsoft Word	Office Suite -Word Processing Software	191
9	Cell Phone	Mobile Phones	177
10	Microsoft Excel	Office Suite Software - Spreadsheet	162
11	Point of Sale (POS) Systems	Point of Sale (POS) Terminal	140
12	Cash drawers	Cash Handling or Ticket Boxes	125
13	Masks	Basic Medical Tools- Handling and Usage	115
14	Reach Trucks	Stackers	113
15	Hand Truck	Material Handling -Hand Trucks or Accessories	112
16	Gauges	Height Gauges	110
17	Freezers/Cabinets	Material Handling - Ultra Cold or Ultralow Upright	101
18	Keyboard	Keyboards	96
19	Refrigerators/ Freezers	Material Handling -General Purpose Refrigerators	85
20	Protective Clothing	Hazardous Material Handling Training-Protective Coveralls	79
21	Box Truck	Delivery Trucks	75
22	Safety glasses	Safety Glasses	74
23	Cherry Picker	Agricultural Tool Articulating Boom Lift	73
24	SQL	Database User Interface and Query Software	69
25	Alarms	Alarm Systems Technology	66

Sources: [www.jobs4tn.gov](http://www.jobs4tn.gov); TN Dept of Labor & Workforce Dev, Div Emp Sec, LMI.

## Chapter 5

### Skill Development and Training Needs of Manufacturing Companies in Rutherford County - Findings from the 2023 Middle Tennessee Wage & Benefits Survey

The following table presents the recent data obtained from the Middle Tennessee 2023 Industrial Wage & Benefits Survey conducted by the Middle Tennessee Industrial Development Association (MTIDA) and BERC in March 2023. The survey targeted nearly 1100 companies in 40 counties in the Middle Tennessee Region. The table below presents the data obtained from 20 top manufacturing companies located in Rutherford County on the skill development and training needs or challenges faced by the companies. The data indicates the skill needs and training gaps in these companies' current/prospective employees. As the table suggests - communications skills and machine operations, health and safety training are a few highly sought skills for the employees in these companies. This hints that job placement training focused on these skill sets will increase the employability scope for candidates in the manufacturing companies specific to Rutherford County. The skills highlighted in the table are most applicable to the RCCWC- RECT participants.

Table: 8. Skills Development and Training Needs of Manufacturing Companies

Rank	Skill Development and Training Needs	No. of Companies with Skill/Training Needs
1	Leadership and Team Management/Development Training	7
2	Communication Skills	5
3	Health and Safety Training/Material Handling Training	5
4	Machine Operations/Crane/Forklift/Mechanical Training	4
5	Technical Skill Development	4
6	Product Quality Control/Production Efficiency	4
7	Maintenance/Mechanical operations	3
8	Manufacturing Training	3
9	Food Safety/Food Processing Technique/EPA System Training	3
10	Computer Training	2
11	Basic Math Skills Training	2
12	Business Basics	1
13	Supervisory knowledge	1
14	Customer Service	1
15	Life Skills	1
	<b>Skill Development Training Needs_ Total</b>	<b>46</b>

Sources: 2023 MTIDA Wage & Benefits Survey, (May 2023)

## **Conclusion**

This report presents a job market analysis of Rutherford County. This analysis is done to understand the employment opportunities available to incarcerated persons housed in the Rutherford County Correctional Work Center. Our analysis revealed vital information on the top occupations, key industry sectors, and top employers in Rutherford County. Further, it also reviewed the required skills, tools, and technology needs of the employers in Rutherford County. This information is critical to plan educational and vocational training for the RCCWC inmates and improve their employability scope and hence, successful reentry into society.

## References

- Ashcraft, L., & Anthony, W. A. (2011). Prisoners Thrive with Peer Support Training. *Behavioral Healthcare, 31*(8).
- Barch, A. (2021, July). *A Better Way to Keep People From Going Back to Prison*. Reducing Recidivism with Cognitive Behavioral Therapy. [https://ssir.org/articles/entry/a\\_better\\_way\\_to\\_keep\\_people\\_from\\_going\\_back\\_to\\_prison](https://ssir.org/articles/entry/a_better_way_to_keep_people_from_going_back_to_prison)
- Bement, O., Diaz, S., & Schroder, F. (2017). *From Prisons to Professions: Increasing Access to Occupational and Professional Licenses for D.C.'s Returning Citizens*. Council for Court Excellence & Georgetown University Law Center.
- Bucknor, C., & Barber, A. (2016, June). *The Price We Pay: Economic Costs of Barriers to Employment for Former Prisoners and People Convicted of Felonies*. Center for Economic and Policy Research. [http://www.courtexcellence.org/~courtextc/digital-library?page=4&totalRows\\_rsList=132&id=digital-library&id=digital-library&txt=1](http://www.courtexcellence.org/~courtextc/digital-library?page=4&totalRows_rsList=132&id=digital-library&id=digital-library&txt=1)
- Bureau of Labor Statistics. (2023). Current Employment Statistics Highlight. Prepared by Analysts of the National Estimates Branch.
- Bureau of Labor (2023). Occupational Outlook Handbook. Office of Occupational Statistics and Employment Projections. <https://www.bls.gov/ooh/>
- Bureau of Labor Statistics. (2023). Occupational Projections Overview, 2021–31. <https://www.bls.gov/opub/mlr/2023/article/occupational-projections-overview-2021-31.htm>
- Cook, P. J., Kang, S., Braga, A. A., Ludwig, J., & O'Brien, M. E. (2014). An Experimental Evaluation of a Comprehensive Employment-Oriented Prisoner Re-Entry Program. *Journal of Quantitative Criminology, 31*(3), 355–382. <https://doi.org/10.1007/s10940-014-9242-5>
- Cummings, D., & Bloom, D. (2020). *Can Subsidized Employment Programs Help Disadvantaged Job Seekers? A Synthesis of Findings from Evaluations of 13 Programs*. OPRE Report 2020-23. Office of Planning, Research, and Evaluation, Administration for Children and Families, U.S. Department of Health and Human Services. <https://www.mdrc.org/publication/can-subsidized-employment-programs-help-disadvantaged-job-seekers>
- Gaines, J. (2023, March). Limiting Employer Liability: Addressing the Perceived Risks of Hiring Workers with Criminal Histories. <https://csgjusticecenter.org/publications/limiting-employer-liability-addressing-the-perceived-risks-of-hiring-workers-with-criminal-histories/>
- Green, E. (2019, December). An Overview of Evidence-Based Practices and Programs in Prison Reentry. <https://icjia.illinois.gov/researchhub/articles/an-overview-of-evidence-based-practices-and-programs-in-prison-reentry>

- Holzer, H., Raphael, S., & Stoll, M. A. (2003). *Employment Barriers Facing Ex-Offenders*. Urban Institute. Retrieved from <https://www.urban.org/research/publication/employment-barriers-facing-ex-offenders>.
- James, N. (2015, January). Offender reentry: Correctional Statistics, Reintegration into the Community, and Recidivism. <https://nicic.gov/resources/nic-library/all-library-items/offender-reentry-correctional-statistics-reintegration>
- Leasure, P., & Anderson, T. S. (2017). *Recognizing Redemption: Old Criminal Records and Employment Outcomes*, 41, 271–286.
- Mendel, R. (2023, June). *Effective Alternatives to Youth Incarceration*. The Sentencing Project. <https://www.sentencingproject.org/reports/effective-alternatives-to-youth-incarceration/>
- Price-Tucker, A., Zhou, A., Charroux, A., Tenzin, C., Robertson, E., Abdalla, H., Gu, J., Escalante, T., Odayappan, S., Alexis, P., Bernstein, O., Keselj, M., & Barton, J. (2019). (rep.). *Successful Reentry: A Community-Level Analysis*. The Harvard University Institute of Politics Criminal Justice Group. [https://iop.harvard.edu/sites/default/files/2023-02/IOP\\_Policy\\_Program\\_2019\\_Reentry\\_Policy.pdf](https://iop.harvard.edu/sites/default/files/2023-02/IOP_Policy_Program_2019_Reentry_Policy.pdf).
- Raphael, S. (2014). The New Scarlet Letter: Negotiating the U.S. Labor Market with a Criminal Record. *W.E. Upjohn Institute for Employment Research*. <https://doi.org/10.17848/9780880994811>
- Saxonhouse, E. (2004). Unequal Protection: Comparing Former Felons' Challenges to Disenfranchisement and Employment Discrimination. *Stanford Law Review*, 56(6), 1597–1639.
- Tam, T. M., Walters, B., & Haydock, M. (2003, May). Employing Offenders in San Francisco: A Sector Research Methodology. *National Economic Development and Law Center*. <http://ww1.insightcced.org/uploads/publications/wd/Ex-offenders%20Full%20Report.pdf>
- Tennessee Dept of Labor and Workforce Development. (2023, March). Tennessee Labor Market Reports. <https://www.tn.gov/workforce/general-resources/major-publications0/major-publications-redirect/public-reports-redirect/labor-market-reports.html>
- Umez, C., & Gaines, J. (2021, January). After the Sentence, More Consequences: A National Report of Barriers to Work. <https://csgjusticecenter.org/publications/after-the-sentence-more-consequences/national-report/>
- Varghese, F. P., Hardin, E. E., & Bauer, R. L. (2009). Factors influencing the employability of Latinos: The roles of ethnicity, criminal history, and qualifications. *Race and Social Problems*, 1(3), 171–181. <https://doi.org/10.1007/s12552-009-9014-2>
- Varghese, F. P., Hardin, E. E., Bauer, R. L., & Morgan, R. D. (2009). Attitudes Toward Hiring Offenders: The Roles of Criminal History, Job Qualifications, and Race. *International Journal of Offender Therapy and Comparative Criminology*, 54(5). <https://doi.org/10.1177/0306624X09344960>

Winig, L. (2012, May). *From Prison to Prosperity: A Model for Job Creation and Economic Self-Sufficiency*. Federal Reserve Bank of Boston. <https://www.bostonfed.org/publications/communities-and-banking/2012/summer/from-prison-to-prosperity-a-model-for-job-creation-and-economic-self-sufficiency.aspx>

## Appendix A \_ Annotated Bibliography

Ashcraft, L., & Anthony, W. A. (2011). Prisoners Thrive with Peer Support Training. *Behavioral Healthcare, 31*(8).

The article written by Dr. Ashcraft and Dr. Anthony discusses a peer support program that helps re-entry, a pilot program at a prison facility in Pennsylvania. The material for the program is delivered by *Recovery Innovations* and is set up as an 80-hour university-level course that includes a textbook and exams. The goal of the program is for inmates to become certified support specialists. The goal for inmates with short sentences is to be eventually linked to community employment. Seventy-five percent of the students who participated in this class are employed. However, this program is also for people with longer sentences as it is intended for them to continue the program. Peer support specialists get 42 cents an hour. The goal of those programs is, among other things, to focus on hope, help peers awaiting release to develop post-release recovery plans and model a positive attitude towards recovery and personal responsibility.

Barch, A. (2021, July). *A Better Way to Keep People from Going Back to Prison*. Reducing Recidivism with Cognitive Behavioral Therapy.  
[https://ssir.org/articles/entry/a\\_better\\_way\\_to\\_keep\\_people\\_from\\_going\\_back\\_to\\_prison](https://ssir.org/articles/entry/a_better_way_to_keep_people_from_going_back_to_prison)

About 600,000 people are released from prison each year. 67% of those get rearrested within three years, and 83% get rearrested within nine years of the release. Ex-offender experience having limited access to employment, suffer from unstable housing and have limited transportation options. One of the factors that cause people to recommit crime is the inability to change coping skills, such as violence, quick money schemes, and drug use, on their own. Organizations such as Turning Leaf, READI Chicago, Roca Inc., and Community Psychiatry PRIDE have integrated cognitive behavioral therapy programs (CBT) that help people to identify and manage thoughts that play a part in emotional problems and alter their behavior. Turning Leaf has adopted a program in which they become the ex-offenders employer while offering the therapy needed. Before becoming the employer of their program participants, more than half of their participants were rearrested. After becoming an employer, **their graduates or employees' recidivism rate has dropped to 22%**. For every \$1 spent **on** CBT therapy, \$6.31 in criminal justice and associated healthcare costs can be avoided (Washington State Institute for Public Policy). Roca, an organization that **operates** CBT therapy, meets potential participants in their homes and neighborhoods, hoping that the young adults will participate in the organization's formal program. CBT therapy organizations emphasize that the staff does not need a specific counseling degree if they receive CBT training. The most crucial part is that staff members respect the participants and gain respect in return.

Bement, O., Diaz, S., & Schroder, F. (2017). *From Prisons to Professions: Increasing Access to Occupational and Professional Licenses for D.C.'s Returning Citizens*. Council for Court Excellence & Georgetown University Law Center.

One significant challenge that ex-offenders face when attempting to enter the job market is that there is no proper way to assess whether **They will grant a license for specific jobs.** v. The ex-offender faces the possibility of the licensing board rejecting an ex-offender due to a criminal record. Pre-licensing petitions help determine whether their criminal record can cause rejection by the licensure board. States such as Texas allow individuals to inquire about the possibility of rejection for having a criminal record. The Department of Licensing and Regulation reviews an individual's history and issues an evaluation letter. Should a board member determine that the ex-offender is not eligible for licensing, they can reapply in two years and take corrective action. Applications for licenses will ask questions about an individual's criminal record. The issue is that they do not precisely clarify what type of information is needed. For instance, the law does not require to find out whether an individual has a record that has been classified as non-conviction, yet the application Home Health Aide asks, "Have you ever been arrested or pled guilty instead of going to trial, or been found guilty after trial, regardless of whether the arrest, conviction or plea of nolo contendere was sealed or expunged?" Ex-offenders tend to offer irrelevant information to their licensure applications, which could result in rejection (even in cases where it should not be the case).

A questionnaire initiated by the executive office of the mayor revealed that 53% of 245 returning citizens said they would be interested in obtaining licensure, yet only 13% of those applied. The process and difficulties related to licensure applications deter ex-offenders from applying.

The law requires boards to consider evidence of an application's rehabilitation, yet the instructions associated with the application do not offer that information. Moreover, it would be helpful for ex-offenders to receive more information in the form of instructions, or they should be included in the application itself.

Another barrier results from boards having the ability to deny someone's license based on information that does not affect the area for which the individual is trying to obtain a license. Specific codes do not prohibit boards from considering non-conviction background information (even when it is entirely unrelated). Evidence shows that the longer ex-offenders have been out of prison, the higher the chance for recidivism rates to decrease. Yet, boards do not always consider that and still judge based on the criminal history.

Seventy-one percent of ex-offenders are still unemployed after 90 days of being released. Additionally, ex-offenders are part of the impoverished population. A study by Princeton revealed that an ex-offender's wage is lowered by 20% merely because they have a criminal record.

Bucknor, C., & Barber, A. (2016, June). *The Price We Pay: Economic Costs of Barriers to Employment for Former Prisoners and People Convicted of Felonies*. Center for Economic and Policy Research. [http://www.courtexcellence.org/~courtextc/digital-library?page=4&totalRows\\_rsList=132&id=digital-library&id=digital-library&txt=1](http://www.courtexcellence.org/~courtextc/digital-library?page=4&totalRows_rsList=132&id=digital-library&id=digital-library&txt=1)

This article discusses the impact that time in prison or a felony conviction can have on a person's employment prospects. In addition to the stigma attached to a criminal record, these impacts can

include the erosion of basic job skills, disruption of formal education, and the loss of social networks that can improve job-finding prospects. Those with felony convictions also face legal restrictions that lock them out of many government jobs and licensed professions.

The estimation of the number of former prisoners and people with felony convictions is another goal of this paper to determine their demographic characteristics. In order to estimate these characteristics, this report first uses the demographic characteristics of current prisoners for selected years. It applies these estimates to the population of former prisoners and people with felony convictions.

The employment effects of incarceration or a felony conviction vary based on the research techniques used; the population researched, and the metrics that describe the employment impact. For the most part, the research shows a moderate to significant effect on the employment levels of former prisoners and people with felony convictions.

Employment effects were more significant for men than women, with a 1.6 to 1.8 percentage-point decline in the employment rate of men and a 0.12 to 0.14 decline for women. Among men, those with less than a high school degree experienced much larger employment rate declines than their college-educated peers, with a drop of 7.3 to 8.2 percentage points in the employment rates of those without a high school degree and a drop of 0.4 to 0.5 percentage points for those with college experience.

Cook, P. J., Kang, S., Braga, A. A., Ludwig, J., & O'Brien, M. E. (2014). An Experimental Evaluation of a Comprehensive Employment-Oriented Prisoner Re-Entry Program. *Journal of Quantitative Criminology*, 31(3), 355–382. <https://doi.org/10.1007/s10940-014-9242-5>

In this article, the authors evaluated a re-entry program experiment that combines employment opportunities and 'wrap-around' services for offenders before and after their release from prison. Unlike other re-entry programs that focus on improving the post-prison employment prospect for offenders upon their release from prison, this article discusses the results of a randomized controlled trial of a re-entry program by the Wisconsin Department of Corrections (WIDOC) that focused on providing intensive 'reach in' services to inmates while they are still in prison and for a period after their release.

The evaluation period of the program was over one year following prison release. The data sample included 236 high-risk offenders who were set to be released in Milwaukee under the Milwaukee Safe Streets Prisoner Release Initiative (PRI). Using a randomized experimental design and regression analysis, the researchers evaluate the treatment group (106 inmates) and control group (130 offenders) in terms of employment, earning, and recidivism. Data on employment and earnings were reported by the released offenders and recorded by the parole agents. Post-prison recidivism data was obtained using administrative records such as the Wisconsin Department of Corrections arrest data. The authors examined the cumulative employment, earnings, and recidivism data using cross-section regressions analysis for outcomes one year after the prison release.

Further, they also analyzed the temporal pattern of recidivism during the year after prison release. Finally, they used logit regression results as an estimate of intervention effects on the likelihood of being arrested at least once by 3, 6, 9, and 12 months after release. The study also has its limitations due to its selective sample attrition, especially in employment and earnings. The employment and earnings of an incarcerated person stop as soon as they are re-incarcerated and

sent back to prison. Further, the control group subjects are likely to be retained in the prison past their expected release date, influencing the control group participant number and outcome. Based on the quarterly data, the study findings revealed that the treatment group had higher employment and income than the control groups. In terms of recidivism, two-thirds of the offenders were arrested at least once during the one year since being released from prison. However, the prevalence of arrest for the treatment group was lower than for the control group. The primary driver for reducing recidivism in the prison re-entry initiative was to improve employment opportunities through PRIs. The ongoing relationship with the Community Connections Employment Program (CCEP) was also critical. Among the treatment group, the re-imprisonment rates were lower than the control group. Given the high risks and uncertainty around the success of re-entry initiatives, the Milwaukee PRI does provide some positive insights.

Cummings, D., & Bloom, D. (2020). *Can Subsidized Employment Programs Help Disadvantaged Job Seekers? A Synthesis of Findings from Evaluations of 13 Programs*. OPRE Report 2020-23. Office of Planning, Research, and Evaluation, Administration for Children and Families, U.S. Department of Health and Human Services. <https://www.mdrc.org/publication/can-subsidized-employment-programs-help-disadvantaged-job-seekers>

The U.S. Department of Health and Human Services launched the Subsidized and Transitional Employment Demonstration (STED), and the U.S. Department of Labor launched the Enhanced Transitional Jobs Demonstration (ETJD), complementary large-scale research projects designed to build rigorous evidence on the effectiveness of the latest generation of subsidized employment models.

MDRC and its partners comprehensively evaluated each program in the ETJD and STED projects. (Figure ES.1 further describes the background of the assessments.) The team evaluated each program using a random assignment design in which eligible participants were assigned randomly to a program group whose members were offered access to the program or to a control group whose members were not provided services from that program but may have received other services in their communities. One of the evaluations, conducted in Los Angeles County, evaluated two programs using a three-group random assignment design. This design provided a unique opportunity to compare two subsidized employment models — the traditional transitional jobs model and the wage-subsidy model — with each other and a control group.

All the programs tested in the HHS STED project and the DOL ETJD project aimed to use subsidized employment to improve long-term labor-market outcomes for groups with substantial barriers to work. However, each program took a different approach to achieving that goal. Each of the 13 program models was distinct, but it is possible to group them into three broad categories: traditional transitional jobs models, wage-subsidy models, and staged and tiered hybrid models.

Employment Model types:

- a. Traditional Transitional Jobs
- b. Wage-Subsidy
- c. Stage hybrid
- d. Tiered hybrid

Gaines, J. (2023, March). Limiting Employer Liability: Addressing the Perceived Risks of Hiring Workers with Criminal Histories. <https://csgjusticecenter.org/publications/limiting-employer-liability-addressing-the-perceived-risks-of-hiring-workers-with-criminal-histories/>

Around 89-95% of human resource professionals, business leaders, and individual employers who took a nationwide survey expressed their willingness to hire someone with a criminal record. A challenge is created by the fact that state statutes and common law legal doctrines allow employers to be held liable for potential harm caused by an ex-offender outside the scope of employment, which is called negligent hiring liability and often puts restrictions on employers hiring ex-offenders. Sixteen states have recently tried to work against the adverse effect. The purpose is to limit exposure to the employer's liability or remove it.

Ex-offenders can receive a "discretionary judicial certificate," which limits the extent to which employee criminal history can be used against an employer in court. Obtaining those types of certificates depends on waiting periods, bars for specific kinds of offenses, and consideration of rehabilitation. Seven states grant employers protection even without an employee applying for a discretionary judicial certificate.

Some states allow employers to use certificates of relief to establish that the employer acted with reasonable care. Additionally, other states do not allow a plaintiff to introduce more evidence regarding an employee's criminal record if an employee's certificate of relief was granted. Lastly, some states protect an employer completely from being liable for negligent hiring/retention lawsuits if the employee was given relief and the employer knew about the relief when the harm occurred. Other states have laws supporting the idea that liability cannot be based solely on an employee's criminal history.

Some employers purchase fidelity bonds to have insurance that reimburses clients and customers in case of a loss resulting from a crime. Some businesses must be bonded, which prevents them from hiring employees with criminal records, as that would be covered under privately sold fidelity bonds. Specific programs such as the Federal Bonding program provide employers free coverage for workers with criminal histories. Federal bonds are, however, typically capped at \$5,000 and cover the first six months of employment only.

Green, E. (2019, December). An Overview of Evidence-Based Practices and Programs in Prison Reentry. <https://icjia.illinois.gov/researchhub/articles/an-overview-of-evidence-based-practices-and-programs-in-prison-reentry>

This article discusses the needs of incarcerated persons returning from correctional custody. It also reviews evidence-based reentry practices and programs that have addressed the challenges faced by reentry programs and are aimed at successful reintegration and reduced recidivism. The author talks about four critical reentry needs- employment, physical and behavioral health, housing, and social support and adds all others to the 'additional needs' category. Then, he explains how parole supervision as a surveillance method is often ineffective in reducing recidivism and emphasizes the importance of community-led reentry programs. Instead, he stresses the importance of adhering to the evidence-based reentry principle of RNR – risk, need, and responsibility. The article further considers the five best practices proposition for any effective reentry programs by the U.S. Dept of

Justice. Also, the author reviews a few successful and promising evidence-based programs for each critical reentry need. The National Institute of Justice's CriminalSolutions.gov websites rated these programs effective or good based on their rigorous evaluation criteria. According to CrimeSolutions.gov, a reentry program is considered evidence-based if its effectiveness is established with high-quality outcome evaluation research and replicated in multiple sites. Programs that have been validated on a single site are considered promising. The author pointed out that only a few practices/programs can be effective since most programs are only evaluated once. The author reviews the following programs:

**Employment:** As explained by the author, employment needs hold high priority for returning individuals. Effective employment programs focus on providing jobs and extra services such as mentorship and case management to improve the reentry outcomes for incarcerated individuals. The author cites examples of the following successful programs.

- Work Release
- Florida's Work Release Program
- Employ

**Behavioral Health-** the author further reviews the reentry programs such as Therapeutic Communities, Amity In-Prison TC, Aggressive Replacement Training (ART), etc, that have successfully addressed the behavioral needs of the reentry group.

**Housing** - The author also discusses a few promising programs (e.g., Supportive Housing and Returning Home Ohio) that have successfully addressed the housing needs of the incarcerated population. In terms of Social Support, the author reviews the following programs:

- In-prison visitation
- Community Mediation Maryland (CMM)

**Comprehensive Program** - The author also reviews a few successful multifaceted reentry programs that target more than one reentry need. Such programs are often expensive and labor-intensive. The author cites examples of the following successful comprehensive program:

- Serious and Violent Offender Reentry Initiative (SVORI)
- InnerChange Freedom Initiative.

In conclusion, the author reiterates the importance of addressing the critical reentry needs for any reentry program to be successful in reducing recidivism.

Holzer, H., Raphael, S., & Stoll, M. A. (2003). *Employment Barriers Facing Ex-Offenders*. Urban Institute. Retrieved from <https://www.urban.org/research/publication/employment-barriers-facing-ex-offenders>.

The employment rate of individuals who have been incarcerated is as low as 35%, and the earning ranges from \$1,000 to \$2,000 per quarter. Incarceration can cause earnings to be reduced anywhere from 10-30%. The chance of employment losses can be as high as 20-30%. Supply-side factors limiting ex-offenders' employability include limited work experience, education, cognitive skills, substance abuse, and other physical/mental health problems. Notably, 70% of offenders and ex-offenders dropped out of high school. Many ex-offenders return to low-income and minority communities, placing the individuals in peer groups with only a few contacts with the "world of

legitimate work.” The type of jobs that ex-offenders secure often pay low wages and limit the opportunities of “climbing up the ladder,” which makes it attractive for ex-offenders to earn money in illegal ways.

Ex-offenders also face barriers originating from the demand side, which means employers. Employers desire employees to possess the basic skills of job readiness. Basic job readiness skills can include at least a high school diploma or work experience. It also refers to the employer's expectation of the employee being on time, working hard, taking responsibility, and being trustworthy. In central-city labor markets, fewer than 5% of unskilled jobs require no high school diploma. Ex-offenders who suffer from either substance abuse or health problems are most vulnerable to being discharged upon being hired due to their limited job readiness. African American men are the least likely job applicants to receive offers, and the suburban areas welcome fewer black applicants.

Additionally, state and federal laws prohibit ex-offenders from working in specific jobs that include working with children, certain health services occupations, and employment with firms providing security services. Employers have lost 72% of negligent hiring cases, with an average settlement of 1.6 million. Currently, 23 states offer some form of public access to or freedom of information statutes that pertain to some aspect of criminal history record information. Some precautions are in place to serve public safety and are reasonable; however, some appear punitive. The likelihood of checking the backgrounds of applications is likely related to the proportion of the local ex-offender population and local labor force. Ex-offenders' employment heavily depends on how adverse employers are to hire ex-offenders and whether or not they check an applicant's criminal background. Employers are more averse to hiring ex-offenders than any other disadvantaged group. Willingness depends on the type of offense committed and whether any meaningful work experience has been obtained. About 90% of employers would be willing to consider filling their most recent job vacancy with welfare recipients as compared to only 40% of employers being ready to hire an ex-offender. White non-offenders generated more offers than black non-offenders (14% vs. 34%). Approximately 17% of white offenders secured offers, whereas black offenders secured only 5% (Devah Pager). Organizations such as Welfare-to-Work and America Works started focusing on working for the population of ex-offenders.

#### Policy Recommendations:

- Hire prisoners while they are still incarcerated.
- Expanding funding and outreach efforts for bonds or tax credits to employers
- Provide more significant funding for the efforts of intermediary agencies to link recently released offenders with the labor market.
- Expanding financial incentives for ex-offenders to accept and retain low wage employment
- Reviewing legal barriers to employment of ex-offenders

Having records accessible to the public can play out in favor of ex-offenders when the employer sees that the crime committed was non-violent. However, if the information is not accurate (due to being obtained through a private internet-based company), it could hurt an ex-offender. There is also a difference between convictions and arrests. Intermediary agencies can help link ex-offenders to the labor market by preparing offenders for the market through services such as substance abuse treatment, paid transitional work experience (3-6 months), job placement assistance, and the collection of necessary documentation.

Employers can take advantage of the Work Opportunity Tax Credit, which allows them to claim a tax credit when hiring individuals in certain targeted groups (such as ex-offenders).

James, N. (2015, January). Offender reentry: Correctional Statistics, Reintegration into the Community, and Recidivism. <https://nicic.gov/resources/nic-library/all-library-items/offender-reentry-correctional-statistics-reintegration>

In this report, James provides an overview of the correctional system statistics and a review of offender reentry and reintegration efforts under various federal reentry programs. This report is part of the congressional research services prepared for the legislative discussion.

Reviewing the available data from the Bureau of Justice Statistics (BJS), Nathan James provides an overview of the issues and challenges involving recidivism in the U.S. It highlights the statistics associated with the correctional justice system, the growing number of the incarcerated population during 2000-2013, and the burden of associated costs involving this massive number of the prison population. Between 2000 and 2008, the number of incarcerated people in the U.S. were nearly 2.4 million. Although 2009-2013 saw a slight decline in the number of incarcerated persons, the number of offenders in prison was still considerably high. Understanding that 95% of the offenders eventually return to the community, the higher the number of offenders in the criminal justice system, the higher the number of ex-offenders in the community.

Offender reentry includes different mechanisms such as probation, parole, discretionary or mandatory parole- through which ex-offenders are often released into the community. Recidivism is defined as a rearrest or reincarceration of an ex-offender within a given period. Recidivism poses a challenge to the criminal justice system as nearly three-quarters of the prisoners (i.e., 76.6 %) are often rearrested within the first five years of their release for violation of conditions and new crimes. Ex-offenders are often less educated and less skilled than the average Americans and hence, less likely to be employed. This increases the likelihood of recidivism. Further, there are also the issues of mental health and substance abuse that pose challenges.

The author reviews multiple reentry programs and discusses three phases associated with them -

- a. Programs that take place during the incarceration period
- b. Programs during the offenders' release periods to connect ex-offenders with the services and support facilities after their release.
- c. Programs that prepare ex-offenders to reintegrate upon their release permanently.

There needs to be more literature on successful reentry processes and practices. However, most emerging literature and program insights point to the direction of employment-related training and placement, housing, and health assistance programs as the most effective among successful reentry practices.

Reviewing the federal government's involvement in the reentry program, the author points out that several federal programs and departments offer grants and reentry assistance. At the same time, a few such as the Department of Justice 's interagency Reentry Council explicitly work on reentry.

Leasure, P., & Anderson, T. S. (2017). *Recognizing Redemption: Old Criminal Records and Employment Outcomes*, 41, 271–286.

This article discusses how the hiring company discovered that El had a forty-year-old conviction for second-degree murder; El was convicted when he was fifteen. He was terminated, and the hiring company stated that the murder conviction was their sole reason. El filed suit, claiming that termination based solely on his conviction record violated the prohibition against employment discrimination under Title VII of the Civil Rights Act of 1964.

Researchers have sought to address the concerns echoed by the court in El, and recent evidence suggests that an offender's risk of reoffending decreases over time and can eventually come "close enough" to the risk of offending for those in the general population. However, no study has examined whether the age of a criminal record impacts employment outcomes.

This study discusses the review of literature on the effects of a criminal record on employment outcomes, how the proliferation of criminal background checks exacerbates these poor employment outcomes, and the importance of an individual's declining risk of re-offending over time.

These studies address the concerns noted by the court in El 33 and show that an offender's risk of re-offending declines over time s approximates one in the general population or even individuals who have never committed a crime.

This study found more substantial evidence of conversion (offenders with old criminal records equaling risk of offending when compared to nonoffenders), likely because it followed participants until age thirty-two.

These findings indicate that an individual possessing even a ten-year-old criminal record is hindered in his employment search. While the current study offers a significant step forward, the low sample size and thus low power of the study necessitates that future research replicates findings to confirm their significance.

Mendel, R. (2023, June). *Effective Alternatives to Youth Incarceration*. The Sentencing Project.  
<https://www.sentencingproject.org/reports/effective-alternatives-to-youth-incarceration/>

This report addresses the first challenge: What kinds of interventions can youth justice systems offer instead of incarceration for youth who pose a significant risk to public safety? Specifically, it identifies six program models that consistently produce better results than incarceration, and it details the essential characteristics required for any alternative-to-incarceration program including homegrown programs developed by local justice system leaders and community partners to reduce young people's likelihood of reoffending and steer them to success.

This report describes six program models that show compelling evidence of effectiveness and enjoy the backing of energetic organizations dedicated to supporting replication efforts.

1. Credible messenger mentoring programs hire.
2. Advocate/Mentor programs, such as Youth Advocate Programs
3. Family-focused, multidimensional therapy models, such as Multisystemic Therapy (MST) and Functional Family Therapy (FFT)
4. Cognitive behavioral therapy plus mentors for youth and young adults at extreme risk, like the programs offered by Roca, Inc.
5. Restorative Justice interventions targeting youth accused of serious offenses.

## 6. Wraparound programs

Leaders of youth justice systems nationwide, as well as legislators who enact the laws and approve their budgets, must heed the compelling evidence showing that incarceration is a failed strategy for reversing delinquent behavior. They must recognize that incarceration should be imposed only on young people who present a serious immediate threat to other people's safety, and they must fund and deliver effective alternatives to incarceration programs to keep many of the youth currently incarcerated at home safe. In the end, the essential ingredient for reducing overreliance on youth incarceration is the determination to explore every option to keep young people at home safely, providing youth with the support and assistance they require to avoid further offending, participate in the age-appropriate rites of adolescence, and mature toward a healthy adulthood.

Price-Tucker, A., Zhou, A., Charroux, A., Tenzin, C., Robertson, E., Abdalla, H., Gu, J., Escalante, T., Odayappan, S., Alexis, P., Bernstein, O., Keselj, M., & Barton, J. (2019). (rep.). *Successful Reentry: A Community-Level Analysis*. The Harvard University Institute of Politics Criminal Justice Group. [https://iop.harvard.edu/sites/default/files/2023-02/IOP\\_Policy\\_Program\\_2019\\_Reentry\\_Policy.pdf](https://iop.harvard.edu/sites/default/files/2023-02/IOP_Policy_Program_2019_Reentry_Policy.pdf).

This article discusses how various factors significantly affect successful reentry, what an existing community-based organizations tailor interventions to address those factors and provides recommendations for the best practices community-based reentry programs can follow.

The presence of these factors requires reentry programs to tailor their services in order to address the unique needs of the populations they serve. Examples of community-based organizations that successfully address all these risk factors are provided. The following section compares the strengths and weaknesses of both community and governmental reentry programs, discussing areas in which each type of organization is more effective and suggesting ways to partner with each other to maximize success.

The factors discussed:

- a. Race: plays a major role in the reentry experiences and chances of recidivism for formerly incarcerated people.
- b. Gender: has a significant impact on an individual's experiences with reentry.
- c. Age: It describes how the age of formerly incarcerated individuals affects the reentry process and the effectiveness of various interventions.
- d. Type of Crime: Reentering citizens have varying experiences with the reentry process based on the type of crime committed.
- e. Type of Community: The types of community that people return to become increasingly crucial as reentering citizens tend to be very concentrated in the same neighborhoods.
- f. Income Level: It affects the ability for solid family connections to be cultivated and maintained.

The importance of evidence-based practice in guiding reentry has become increasingly acknowledged. However, research and practice have generally been moving on separate tracks; numerous studies surrounding best practices for reentry exist, yet very few reentry programs are evaluating the efficacy of the services they offer and applying the existing research.

This report does not address the plethora of deep-rooted systemic issues within many communities that serve as facilitators of crime, making incarceration, and subsequently reincarceration, nearly inevitable for specific subgroups of people, outside of modifying the practices of community-based reentry.

Raphael, S. (2014). *The New Scarlet Letter: Negotiating the U.S. Labor Market with a Criminal Record*. *W.E. Upjohn Institute for Employment Research*. <https://doi.org/10.17848/9780880994811>

The article discusses how people were released from either a state or federal prison. These releases added to the roughly six million adults who have served prison time in the past. Many will experience a host of difficulties upon reentering a noninstitutional society. Those with minor children (especially incarcerated men) often accumulate substantial back child-support obligations while incarcerated and face the legal requirement to pay down the balance.

Higher criminal participation among those with low earnings may be driven by the need to generate income to meet basic needs, a sense that the potential losses associated with being caught and punished are low when legitimate job opportunities are rare, or a general sense of not playing a meaningful role outside of prison.

To interpret the word incapacitated in general, many other activities incapacitate criminal activity, Schools tend to reduce the criminal activity of youth by keeping them busy during the day. Marriage tends to incapacitate the criminal activity of young men as the accompanying newfound responsibilities and activities supplant more crime-prone settings and pursuits. Extending the metaphor to the labor market, having something to do during the day that generates legitimate income leaves less time for committing a crime.

Those serving prison time are far from a representative cross-section of the U.S. adult population. Inmates, and former inmates, are disproportionately male, have very low levels of formal educational attainment, are disproportionately minority, have unstable employment histories, and often have a history of substance abuse problems.

These factors are compounded by the general wariness of employers and the stigma associated with a criminal history and having served time in prison. A consistent finding in surveys of employers is a strong reluctance to hire an applicant with a criminal history, and an increasing tendency of employers to either directly ask an applicant about one's history or to use third-party firms to conduct more formal and thorough background checks.

Saxonhouse, E. (2004). *Unequal Protection: Comparing Former Felons' Challenges to Disenfranchisement and Employment Discrimination*. *Stanford Law Review*, 56(6), 1597–1639.

This article discusses the Federal Rules of Criminal Procedure, which require that courts inform the defendant of "any maximum penalty" before accepting a guilty plea. Depending on the jurisdiction and the crime, felons who have served their sentences and are no longer under any state supervision may nevertheless be unable to vote, obtain certain types of employment, receive food stamps, qualify for student loans, maintain parental custody, or even pick up their children.

Given courts' receptiveness to employment claims, and the vital link between employment and rehabilitation, this inattention also suggests an opportunity for advancing the causes of both equality and public safety that, so far, very few legal organizations have actively pursued. Numerous courts have been willing to invalidate overly sweeping ex-felon employment disqualifications using these standards. On the other hand, courts tend to reject challenges to similarly sweeping disenfranchisement laws summarily.

A demonstrated connection between disenfranchisement and increased crime would be a powerful policy argument for allowing former prisoners to vote, even for those who are not sympathetic to former prisoners themselves.

Courts generally uphold laws that display some tailoring of employment barriers while striking down overly broad provisions that apply employment restrictions to all felons regardless of "the probable and realistic circumstances in a felon's life.

The evidence that legislative reform has been only moderately successful, there are also structural factors suggesting that ex-felons cannot rely on political efforts alone to restore their rights.

Disenfranchised ex-felons lack the votes to hold politicians accountable, and voting constituents may see policies favoring ex-offenders as soft on crime.

Tam, T. M., Walters, B., & Haydock, M. (2003, May). Employing Offenders in San Francisco: A Sector Research Methodology. *National Economic Development and Law Center*.  
<http://ww1.insightcced.org/uploads/publications/wd/Ex-offenders%20Full%20Report.pdf>

In San Francisco, 64% of ex-felons cannot financially support themselves, and only 8% earn enough to support a school-aged child. About 83% of ex-felons have never attended college, compared to only 32% of San Francisco residents.

Social Services, Eating and Drinking Places, and Special Trade Construction were the most accessible industries. Social Services and Special Trade Construction were identified as the most promising industries.

Ex-offenders found that the social service industry does not pay enough but was concerned about transitioning into a different sector due to their record. Ex-felons in the construction industry were satisfied with the jobs and wages but faced challenges due to seasonal changes. Primary challenges associated with finding and maintaining employment include transportation, dealing with substance abuse, and a lack of support services. Overall, ex-felons found it the easiest to find job through personal networks. The construction industry especially offers the benefit of not asking ex-felons about their criminal history. All the social services, construction, and eating and drinking places industries have different needs related to implementation strategies. Ex-felons need more help with moving up the ladder in the social service industry; they will also need transportation to construction job sites to be more accessible.

Umez, C., & Gaines, J. (2021, January). After the Sentence, More Consequences: A National Report of Barriers to Work. <https://csgjusticecenter.org/publications/after-the-sentence-more-consequences/national-report/>

In this report, the authors Chidi Umez and Joshua Gaines present an overview of the scope, features, and operations of the employment-related challenge and consequences imposed by the state and federal laws. Based on the data available from the online databases of the National Inventory of Collateral Consequences of Convictions (NICCC), the authors carefully review the collateral consequences imposed by the statutory and regulatory provisions from all 50 states and federally governed areas including Washington D.C Apart from employment

The significance of collateral consequences has gained traction in recent years as there is a 500% percent increase in the number of people serving prison time in state or federal prisons. In 2010, almost 25 million people all over the U.S. committed felony convictions of some sort. For the increasing number of Americans with convictions collateral consequences pose a significant barrier to success limiting access to employment, housing and, hence increasing economic disparities. Due to the existing racial gaps in the criminal justice system, people of color and Hispanic communities are often more disadvantaged when facing collateral consequences. Collateral consequences are not criminal hence they are often implemented by state agencies and employers.

The authors analyze the impact of collateral consequences on employment (72%) in terms of scope of employment, operations, and features. The range of employment-related consequences, as the authors analyzed, takes place in three ways. For example, firstly, the regulatory and statutory policies imposed severe limitations on hiring or retaining workers with a criminal conviction or record. Secondly, the 13,000 consequences cataloged in NICCC pose limitations on occupational and professional licensing necessary to perform a specific job. In almost every U.S. state, licensure is required for at least 50 occupations and professions. Thirdly, limitations on business licensure and participation create barriers to ex-felons' part-time employment, business, and entrepreneurial ventures, thus limiting reentry and reducing recidivism.

Nearly 80 fields and industries have been affected by the employment-related collateral consequences. Some of the most affected fields such as healthcare (# no. of consequences - 7,478); public employment (# 3,873); education and schools (# 2,356); transportation and commercial services (#1,533)

In terms of operations of employment-related consequences, the article discusses three key elements. a) Mandatory vs. discretionary consequences- Mandatory consequences require employers to deny job opportunities to people with specific convictions. Notably, only 44% of the consequences are marked as mandatory by NICCC while 56% are at the discretion of the lawmaker and employers. b) Duration of the effect is another collateral consequence since there is no end date. It continues after the sentence period. Most employment-related consequences (83%) persist indefinitely. C) Any felony or misdemeanor triggers employment-related collateral consequences.

The authors also present six key policy recommendations:

1. Limit mandatory collateral consequences to instances related to significant public safety concerns.
2. Promoting the fair, consistent, and transparent application of discretionary consequences to increase employment opportunities.
3. Limiting potential deterrent effects of discretionary consequences will impact the decision-making process and future.
4. Limit offenses that trigger consequences to only those that indicate an increased risk to public safety for the job.
5. Limiting the duration of time that consequences remain in effect.

6. Expand the availability and effect of relief mechanisms.

Varghese, F. P., Hardin, E. E., & Bauer, R. L. (2009). Factors influencing the employability of Latinos: The roles of ethnicity, criminal history, and qualifications. *Race and Social Problems, 1*(3), 171–181. <https://doi.org/10.1007/s12552-009-9014-2>

This article discusses that the Latino population is the fastest-growing ethnic group, and it is estimated that by the year 2050, 1 in 3 persons living in the United States will be of Latino descent (United States Census Bureau 2008). As a result of this tremendous growth, more Latinos are looking for employment than ever before.

Latino offenders, as a subset of Latinos, may face substantial barriers to employment. Offenders of all ethnic backgrounds face difficulties in job obtainment due to a criminal history. For Latino offenders in particular, the barriers may be even more immense as they are likely to face bias due to criminal record and ethnicity. Therefore, it is essential to investigate the employment barriers of Latino offenders, mainly as Latinos are disproportionately represented among offender populations: over 40% of all federal offenders are of Latino descent, with immigration and drug offenses being the top two reasons for incarceration.

Employment qualifications mitigate the negative effects of having a criminal charge; for

example, offenders with a drug possession charge who also possessed good job qualifications were given more significant consideration for a cashier job in a retail store than those who had poor job qualifications. Yet, more study is needed regarding offenders convicted of an offense applying for other entry-level positions.

Results from this study indicate that under some conditions, significant bias in hiring decisions occurs against Latino job applicants compared to Anglo job applicants. Regardless of work history, Latino offenders with a misdemeanor and a 12<sup>th</sup>-grade education were significantly less likely to be recommended for a stock worker job than Anglos with the same qualifications.

The results of this study significantly contribute to our understanding of employment barriers that exist for Latino applicants and offenders in general. The findings also reveal the importance of possessing relevant job qualifications. The results of this study may be informative for correctional agencies, clinicians, researchers, and ex-offenders to decrease the barriers associated ethnicity and criminal history.

Varghese, F. P., Hardin, E. E., Bauer, R. L., & Morgan, R. D. (2009). Attitudes Toward Hiring Offenders: The Roles of Criminal History, Job Qualifications, and Race. *International Journal of Offender Therapy and Comparative Criminology, 54*(5). <https://doi.org/10.1177/0306624X09344960>

The purpose of this study is to explore the interactive effects of race, criminal history, and job qualifications on the perceived employability of hypothetical applicants. To accomplish this, college students were asked to assume the role of a potential employer. College students have been used successfully as potential employers in previous studies. Moreover, considering that some college students will one day be in positions of selecting job candidates or even hold such positions during

their undergraduate education, college students are a reasonable sample to rate job candidates regarding employability.

This study consisted of 275 undergraduates from a public university in the southwestern United States. The participants were recruited from upper-level courses within the psychology and anthropology departments and from introductory psychology classes. Of the 275 participants, 162 were women, and 112 were men; 1 person did not report gender. Ages ranged from 17 to 46, with an average age of 21. Most participants indicated they were European American (68.7%), with the remaining participants identifying themselves as Latino (17.5%), African American (4.7%), Asian American (2.5%), Bi- or Multiracial (2.5%), or Native American (0.4%); 3.6% of participants did not indicate ethnicity.

Along with the type of crime and job qualifications, research has shown that race may be a barrier in hiring for those with a criminal history. Race is essential to consider as African Americans and Latinos are disproportionately represented among offender populations, and recidivism rates are higher among ethnic minorities. Unemployment status appears to be related to the incarceration status of African Americans and Latinos but not European Americans.

Winig, L. (2012, May). *From Prison to Prosperity: A Model for Job Creation and Economic Self-Sufficiency*. Federal Reserve Bank of Boston. <https://www.bostonfed.org/publications/communities-and-banking/2012/summer/from-prison-to-prosperity-a-model-for-job-creation-and-economic-self-sufficiency.aspx>

Ex-prisoners face different limitations and challenges. One option to combat that is having entrepreneurship programs specifically created for people about to reenter society after incarceration. The United States imprisoned 2.3 million people in 2010 alone. In 2010, 70% of the people who left prison had no housing solution after prison. Forty-four percent of people released from prison in 2005 reentered the prison system after three years. The incarceration cost per Massachusetts inmate was \$46,000 in 2010. Ex-offenders are 3 to 5 more times likely to break the law if they cannot gain employment after being released from prison. One challenge pointed out by the National Employment Law is that employers who perform a commercial background check will exclude ex-prisoners from the potential to enter the job market. According to the Society for Human Resource Management, 80% of employers perform a background check. The consequences of a background check decrease the chance of finding employment, which encourages self-employment. There is a correlation between characteristics such as independence, risk-taking, and partaking in a micro-enterprise. Now, about one-third of prisoners are convicted of drug dealing. A study conducted by Hofstra University concluded that "incarcerated individuals possess similar or higher entrepreneurial aptitude than various types of entrepreneurs" (Sonfield, 2001 et al.).

Possessing entrepreneurial aptitude suggests that self-employment training for inmates who get closer to being released might be a valuable option. Prison-based entrepreneurship education started around 2010, and a handful of Massachusetts prisons have started conducting such training. Those programs include business planning, financing, marketing, budgeting, and planning lessons. Organizations such as Venturing Out teach 12-week classes on how to start a small business. Entrepreneurship programs in Texas show a decrease in the recidivism rate of 10%. Decreased recidivism rates save Texas millions of taxpayer dollars. Some curriculums are custom designed to prepare ex-prisoners for the challenges they face with a criminal background.

## Appendix B \_ A Sample of available jobs in select Industry Sectors in Rutherford County

### 1. Accommodation and Food Services Jobs in Rutherford County\*

<i>SOC Code</i>	<b>35-2014</b>	<b>35-9031</b>	<b>43-4081</b>	<b>35-3011</b>	<b>35-9011</b>	<b>39-6011</b>
<b>Top Jobs</b>	Cooks, Restaurant	Hosts & Hostesses, Restaurant & Coffee Shop	Hotel, Motel, and Resort Desk Clerks	Bartenders	Dining Room and Cafeteria Attendants and Bartender Helpers	Baggage Porters and Bellhops
<b>Outlook 2021-2031</b>	Bright	Bright	Bright	Bright	Bright	Bright
<b>Expected Growth 2021-2031</b>	16%	9%	11%	18%	9%	1%
<b>Education Qualification</b>	Less than high school	High school diploma or equivalent	High school diploma or equivalent	High school diploma/Some college/	High school diploma or equivalent	High school diploma or equivalent
<b>Skills Required</b>	Attention to detail, Dexterity, Physical stamina, Sense of taste and smell	Active Listening, Speaking, Service Orientation, Social Perceptiveness, Coordination	Social Perceptiveness, Speaking, Service Orientation, Active Listening, Coordination	Communication skills, Customer-service skills, Decision-making, Multitasking skills, Physical strength	Active Listening, Coordination, Service Orientation	Electronic mail software, Office suite software, Spreadsheet software, Word processing software
<b>Training Time</b>	3 - 12 months	3 - 12 months	3 - 12 months	3 - 12 months	0 - 3 months	0 - 6 months
<b>Training/ Tools/ Competencies</b>	Basic culinary training/cooking techniques/nutrition and health training	Basic customer service/ kitchen safety/ safe food-handling procedures/ sanitation guidelines	Public safety and security / Customer and personal service	Cocktail recipes/ bar-setup procedures/ customer service	Customer and personal service/food production/sales and marketing	Customer and personal service / public safety and security
<b>Salary Range (\$\$)</b>	23,520 - 38,640	18,810 - 29,920	17,520 - 29,450	17,180 - 43,570	18,020 - 31,530	17,700 - 31,010
<b>Prospective Employer</b>	Taco Bell, North America, Buffalo Wild Wings, Compass Group, ARAMARK	Buffalo Wild Wings	Aimbridge Hospitality	Buffalo Wild Wings	Stars and strikes	Aimbridge Hospitality, ABM Industries

\*Data available in March 2023

O\*Net Online - <https://www.onetonline.org/>

U.S. Bureau of Labor Statistics Occupational Outlook Handbook - <https://www.bls.gov/ooh/>

Job source websites: Indeed ([www.indeed.com](http://www.indeed.com)) and Glassdoor ([www.glassdoor.com](http://www.glassdoor.com))

## Appendix B \_ A Sample of available jobs in select Industry Sectors in Rutherford County

### 2. Administrative and Support Jobs in Rutherford County\*

<b>SOC Code</b>	37-3012	31-2012	31-9093	31-9096
<b>Top Jobs</b>	Pesticide handlers, sprayers, applicators, vegetation	Occupational therapy aides	Medical equipment preparers	Veterinary assistants and laboratory animal caretakers
<b>Outlook 2021-2031</b>	NA	Bright	NA	Bright
<b>Expected Growth 2021-2031</b>	6%	14%	6%	19%
<b>Education Qualification</b>	High school diploma or equivalent	High school diploma or equivalent	High School Diploma Some college/ associate degree	High school diploma or equivalent
<b>Skills Required</b>	Active Listening, customer services	Service Orientation, Social Perceptiveness, Active Listening	Critical Thinking, Monitoring, Quality Control Analysis, Operations Monitoring	Critical Thinking/ Monitoring / Reading Comprehension
<b>Training Time</b>	0 - 3 months	12 - 24 months	3 - 12 months	3 - 12 months
<b>Training/ Tools/ Competencies</b>	Biology/ Customer and Personal Service/ Production and Processing	Therapy and Counseling/ Customer and Personal Service/ Psychology / Computers and Electronics	Customer and Personal Service/ Biology/ Production and Processing/ Public Safety and Security	Customer and Personal Service/ Biology/Administrative/ Medicine and Dentistry
<b>Salary Range (\$\$)</b>	24,040 - 46,340	28,350 - 62,450	29,340 - 49,680	23,410 - 36,830
<b>Prospective Employer</b>	Arrow Exterminators, Inc.	Ascension Health, Bright Spring Health Services	Vanderbilt University Medical Center, HealthTrust Workforce Solutions	VCA Animal Hospitals

\*Data available in March 2023

O\*Net Online - <https://www.onetonline.org/>

U.S. Bureau of Labor Statistics Occupational Outlook Handbook - <https://www.bls.gov/ooh/>

Job source websites: Indeed ([www.indeed.com](http://www.indeed.com)) and Glassdoor ([www.glassdoor.com](http://www.glassdoor.com))

## Appendix B \_ A Sample of available jobs in select Industry Sectors in Rutherford County

### 3. Agriculture and Farming Jobs in Rutherford County\*

<i>SOC Code</i>	37-3012	31-2012	31-9093	31-9096
<b>Top Jobs</b>	Pesticide handlers, sprayers, applicators, vegetation	Occupational therapy aides	Medical equipment preparers	Veterinary assistants and laboratory animal caretakers
<b>Outlook 2021-2031</b>	NA	Bright	NA	Bright
<b>Expected Growth 2021-2031</b>	6%	14%	6%	19%
<b>Education Qualification</b>	High school diploma or equivalent	High school diploma or equivalent	High School Diploma Some college/ associate degree	High school diploma or equivalent
<b>Skills Required</b>	Active Listening, customer services	Service Orientation, Social Perceptiveness, Active Listening	Critical Thinking, Monitoring, Quality Control Analysis, Operations Monitoring	Critical Thinking/ Monitoring / Reading Comprehension
<b>Training Time</b>	0 - 3 months	12 - 24 months	3 - 12 months	3 - 12 months
<b>Training/ Tools/ Competencies</b>	Biology/ Customer and Personal Service/ Production and Processing	Therapy and Counseling/ Customer and Personal Service/ Psychology / Computers and Electronics	Customer and Personal Service/ Biology/ Production and Processing/ Public Safety and Security	Customer and Personal Service/ Biology/Administrative/ Medicine and Dentistry
<b>Salary Range (\$\$)</b>	24,040 - 46,340	28,350 - 62,450	29,340 - 49,680	23,410 - 36,830
<b>Prospective Employer</b>	Arrow Exterminators, Inc.	Ascension Health, Bright Spring Health Services	Vanderbilt University Medical Center, HealthTrust Workforce Solutions	VCA Animal Hospitals

\*Data available in March 2023

O\*Net Online - <https://www.onetonline.org/>

U.S. Bureau of Labor Statistics Occupational Outlook Handbook - <https://www.bls.gov/ooh/>

Job source websites: Indeed ([www.indeed.com](http://www.indeed.com)) and Glassdoor ([www.glassdoor.com](http://www.glassdoor.com))

## Appendix B \_ A Sample of available jobs in select Industry Sectors in Rutherford County

### 4. Construction Jobs in Rutherford County\*

<i>SOC Code</i>	<b>47-2061</b>	<b>49-9052</b>	<b>49-9071</b>	<b>47-2150</b>
<b>Top Jobs</b>	Construction Laborers	Telecommunications Line Installers and Repairers	Maintenance and Repair Workers, General	Plumbers, pipefitters, and steamfitters
<b>Outlook 2021-2031</b>	Bright	Bright	Bright	NA
<b>Expected Growth 2021-2031</b>	4%	6%	5%	2%
<b>Education Qualification</b>	High School Diploma or Less	High School Diploma/Some college/ associate degree	High School Diploma or Equivalent	High school diploma or equivalent
<b>Skills Required</b>	Color vision, Math skills, Mechanical skills, Physical stamina, Physical strength	Color vision, Mechanical skills, Physical stamina, Physical strength, Teamwork, Technical skills, Troubleshooting skills	Customer-service skills, Dexterity, Troubleshooting skills	Communication skills, Dexterity, Mechanical skills, Troubleshooting skills, Physical strength
<b>Training Time</b>	3 - 12 months	3 - 12 months	6 - 12 months	3 - 12 months
<b>Training/ Tools/ Competencies</b>	Building construction, Demolition/ Road and utility construction / Environmental remediation / Tunneling / Pipeline construction	basic knowledge of algebra and trigonometry, technical knowledge of electricity	Mechanical drawing/ electricity/ woodworking/blueprint reading/mathematics/computers	Safety/ local plumbing codes and regulations/ blueprint reading
<b>Salary Range (\$\$)</b>	27,710 - 47,430	37,260 - 80,090	29,120 - 61,820	23,260 - 46,540
<b>Prospective Employer</b>	Star Construction, City of La Vergne, People Ready	AT&T	Randstad US, H&E Equipment Services, Inc, WestRock Company, Ryder System, International Paper, Home Depot, H&R Block	ManpowerGroup

\*Data available in March 2023

O\*Net Online - <https://www.onetonline.org/>

U.S. Bureau of Labor Statistics Occupational Outlook Handbook - <https://www.bls.gov/ooh/>

Job source websites: Indeed ([www.indeed.com](http://www.indeed.com)) and Glassdoor ([www.glassdoor.com](http://www.glassdoor.com))

## Appendix B \_ A Sample of available jobs in select Industry Sectors in Rutherford County

### 5. Health Care and Social Assistance Jobs in Rutherford County\*

<i>SOC Code</i>	31-2022	51-6011	37-2012	31-1120	43-9061
<b>Top Jobs</b>	Physical Therapist Aides	Laundry and Dry-Cleaning Workers	Maids & Housekeeping Cleaners	Home Health and Personal Care Aides	Office Clerks, General
<b>Outlook 2021-2031</b>	Bright	Bright	Bright	Bright	Bright
<b>Expected Growth 2021-2031</b>	24%	4%	8%	25%	-5%
<b>Education Qualification</b>	High school diploma or equivalent	Less than high school	Less than high school	High school diploma or equivalent	High school diploma or equivalent
<b>Skills Required</b>	Compassion, Detail oriented, Dexterity, Interpersonal skills, Physical stamina	Interpersonal skills, Mechanical skills, Physical stamina, Physical strength, Time-management skills	Service Orientation, Coordination, Time Management	Detail-oriented, Emotional skills, Integrity, Interpersonal skills, Physical stamina	Customer-service skills, Detail oriented, Organizational skills
<b>Training Time</b>	3 - 12 months	0 - 3 months	0 - 3 months	3 - 12 months	3 - 12 months
<b>Training/ Tools/ Competencies</b>	Basic knowledge in anatomy, physiology, and kinesiology	Learn to use and maintain equipment/ learn to repair minor electrical and plumbing problems	Little or No Preparation Needed	Housekeeping skills/ basic safety techniques / may be required to obtain certification in first aid and cardiopulmonary resuscitation (CPR)	Basic Technology skills in Word, Excel/instructions on office procedures / proper phone etiquette / the use of office equipment
<b>Salary Range (\$\$)</b>	19,910 - 36,680	17,610 - 31,490	18,730 - 30,420	22,290 - 29,780	19,630 - 48,460
<b>Prospective Employer</b>	U.S. Physical Therapy and OPR Management Services, Inc.	Aimbridge Hospitality	Aimbridge Hospitality, ABM Industries, Acadia Healthcare, Kelly Services	AccentCare, Inc., Bright Spring Health Services, Maxim Healthcare Services, Bright Spring Health Services, Floral Long Term Care, HealthTrust Workforce Solutions, Home Care Preference LLC	Veterans Affairs, Veterans Health Administration, Ascension Health, CARMAX, Acadia Healthcare, BrightSpring Health Services, ARAMARK

\*Data available in March 2023

O\*Net Online - <https://www.onetonline.org/>

U.S. Bureau of Labor Statistics Occupational Outlook Handbook - <https://www.bls.gov/ooh/>

Job source websites: Indeed ([www.indeed.com](http://www.indeed.com)) and Glassdoor ([www.glassdoor.com](http://www.glassdoor.com))

## Appendix B \_ A Sample of available jobs in select Industry Sectors in Rutherford County

### 6. Manufacturing Jobs in Rutherford County\*

<b>SOC Code</b>	49-3042	49-9052	53-7062	49-9041	49-9071	51-2028
<b>Top Jobs</b>	Mobile Heavy Equipment Mechanics, Except Engines	Telecommunications Line Installers and Repairers	Laborers and Freight, Stock, and Material Movers, Hand	Industrial Machinery Mechanics	Maintenance and Repair Workers, General	Electromechanical Equipment Assemblers
<b>Outlook 2021-2031</b>	Bright	Bright	Bright	Bright	Bright	NA
<b>Expected Growth 2021-2031</b>	8%	6%	6%	14%	5%	1%
<b>Education Qualification</b>	High school diploma or equivalent	High school diploma or equivalent	High school diploma or equivalent	High School Diploma/Some college/associate degree	High school diploma or equivalent	High school diploma or equivalent
<b>Skills Required</b>	Dexterity, Mechanical skills, Organizational skills, Physical strength, Troubleshooting skills	Color vision, Teamwork, Technical, Mechanical skills, Physical stamina,	Customer-service skills, Listening skills, Physical energy, Hand-eye coordination,	Manual dexterity, Mechanical skills, Troubleshooting skills	Customer-service skills, Dexterity, Troubleshooting skills	Quality Control Analysis, Reading Comprehension, Troubleshooting,
<b>Training Time</b>	12 - 24 months	3 - 12 months	3 - 6 months	12 - 24 months	12 - 24 months	3 - 12 months
<b>Training/ Tools/ Competencies</b>	Automotive repair/ electronics	Algebra / Qualifying score on an aptitude test / Pass substance abuse screening	Commercial driver's license (CDL) / safety rules	Machinery mechanics/machinery maintenance	Knowledge of many repair/maintenance tasks / mechanical drawing/ electricity/ woodworking/blueprint reading	Mechanical knowledge/ production and processing/ knowledge of electronics
<b>Salary Range (\$\$)</b>	37,890 - 65,540	37,260 - 80,090	24,010 - 45,810	37,930 - 76,110	29,120 - 61,820	28,640 - 50,240
<b>Prospective Employer</b>	H&E Equipment Services, Inc / Rush Enterprises / Republic Services	AT&T	FedEx Ground, Burlington, Randstad US, Walmart, People Ready	FedEx Ground, Aerotek, Aimbridge Hospitality, Highmark Residential, LLC, WestRock Company, International Paper, Cardinal Health	The W.W. Williams Company LLC, United Rentals, Aerotek, Aimbridge Hospitality, National Park Service, Highmark Residential,	TAD PGS, Inc.

\*Data available in March 2023

O\*Net Online - <https://www.onetonline.org/>

U.S. Bureau of Labor Statistics Occupational Outlook Handbook - <https://www.bls.gov/ooh/>

Job source websites: Indeed ([www.indeed.com](http://www.indeed.com)) and Glassdoor ([www.glassdoor.com](http://www.glassdoor.com))

## Appendix B \_ A Sample of available jobs in select Industry Sectors in Rutherford County

### 7. Retail Trade Jobs in Rutherford County \*

<b>SOC Code</b>	41-1011	33-9032	53-7062	53-7065	39-3093	53-1043
<b>Top Jobs</b>	Retail Sales Worker	Security Guards	Hand Laborers and Material Movers	Stockers and Order Fillers	Locker room, coatroom, and Dressing Room Attendant	Material Moving Operator
<b>Outlook 2021-2031</b>	Bright	Bright	Bright	Bright	Bright	Bright
<b>Expected Growth 2021-2031</b>	NA	3%	6%	6%	11%	7%
<b>Education Qualification</b>	Highschool Diploma or less	Highschool Diploma or less	No formal education/ Less than high school	Highschool Diploma or less	Highschool Diploma or less	Highschool Diploma or less
<b>Skills Required</b>	Customer care skills, clarity of thought	Observation, attention to detail,	Physical fitness and abilities,	Attention to detail, Basic Skills	Speaking, Active Listening, Service Oriented	Mechanical Skills, Attention to detail
<b>Training Time</b>	3 - 12 months	3 - 12 months	0 - 3 months	3 - 12 months	3 - 12 months	3 - 12 months
<b>Training/ Tools/ Competencies</b>	Basic knowledge of the retail industry, customer service skills, and basic accounting skills	Training on Public Safety and surveillance monitoring, Training on operating security monitoring devices,	Basic Microsoft Word and Excel knowledge, physical fitness, and use of basic machinery	Basic Communication Skills, Microsoft Word, Excel Knowledge	Basic job training, Basic Microsoft Word and Excel knowledge,	Job Training, Mechanical skills needed for operating Machinery and tools. / Safety protocol training
<b>Salary Range (\$\$)</b>	37,780 - 29,180	31,470 -	29990	22.290-37,810	19,210-29,220	33,370-79,890
<b>Prospective Employer</b>	Walmart, Kroger, Target, Burlington,	Allied Universal, Ross Stores, Inc., Walmart,	Kroger, Lowe's	Walmart, Target, ALDI	Undisclosed	Undisclosed

\*Data available in March 2023

O\*Net Online - <https://www.onetonline.org/>

U.S. Bureau of Labor Statistics Occupational Outlook Handbook - <https://www.bls.gov/ooh/>

Job source websites: Indeed ([www.indeed.com](http://www.indeed.com)) and Glassdoor ([www.glassdoor.com](http://www.glassdoor.com))

## Appendix B \_ A Sample of available jobs in select Industry Sectors in Rutherford County

### 8. Transportation and Warehousing Jobs in Rutherford County\*

<b>SOC Code</b>	53-3031	53-3032	53-7061	53-6021	53-7064	53-7065
<b>Top Jobs</b>	Sales Workers	Heavy and Tractor-Trailer Truck Drivers	Cleaners of Vehicles and Equipment	Parking Attendants	Packers and Package Handler	Stockers and order fillers
<b>Outlook 2021-2031</b>	Bright	NA	NA	NA	NA	Bright
<b>Expected Growth 2021-2031</b>	11%	4%	6%	6%	NA	6%
<b>Education Qualification</b>	High school diploma or equivalent	High School Diploma/Some college/ associate degree	High school diploma or equivalent	High school diploma or equivalent	High school diploma or equivalent	High school diploma or equivalent
<b>Skills Required</b>	Customer-service skills, Math skills, Patience, Sales skills	Customer-service skills, Math skills, Patience, Sales skills	Quality Control Analysis, Operation, and Control	Social Perceptiveness, Active Listening, Service Orientation	Monitoring	Active Listening, Reading Comprehension
<b>Training Time</b>	3 - 12 months	3 - 12 months	3 - 6 months	3 - 12 months	3 - 6 months	3 - 12 months
<b>Training/ Tools/ Competencies</b>	Sales techniques/ company products/ company policies/ driver's license	Driver's license	Customer and Personal Service / Transportation	Customer and Personal Service, Transportation	Customer and Personal Service / Production and Processing	Customer and Personal Service
<b>Salary Range (\$\$)</b>	20,950 - 47,940	37,230 - 78,500	18,470 - 38,460	19,020 - 32,240	23,310 - 37,310	22,970 - 37,810
<b>Prospective Employer</b>	TJX, Lowe's, Republic Services, Papa John's International, CARMAX, Roehl Transport, Schwan's Company, Ferguson Enterprises	Schneider National, Inc., Republic Services,	ABM Industries, CARMAX, H&E Equipment Services, Inc, Kelly Services	ABM Industries, Kelly Services	Randstad US, Cardinal Health, Office Depot	BJs Wholesale Club, Carter Lumber, Lowe's, Staples, Gap Inc., FedEx, ALDI, Mohawk Industries, Burlington, Target

\*Data available in March 2023

O\*Net Online - <https://www.onetonline.org/>

U.S. Bureau of Labor Statistics Occupational Outlook Handbook - <https://www.bls.gov/ooh/>

Job source websites: Indeed ([www.indeed.com](http://www.indeed.com)) and Glassdoor ([www.glassdoor.com](http://www.glassdoor.com))