

Opportunities for Hispanic/Latino Workers

Effective Practices in Workforce Development Services for Hispanic/Latino Populations in the U.S.

Goodwill Resource Guide

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Executive Summary

Goodwill agencies across the country – including in cities far from border states where Hispanic/Latino¹ populations are typically high – are adapting to the needs of an increasingly large group of Latinos who need help finding a job. Two out of three community-based Goodwill agencies are helping Latinos find jobs. Two out of three also report that a large percentage of the population isn't getting the career development services they need. A three-year research project is expanding the understanding of Hispanic populations in the United States and the services they need. The research shows Goodwill on the forefront of providing career development services for Latinos. The most successful programs demonstrate that a multifaceted and customized approach is required to help Hispanics find jobs.

The Enterprise in Motion research project, conducted by **Goodwill Industries International** (GII), has identified the effective practices in workforce development services to Latino populations by Goodwills. The research consisted of a membership-wide on-line survey participated in by 108 Goodwills. followed by phone interviews of Goodwills that customize services for Latino individuals. Twenty-seven Goodwills were invited to participate in structured phone interviews; 18 interviews were completed. Goodwill of North Georgia (GNG participated in the research as a new provider of services for Hispanics in the Atlanta metropolitan area. GNG, along with 13 other Goodwills from across the country, were

In the research conducted under the Enterprise in Motion project, the findings indicate that the top three employment barriers faced by Latinos are:

- Language and Literacy
- Basic Education and Work
 Skills
- Documentation of Status

The top three challenges to serving Hispanic individuals are:

- Funding
- Finding/Retaining Bilingual and Bicultural Staff
- Credibility in the Hispanic Community

selected for inclusion in this resource guide. Findings from an extensive literature review are also included in the resource guide.

¹ The terms "Latino" and "Hispanic" are used interchangeably throughout this document, based on the practices of the U.S. Census Bureau, the National Council of La Raza and the Pew Hispanic Center. The terms are intended to identify persons of Mexican, Puerto Rican, Cuban, Central and South American, Dominican, and Spanish descent; they may be of any race.



A three-year research project is expanding the understanding of U.S. Hispanic populations and the services they need.

Five Essential Program Services

Five core program areas are used by more than half of the Goodwills highlighted by this resource guide. They are used to address the barriers and challenges associated with providing services to Hispanic individuals.

- 100% of Goodwills included in this research employ bilingual and if possible, bicultural staff.
- 92% of the Goodwills state that building partnerships in the Hispanic community is essential to establish credibility as effective service providers.
- 77% use bilingual signage, websites, and other Spanish/English materials to improve their effectiveness with Latino participants.
- 69% of Goodwills provide training classes in Spanish with bilingual instructors.
- 62% provide literacy, ESL, or Vocational ESL instruction, or are able to refer participants to community colleges or adult education providers for services.

Customized Enhancements of Workforce Development Program Services

Twelve additional program areas emerged as customizations used most frequently by the Goodwills that participated in the research project's phone interviews. They enhance the five core services listed above, and reflect local community needs, as well as organizational priorities and capacities.

Nearly half of the most successful programs are locating career development sites in or near neighborhoods with high percentages of Hispanic residents. The ability to create the capability to perform intake and work assessment in Spanish also is proving to be an effective and highly utilized tool for organizations working to help Hispanics find jobs. About one-quarter of the Goodwills provide ESL, GED, and job skills training programs during non-traditional hours for underemployed Latinos and offer support and services to monolingual Spanish-speaking participants.

To increase their capacity to serve Spanish-speaking individuals, some Goodwills are providing Spanish language classes for their staff. They are also elevating their visibility in the Latino community by advertising in the Hispanic media and conducting outreach to migrant workers.

Almost half of the Goodwills featured in this resource guide are engaged in targeted employer outreach for Latinos. While some are working to educate employers about the benefits of bilingual employees in all types of occupations within their organizations, others work to identify local



companies that have bilingual management staff. A large percentage of the most effective programs, especially those located in areas with large Hispanic populations, include flexible and customized practices that engage employers to create opportunities for people who speak no English whatsoever.

More than a third of the most effective Goodwill programs are developing partnerships with organizations and law firms that assist immigrants with documentation as well as navigation of the U.S. immigration system.





Introduction

When we began to look at our core values and the historical roots of Goodwill, we began to make the organizational adjustments we needed in order for our Goodwill to be more responsive to the needs of Latinos in our community.

We recalled that Edgar Helms founded Goodwill by serving poor immigrants in Boston, and we realized that 100 years later, on the other side of the country, we also had an opportunity to assist immigrants in need.

— Santa Cruz Goodwill

A grant to Goodwill Industries International (GII) and Goodwill of North Georgia (GNG) in 2004 to enhance our knowledge of, and capability to deliver, effective workforce development programs for Hispanics/Latinos. The grant provided resources for three projects designed to meet these objectives. GII, the Member Services Center for the international Goodwill network of members, operated the Enterprise in Motion research project. GII coordinated this project with Goodwill of North Georgia (GNG), the operator of the Career Connections and Business Connections projects, in order to maximize the impact and learning gained from all three projects.

The GII Enterprise in Motion project identified the range of customization of workforce development program areas among all Goodwill members, and the effective practices for workforce development service delivery to Hispanic individuals. GII is informing Goodwill members about these practices through this resource guide as well as other avenues. The project's intent is to provide Goodwills with information that will enable them to increase the effectiveness of their current workforce service delivery for Latino populations, as well as to build their capacity to initiate new or expanded services to this target population.

The remainder of this paper provides a summary of the project's activities to meet these goals, and serves as a resource to Goodwill members that are considering new or enhanced programs to meet the needs of Latino individuals. We first provide some background on Latino demographic, employment, and earnings trends in the U.S. as a whole. Employment barriers facing Latinos, and significant challenges in providing workforce development services to Hispanics, are discussed from both a Goodwill and a non-Goodwill perspective. We then present examples of effective practices by



Goodwills and non-Goodwills across the spectrum of workforce development individual services. Along with Goodwill of North Georgia (GNG), GII selected 13 Goodwill members to feature in this report. Together they represent some of the best examples of what Goodwills are doing to provide effective workforce development services to Latino populations in their local communities. The report concludes with a chapter on the experiences of GNG and brief summaries of the other 13 Goodwills. Fact sheets on their services are included in the appendix. The appendix also contains a bibliography of the external literature cited in this effective practices guide, and a report on the initial on-line survey of 108 Goodwill members.



Part One: Trends and Challenges



Participants in the Hispanic Youth Services Program Goodwill Industries of Denver



Demographic and Labor Force Characteristics of Latinos in the U.S.

Latinos represent a growing proportion of the U.S. population and workforce. According to the U.S. Census Bureau, the Hispanic population in the U.S. more than doubled between 1980 and 2000, growing from 14.6 million to 35.3 million persons. The share that Latinos represent of the U.S. population nearly doubled over the same period, rising from 6.4 percent in 1980 to 12.5 percent in 2000.² According to the 2000 Census, the number of persons in the labor force was just over 126 million.³ Latinos represented just over one-tenth of all persons in the U.S. workforce in 2000. The number of Latinos in the labor force is expected to grow by 36 percent between 2000 and 2010, triple the growth rate of the labor force in general.⁴

One of the biggest challenges serving Hispanics in our area is that they tend to only be qualified for low skilled jobs. We are trying to provide the services that will help to bring them up to their potential.

-Bridgeport Goodwill





² Demographic Trends in the 20th Century, US Census Bureau, CENSR-4, November 2002, p.78.

⁴ Occupational Outlook Quarterly, Winter 2001-2002, DOL/BLS, p.41, cite to the BLS projections and their population estimates – published in November 2005.



³ 2000 Čensus, US Census Bureau.

According to the 2000 Census, 19.4 percent of Latinos worked in service occupations, compared with 11.8 percent of non-Hispanic whites.

Whites are employed in managerial and professional positions at much higher rates than Latinos, 33.2 percent and 14.0 percent, respectively.

It is a challenge for Goodwills to facilitate good quality employment opportunities for individuals with limited English language and work skills. the United States. Latino populations no longer live in regional enclaves in the traditional gateway communities of the south, west, and select communities in the Midwest and Northeast. They now have a national presence.⁵ There are a half million or more Latinos living in 13 states: Arizona, California, Colorado, Florida, Georgia, Illinois, Nevada, New Mexico, New York, North Carolina, Texas, and Washington. In 19 states, Hispanics represent the largest race or ethnic minority group.⁶ In states that do not have historically established Latino communities, local public and private organizations are scrambling to meet the needs of these new residents. There are limited bilingual staff and a lack of information about the cultures of Latinos from different countries. A common problem is a shortage of English language classes and teachers for adult learners as well as school aged students.⁷



Hispanics have a lower rate of labor force participation than whites, but essentially the same as that of Blacks and Asians. Latinos have a much higher rate of unemployment than either whites or Asians, and a much lower rate of unemployment than Blacks. The 2000 U.S. Census found that the labor force participation of whites was 77.9 percent; only 3 percent were unemployed. By comparison, among the Latino population in 2000, the labor force participation rate was 67.4 percent, with 5.5 percent being unemployed. The labor force participation rate for Hispanics was almost the same as that for both Blacks and Asians in

⁷ Supporting English Language Acquisition.



⁵ Supporting English Language Acquisition: Opportunities for Foundations to Strengthen the Social and Economic Well-Being of Immigrant Families, by Tia Elena Martinez with Ted Wang, Annie E. Casey Foundation and Grantmakers Concerned with Immigrants and Refugees.

⁶ U.S. Census Bureau, Hispanic Heritage Month Facts for Features, September 5, 2006.

2000 (65.8 percent and 67.2 percent, respectively). However the unemployment rate for Blacks was higher (7.6 percent), and the unemployment rate for Asians was lower (3.6 percent), than the 5.5 percent unemployment rate for Latinos.⁸

Latinos also have a different occupational distribution than non-Hispanic whites. In general, Latinos, and especially recently arrived Latinos, tend to be grouped in relatively low-skill occupations with limited education requirements.⁹ According to the 2000 Census, 19.4 percent of Latinos worked in service occupations, compared with 11.8 percent of non-Hispanic whites. Hispanics were almost twice as likely to be employed as operators and laborers, at 22 percent of Latinos vs. 11.6 percent of non-Latino whites. And whites are employed in managerial and professional positions at much higher rates than Latinos, 33.2 percent and 14.0 percent, respectively. The experience of Goodwills echoes the Census data. It is a challenge for them to facilitate good quality employment opportunities for individuals with limited English language and work skills.



⁹ Latino Labor Report, 2004: More Jobs for New Immigrants but at Lower Wages, by Rakesh Kochhar, Pew Hispanic Center, May 2, 2005.



⁸ Current Population Survey, Labor Force Statistics by Age, Race and Sex, Bureau of Labor Statistics.

Earnings of Latinos in the U.S.



In 2000, only 23 percent of Hispanics had earnings of \$35,000 or greater, compared to more than twice that level (49 percent) for non-Latino whites.

> There is evidence that Latinos earn significantly less than their non-Hispanic counterparts. In 2000, only 23 percent of Hispanics had earnings of \$35,000 or greater compared to more than twice that level (49

percent) for non-Latino whites. And while only 9.6 percent of Latinos earned at least \$50,000, almost three times that level (27.4 percent) of whites earned at least \$50,000.¹⁰

The poverty rate for Hispanics was about three times higher (23 percent) in 1999 than that of non-Hispanic whites (7.7 percent). The 2005 Census shows the poverty rate for Latinos to be 21.8 percent, compared with 8.3 percent for non-Hispanic whites.



¹⁰ Current Population Survey, US Census Bureau, March 2003.



According to Census data from 2005, the median income for a Hispanic male employed full-time was \$27,280, compared with \$44,850 for their white male counterparts, or 61 percent of the wages earned by white males. The 2005 median income for a Latino female employed full-time was \$24,452, which was 73 percent of the \$33,237 median income earned by white females.¹¹



Differences in education and training attainments may be among the most important factors accounting for these differences, consistent with the differences in the occupational distribution of Latinos compared to non-Hispanic whites that we noted previously. This may be especially true among relatively recent Hispanic immigrants. According to the U.S. Census Bureau, the educational attainment gap between Latinos of any origin and non-Latino whites has been narrowing, but the gap is still present. Between 1983 and 1993, the proportion of Hispanics 25 or over with less than a 5th grade education fell from 15.6 percent to 11.8 percent.

¹¹ <u>www.census.gov</u> Income, Poverty, and Health Insurance Coverage in the United States: 2005





60.0% 50.0% 40.0% 30.0% 20.0% 10.0% Less than 5th Grade HS Graduate

Between 1983 and 1993, the proportion of Hispanics 25 or over with less than a 5th grade education fell from 15.6 percent to 11.8 percent.

During this same time period, the proportion of Hispanics in the same age group with high school diplomas rose from 45.7 percent to 53.1 percent.

with high school diplomas rose from 45.7 percent to 55.1 percer





High School Diploma Attainment Comparison Year 2000

However, Latinos were still well below the 84.1 percent of non-Latino whites with high school diplomas in 1993. These numbers improved according to the 2000 census, but the gap is still significant. Among Hispanics 25 or over, 57 percent were high school graduates compared with 88 percent of non-Hispanic whites.





First Generation Immigrants and Individuals with Limited English Proficiency

A discussion of Latino labor force participation rates, occupational distributions, and earnings should be viewed in the context of whether individuals are recent immigrants or U.S-born, and the level of their education and training.

A recent study by the Federal Reserve Bank of Chicago concluded that foreign-born Latinos with lower education and training levels start in occupations requiring lower skill levels and do not experience much advancement or mobility in employment. In general, they do not reach employment levels comparable to U.S. born Latinos. On the other hand, Hispanic immigrants

When we assess the needs of Hispanic participants, we distinguish between whether they are recent immigrants or if they are second or third generation immigrants. Among first generation immigrants, the greatest needs are English language, learning about the American culture, work skills, navigating the social services system, and transportation. For the second generation population, the issues are transportation, child care, and education.

- Great Falls Goodwill, Idaho Office

with high levels of education and training are able to "catch up" with their U.S. born white and Hispanic counterparts within 15 years and 10 years, respectively, after establishing U.S. residency.¹²

Only 10 percent of immigrant Latinos and one-third of native born Latinos are employed in occupations calling for some college or four-year college degrees. Among recent immigrants, the most common occupations in 2004 were in the construction industry. When looking at the total number of immigrant Latino workers in particular occupations, the top 10 occupations were:

- Maids and housekeeping cleaners
- Grounds maintenance workers
- Janitors and building cleaners
- Construction laborers
- * Cooks
- Carpenters
- Driver sales workers and truck drivers
- Miscellaneous agricultural workers
- Painters, construction, and maintenance
- Laborers and freight stock and material movers¹³

¹³ Latino Labor Report, 2004.



¹² "The Occupational Assimilation of Hispanics in the U.S.: Evidence from Panel Data," Maude Toussaint-Comeau, The Federal Reserve Bank, Chicago, 2005.

Studies have found that the lack of English language skills has a powerful effect on access to employment and earnings. When compared with English speakers with similar socioeconomic characteristics, non-English speakers tend to be "pushed down" the occupational ladder.¹⁴

We have success placing Spanish-speaking Latino job seekers in our Goodwill's retail operations and with other employers that are specifically seeking monolingual and bilingual Spanish speaking employees. However, career advancement for our Latino participants is a few steps down the road if they don't have good English language skills and basic work experience.

— Phoenix Goodwill

¹⁴ Integrating and Developing Immigrants in the Workforce: A Review of the Literature Prepared for the Immigrant Integration Benchmark Round Table November 1-2, 2005 Institute for Work and the Economy, Northern Illinois University Prepared by Amy Beeler.



Employment Barriers for Hispanics

According to the 108 Goodwill members responding to the 2005 GII online survey, the employment barriers facing Latinos from each geographic region are perceived as *different in importance for immigrants than for native-born Latinos* with the same geographic heritage. The top three barriers for foreign born (immigrant) Hispanics are language, immigration (documentation) status, and education. In the survey responses, the top three barriers facing native born Hispanics focus more on skills – basic education and job-specific skills. The most-often listed barrier overall, whether immigrant or non-immigrant, was language, followed by education, and basic skills and job-specific skills. These barriers are discussed in more detail below.

Language and Literacy

Language was menti`oned as a primary barrier to employment by all Goodwills that participated in telephone interviews during the GII Enterprise in Motion research project. It was usually described as "the most significant" barrier because nearly all employers require a basic level of English literacy. Most of the interviewees reported that they used a



combination of bilingual signage and materials, and bilingual and if possible, bicultural staff to try to ease their own communication issues with Latino participants. Our interviews revealed, however, that language is a multi-faceted issue that goes beyond "not speaking English or having limited English proficiency." We learned that a large proportion of Latino individuals are not literate in their native language—many have education levels at the 6th grade or lower. This makes learning (and teaching) English much more difficult. Goodwill interviewees also confirmed what our literature review revealed: these language problems were primarily associated with first-generation immigrant Hispanics. Based upon our telephone interviews with selected Goodwills, first-generation immigrant Hispanics were also more likely to have other major barriers to employment: deficient basic education and skills, a lack of understanding of the American job culture, inadequate transportation, and challenges associated with documentation of immigration status.

The financial impact of limited English is noticeable across all immigrant groups. In a review of literature on Latino population trends in the U.S., one study found a 46 percent difference between the wages of English and non-English speaking immigrants. This dramatic difference in income is not just attributable to English language skills. Well-educated immigrants with skills that are valued by employers can expect to earn substantially more than unskilled English speaking immigrants. Among poorly educated immigrants with few job skills, the addition of English language skills may increase earnings potential, but not to the same

Well-educated immigrants with skills that are valued by employers can expect to earn substantially more than unskilled English speaking immigrants.



degree.15 After adjusting for differences in education and work experience, the wage difference was still 17 percent. Immigrants fluent in written and oral English were found to earn about 24 percent more than those without these English skills, regardless of their job qualifications.16

Basic Education and Work Skills

Basic education and lack of skills barriers often go hand-in-hand. This is especially true for first-generation Latinos. According to several Goodwills with whom we spoke, many of these first-generation Hispanics are "insistent on wanting immediate placement in any job whatsoever, particularly in janitorial or construction occupations." These Goodwills told us that it was therefore difficult to recruit first-generation Latinos for activities that would increase their education or skills and qualify them for better jobs.

However, the Goodwills with whom we spoke emphasized that this was not the universal, or even the majority situation, for the Hispanics they serve. For instance, the Goodwill operating in Idaho (Easter Seals-Goodwill Northern Rocky Mountain) that serves many migrant Hispanic farm workers is having success in providing skills training and job placement during the off-season.

As we detail in the next section, some Goodwill members are providing bilingual training programs for Latino individuals. About half recruit non-English speaking Latino participants for English as a Second Language (ESL) programs before enrolling them in a workforce development program or attempting to place them in a job.

Documentation of Status

According to an analysis of the U.S. Census Current Population Survey by the Pew Hispanic Center, approximately 70 percent of Latino foreignborn workers who entered the U.S. since 2000 are illegal migrants and lack authorization to work.17 Documentation of status, and the right to work in the U.S., is a particularly important barrier for Hispanic individuals, according to the Goodwill members who participated in the telephone interviews. This problem is exacerbated by the language barrier, as well as the fact that that most immigrants do not know how to "navigate the system" to resolve documentation issues. This is true even for legal immigrants who have are authorized to work in the U.S. The problem of documentation hampers Goodwill members' abilities to provide services to many Latino individuals since a number of external funding sources (for example, the federal Workforce Investment Act) prohibit funds being spent on services to undocumented individuals.

¹⁷ Latino Labor Report, 2004.



Latino individuals seem to be willing to take any job, such as in landscaping or construction. They need money management skills and preparation for better paying employment. Second generation Hispanics are more focused on obtaining a higher education and preparing for career ladders.

- Great Falls

Goodwill, Idaho Office

First generation

¹⁵ Supporting English Language Acquisition.

¹⁶ Integrating and Developing Immigrants in the Workforce: A Review of the Literature

Prepared for the Immigrant Integration Benchmark Round Table November 1-2, 2005 Institute for Work and the Economy, Northern Illinois University Prepared by Amy Beeler

Challenges in Serving Latino Individuals

Documentation is a <u>big</u> challenge. We see four to five individuals every week who do not have legal immigration documentation. We can't serve them without valid identification and social security cards, but we will help them figure out how to get their documentation.

— Albuquerque Goodwill

When flexible funding is available, some Goodwills are able to offer an open door policy to all community residents, regardless of documentation. More than a third of the Goodwills featured in this report have developed partnership relationships with organizations and legal firms that assist immigrants with their documentation and navigation of the U.S. immigration system.

Funding

The challenge mentioned most-often by the Goodwills participating in this study was funding constraints. Only one of the members with whom we spoke self-funds more than 50 percent of its programs for Hispanic individuals. Most have contract or grant funding for 80 percent or more of their programs that serve Hispanics. Goodwills have not identified relatively large sources of funding for Hispanic-only workforce development programs. The only option for most Goodwills is to include Hispanics in their regular programs despite, and while trying to cope with, the associated language barriers.

Bilingual and Bicultural Staff

Given that language is the major employment barrier for Latino individuals, it follows that Goodwills serving Latino individuals would need sufficient bilingual and bicultural staff to help meet individual needs. However, finding qualified bilingual and bicultural staff, especially qualified workforce development staff, is one of the biggest challenges faced by Goodwills. Even though there may be



large numbers of Hispanics in the local community, few are trained or experienced in the field of workforce development. Skilled workers can command higher wages than Goodwills can offer. Despite these obstacles, Goodwills strive to have bilingual and bicultural staff throughout their organization, not just the workforce development departments. Some Goodwills are even holding voluntary Spanish classes, or provide Spanish language scripts, for their non-Spanish speaking employees.



We have made a conscious effort to teach Goodwill employees conversational Spanish. The recaptionists and case managers have Spanish-language scripts so that they can greet Hispanic people and make them feel welcome. There are Spanish/English dictionaries on everyone's desks, and language immersion classes for staff. Our public website is in Spanish, and we have Spanish language kiosks in the retail stores with information on workforce development and other human services. The kiosk is an especially important resource for migrant workers in the rural parts of our territory.

— Kalamazoo Goodwill



Credibility in the Latino Community

Having bilingual and bicultural staff does not guarantee that Latino individuals will avail themselves of Goodwill workforce development services. Credibility in the local Hispanic community is another big challenge faced by Goodwill members, and gaining that credibility does not come quickly or easily. In our survey, we found that although some Goodwills advertised in Hispanic media, this form of outreach was not usually rated as "highly effective." During our telephone interviews, we learned that the outreach needed to be more direct and personal, such as locating in or near Latino communities, going to Latino community events to become known, working directly with local Hispanic leaders, and often partnering with Hispanic community groups. In all cases we learned that it took a commitment of both time and effort to gain—and retain credibility in the Latino community. It was only after the credibility was established that either paid-for advertising or public service media announcements could be effective as adjunct to outreach efforts.

Cultural Differences

Cultural issues are another big challenge faced by Goodwills serving Latinos. Bilingual staffs who are also bicultural can contribute to the success of outreach, recruiting, and workforce development services because these staff understand the cultural differences faced by Hispanic individuals trying to find work and succeed in an unfamiliar job market. However, many communities do not have a large pool of qualified bilingual and bicultural workforce development professionals and support staff. We believe that this does not prevent success with Hispanic program participants. Whatever the cultural background of staff, if they demonstrate respect and support for individuals and show a genuine interest in learning about and valuing the cultures of Latino individuals, we believe that they can contribute to the establishment of trust in Goodwill services by the Latino community.

We held focus groups with the different populations we serve in order to understand how to customize our services. We learned that Latino individuals want one-on-one personal attention rather than to just be directed to a self-serve computer or Spanishlanguage packet of information.

— Los Angeles Goodwill

The cultural differences that may be presented by Latino job seekers are not just related to the workplace. They extend to the community and the home, according to many Goodwill representatives with whom we spoke. For example, most foreign-born Latinos find it hard to accept workforce development assistance because these services were typically not offered in their home country. One Goodwill found that it was particularly difficult for a mature Hispanic man to accept instruction and advice from a Goodwill employee who was a much younger man or a woman. As another example, women working outside the home—particularly married

We definitely had to build our reputation and prove ourselves in the Hispanic community. It helped that we have staff members who already had many of those connections. We also have concentrated on building community partnerships.

— Great Falls Goodwill Idaho Office



women and mothers—is not a culturally acceptable practice in some home countries. This can put additional strain on families if a woman seeks employment assistance from a Goodwill. Additionally, the survey results showed that most Goodwills serving Hispanics are serving individuals from multiple countries/regions with associated multiple cultures. Latinos are not mono-cultural. All of these cultural issues present challenges and offer guidance to Goodwills regarding staff recruitment and training and program service delivery.





Part Two: Goodwill Research Findings and Identified Effective Practices



Goodwill Industries of Upper South Carolina Greenville



Research Methodology

Of those Goodwills that are currently serving Latinos, two-thirds are customizing their organizations and/or methods of service delivery in one or more ways in order to meet Latinos' needs.

Online Survey of Goodwill Member Organizations

During the summer and fall of 2005, GII conducted an online survey of 108 member Goodwills in the U.S., querying them about the nature and extent of their services for Latino individuals. A report containing the results of that survey was released in March of 2006 and can be found in the appendix of this resource guide.

Most Goodwill members appear to be serving a significant number of Hispanics, and most of these are customizing their programs in some way in order to meet the needs of Hispanic job seekers. Two-thirds of the Goodwill members responded to the survey regarding services to Latino individuals. Of particular note is that most of these Goodwills are serving multiple Latino sub-populations, as shown in Chart 1.

Two-thirds of responding Goodwill members reported that there is a large underserved Latino population in their territory. regardless of whether they are currently serving Latinos. A larger proportion (5 to 1) of those currently serving Hispanics. compared to those not currently serving Hispanics (2 to 1), believe that there remains a large underserved population in their area.



Of those that are currently serving Latinos, two-thirds are customizing their organization and/or service delivery in one or more ways in order to meet Latino needs. The research project designated three distinct areas of customization: Staffing and Organizational Commitment, Outreach and Recruitment, and Workforce Development and Service Delivery. As seen on Chart 2, among the 108 Goodwills that answered the on-line survey, slightly more than half are engaging in two or three major categories of customizations for Latino participants. There is a strong tendency among Goodwill members to take steps, and usually multiple steps, to attempt to make sure that their programs are relevant to Latinos. About one-third that serve Latinos are not making any customizations.





The majority of Goodwills believe that Latino labor market outcomes are essentially the same as other participant population groups with similar barriers to employment, and the same as outcomes for the total workforce development population of the Goodwill members. However, the proportion of members believing that Hispanic individuals have either better or worse outcomes differ significantly across the outcome measures of placement rates, wage gains, and job retention.

Goodwill Members Customizing Their Programs for Latino Individuals

In 2006, the GII researchers reviewed the on-line survey responses and selected 27 Goodwills for intensive phone interviews to learn more about their services and programs for Latino populations. These 27 members were selected for follow-up because they had indicated in their on-line surveys that they were customizing workforce development services in one or more significant ways to meet the needs of Hispanic populations. The 27 Goodwills were located in the 15 states listed below. The location of these states, which stretch well beyond the border states that are in closest proximity to Latin America, indicate the importance of expanding the Goodwill network's understanding of Hispanic populations and the services they need.

Table 1. States with Goodwill Organizations with Customized Services for Latinos (Based on a 2005 Member Survey)

Arizona
California
Colorado
Florida
Idaho

Michigan New Mexico New York Ohio Oklahoma Oregon Pennsylvania South Carolina Texas Washington

Phone interviews were completed during September – December 2006 with 18 of the 27 Goodwills. All interviews followed a prescribed set of questions and follow-up probes in order to maintain consistency. The follow-up telephone interviews provided detailed insights into the range of challenges involved in serving Latino individuals, as well as their particular barriers to employment.



Goodwills with Effective Practices for Serving Hispanic Individuals

Goodwill of North Georgia (Atlanta)

Goodwill of North Georgia (GNG) was a co-recipient with GII of the threeyear private foundation grant. GNG used its funds to carry out its strategic goal of extending its services to emerging populations, especially the growing population of Latino individuals in the Atlanta region. The successes and lessons learned by GNG since it began delivering its Latino-focused services in 2005 offer valuable information for the Goodwill movement, especially for Goodwills operating in communities that have not been traditionally home for Spanish-speaking and other Latino populations. Because GNG is a co-grantee with GII, it was not eligible for one of the effective practice awards that GII distributed to 13 Goodwills.

GNG opened two career centers that offer computer stations where job seekers can conduct self-directed on-line job searches and prepare resumes and cover letters. Bilingual career center staff and community volunteers assist with questions on how to use the computers and offer tips on job seeking and resume preparation. As the career centers evolved, GNG added services, including classes for English as a Second Language, Spanish, computer skills, and GED preparation. They also offer bilingual job search and employment readiness training. In addition to the on-line job search opportunities, staff routinely translate and post local job openings, and host regular job fairs with area employers. The grant award also enabled GNG to expand its microenterprise program, Business Connections, to the two new centers. Additional Federal funding has enabled GNG to offer the business start-up training in both Spanish and English.

Goodwill Member Effective Practice Awardees

An important part of GII's research project was to identify Goodwill members that are customizing their programs in some way to meet the needs of Hispanics, and to select from among those the "effective practices" that should be highlighted in this resource guide. We believed that the most effective services would be found at Goodwill that were making intentional efforts to understand that meet the needs of Hispanic job seekers.



Follow up using structured telephone interviews obtained more detailed information. Thirteen member Goodwills were selected from this group as "effective practice awardees." In this section, we provide a brief summary of the results of the on-line survey of all Goodwills. Effective practices of the 13 awardees are then discussed in following sections,

We went from being somewhat effective to very effective in our service delivery when we began to customize our services to meet the specific needs of the Latino community and started conducting targeted marketing in community news media and among community based organizations.

— El Paso Goodwill



organized by the major areas of program customization to meet Latino individual needs: Staffing and Organization Commitment, Outreach and Recruiting, and Workforce Development Service Delivery.

An analysis of the phone interview findings led GII researchers to identify 13 Goodwills that have achieved varying degrees of success in **increasing their accessibility** for Latino individuals, and **excelling in delivering workforce services** and practices for Latino individuals.

Four categories of dedication and expertise emerged as a result of the online surveys and phone interviews.

Four Goodwills have been placed in the category of **Outstanding Dedication to Quality Services for Hispanic/Latino Populations**:

- Goodwill Industries of El Paso (Texas)
- Goodwill Industries of Upper South Carolina (Greenville)
- * Goodwill Industries of Southwestern Michigan (Kalamazoo)
- Goodwill Industries of Santa Cruz, Monterey and San Luis Obispo Counties (California)

These Goodwills have demonstrated: multiple accommodations for enabling monolingual Spanish-speaking individuals to learn skills and successfully participate in the local labor market; creative strategies to assist individuals improve their English language skills; multiple examples of an organizational commitment to serving Hispanic populations; and evidence that the Goodwill has established its credibility as a service provider within the Hispanic/Latino community.

Two Goodwills have been recognized for **Distinguished Dedication to Quality Services for Hispanic/Latino Populations:**

- Easter Seals Goodwill Northern Rocky Mountain (Idaho office)
- Goodwill Industries of Southern California (Los Angeles)

These two Goodwills have shown: multiple examples of an organizational commitment to serving Latino populations; strategies that assist individuals acquire English language skills; customized service delivery and job placement strategies; and connections with the Hispanic community that results in improved Goodwill's credibility as a service provider.

Four Goodwills were designated as having *Distinctive Services for Hispanic/Latino Populations*.

- Goodwill Industries of New Mexico (Albuquerque)
- Goodwill Industries of Denver (Colorado)
- Goodwill Industries of Central Arizona (Phoenix)
- Goodwill Industries of Pittsburgh (Pennsylvania)



These Goodwills were determined to be distinctive because they have: clear organizational commitments for serving Latino populations; one or more effective strategies for improving job placement opportunities for Hispanic populations; strategies for assisting individuals with English language skills; and community partnerships and outreach that establishes Goodwill credibility within the Latino community.

There are three Goodwills demonstrating *Promising Services for Hispanic/Latino Populations*:

- Goodwill Industries of Western Connecticut (Bridgeport)
- Goodwill Industries of the Inland Northwest (Spokane, WA)
- Goodwill/Easter Seals Minnesota (St. Paul)

To be placed in the category of promising services, the Goodwills demonstrated: one or more practices that demonstrate an organizational commitment to serving Hispanic individuals; and service delivery practices that have a strong likelihood of positive workforce outcomes for Latino individuals.

Two-page Fact Sheets for each of these exemplary Goodwills appears in the Appendix of this Resource Guide.



Frequency of Effective Practice Utilization

A comparative summary of these effective practice programs, organized by program area, is the subject of the next section. Figure 1 summarizes the frequency of customization of 17 different program areas by the effective practice awardees. This chart provides an excellent broad-cut view of what the effective practice programs are doing to serve Hispanics. It is the starting point for our more detailed review of customization by type of program.

Five customized program areas emerged as predominant among the award winners. They are used by more than 60 percent of the effective practice awardees:

- Bilingual, bicultural staff (100 percent utilization).
- * Community partnerships (92 percent utilization).
- Bilingual signage, websites, or other materials (77 percent utilization).
- Training classes offered in Spanish (69 percent utilization).
- Literacy, ESL, or VESL (62 percent utilization).

The other twelve program areas shown on the following chart are also very important to the success of the individual Goodwills using them. They are discussed in greater detail in the next section of this report.





Hispanic/Latino Services - Best Practices



Introduction to Effective Practices

The following section of the resource guide summarizes and highlights effective practices in three major areas:

- * Staffing and Organizational Commitment
- Outreach and Recruitment
- Workforce Development Service Delivery

In each topic area, the resource guide provides an overview of practices from outside the Goodwill network, and then details the practices of individuals Goodwill organizations. A summary of recommendations is included at the end of each section.



Effective Practices: Staffing and Organizational Commitment

Practices Outside of Goodwill Network

An example of an organizational commitment to Latino workforce development is the Management & Training Corporation (MTC), an international corporation with the stated goal of helping people realize their learning potential. MTC manages and operates 24 Job Corps centers for the U.S. Department of Labor. MTC also operates private correctional facilities around the world. Presently, MTC is focusing particular attention on the needs of Latino youth. They have identified key areas of strength and weakness within the Hispanic youth community and are working within the framework of the Job Corps to provide education and training for American Hispanic youth.¹⁸

A study of corporate organizational commitments to Latino workforce development services was done by the Hispanic Association for Corporate Responsibility (HACR).¹⁹ HCAR studied the best practices of corporations engaged in increasing the participation of Hispanics in their workforces. Among the Fortune 500 companies commended were Bank of America and McDonalds. The study included other corporations, and shows the successes of corporate-based initiatives to promote the training, education, and employment of Latinos. McDonald's has a strategic initiative to hire, retain and promote Latinos, and supports Hispanic employees through its Hispanic Employee Networks, Hispanic Leadership Council, Hispanic Summits, and Hispanic Steering Committee. At Bank of America, executives have increased the number of Latinos in their workforce through a job training and scholarship program.

Goodwill Practices

Bilingual and Bicultural Staff

Staffing is a critical issue and can affect how the local Goodwill builds credibility in the Latino community. And it can start with just one person, as was the case with the Goodwill in Greenville, S.C. The Greenville Goodwill started down the road of serving Hispanics several years ago by hiring one bilingual and bicultural staff person from the Hispanic community. Because of his dedicated efforts, the Goodwill now has a very successful program. Today, six of its 13 workforce development staff is bilingual.

IJ

Goodwill Industries International, Inc. Opportunities for Hispanic/Latino Workers April 2007

with Hispanic individuals began when we hired Homer Gomez in 2000. Homer already had strong roots in the local Latino community. His hard work, dedication, and personal reputation helped build the credibility of **Goodwill and its** services among both job seekers and employers. Homer gets kudo letters and lots of write ups in the local media all of the time.

Our success working

— Greenville Goodwill

 ¹⁸ Job Corps: Promoting Success for Hispanic Youth, Published by MTC Institute, November 2005.
 ¹⁹ www.hacr.org

At the other end of the spectrum is the El Paso Goodwill, where 100 percent of the workforce development staff is bilingual and/or bicultural.

Similarly, the workforce development staff at the Los Angeles Goodwill is 60 percent bilingual. The LA Goodwill is teaching voluntary Spanish classes for all staff who choose to participate. The Kalamazoo Goodwill is also providing an 8-week Spanish language immersion class for its staff.

At the Goodwill in Albuquerque, half of the 28 workforce development staff are Latino and onethird are bilingual. Even in communities that are not often thought of as having large Hispanic populations, Goodwills are employing more and



more bilingual and bicultural staff. In St. Paul, the Goodwill has six bilingual and bicultural staff; in Denver, the Goodwill has nine bilingual staff; and at the Goodwill operating in Idaho, four of the seven direct services staff in the primary office that serves Latinos is bilingual/bicultural.

We have made an organizational commitment to hire bilingual staff so that we are able to integrate Spanish-speaking individuals into our youth services, our occupational training programs, and the Responsible Fatherhood program. - St. Paul Goodwill

Some of the creative approaches Goodwills use to meet staffing challenges include:

Atlanta: Recruit bilingual non-Hispanic individuals who possess essential characteristics of good human service providers, such as empathy, a desire to learn about other cultures and life styles, outgoing personalities with good customer service skills, and good listening skills.

Santa Cruz: Adjust hiring requirements so that life experience and emotional intelligence can offset deficiencies in educational attainment or other more traditional credentials.

Kalamazoo: Develop Spanish-language scripts and train receptionists and greeters to greet Spanish-speaking individuals and guide them to bilingual staff.

Forms, Newsletters, Signage, and other Materials

How are printed materials—intake forms, job postings, and newsletters, for example —and other written or visual materials "presented" to Latinos by member Goodwills? The answers cover the spectrum. Some Goodwills, such as in Atlanta, take the view that since employers in the area require workers to speak English, only select materials and signs are



in Spanish. The Atlanta Goodwill also posts the simple sign, "Hablamos Español Aquí" (We Speak Spanish Here) on the career center front doors to encourage Spanish-speaking individuals to enter and take advantages of the services. At the El Paso Goodwill, where 96 percent of individuals served are Hispanic, all forms, other written materials (including employee handbooks) and signage are in both English and Spanish. Similarly, the Goodwills in Kalamazoo and Santa Cruz have bilingual signage and Spanish versions of all forms. In between these practices are members such as the Greenville Goodwill, which has a Spanish Work Assessment form and one training program manual in Spanish, and the Goodwill in Phoenix, which has bilingual signage. Each of these successful Goodwills has chosen the level of Spanish materials that best suits their community's and their organization's program objectives and beliefs.

Recommendations for Staffing and Organizational Commitment

- Employ both bilingual and if possible, bicultural staff throughout the organization.
- Provide multiple materials in both Spanish and English. Translations can usually be accomplished using in-house bilingual staff. Contact other Goodwills (for example, the effective practice awardees) directly for copies of specific items that they have already translated into Spanish.



Effective Practices: Outreach and Recruitment

Practices Outside of Goodwill Network

In a 2004 study, *Getting to Work*, sponsored by the AFL-CIO Working for America Institute, eight workforce development training programs targeting Hispanic job seekers were examined. Researchers found that in cities with large Latino communities, the recruitment of eligible Latino participants did not present a challenge. The job opportunities these programs offered in the hospitality, manufacturing, construction, and health care industries resulted in waiting lists. These programs were helped in their outreach efforts by established linkages to unions and unionized employers. Language was not a recruitment barrier because training was offered by bilingual instructors.

In Milwaukee, where the labor market has a more limited Latino population, the advanced manufacturing training program included in the *Getting to Work* study reported that it initially had difficulty meeting its recruitment goals. The Milwaukee program also had to convince employers to give opportunities to Latino workers with limited English skills. The program used common practices of publishing newspaper articles in the Latino press and making announcements at church gatherings and community events. However, its greatest success came from identifying potential employers and recruiting their existing Latino employees for the training. This approach opened up connections to new employers, and created advancement opportunities for existing low-skill workers. The primary outreach and awareness method was regular presentations at masses at the main church in the Hispanic community.²⁰

Goodwill Practices

Location

A number of Goodwills in the Southwest have relatively large Hispanic populations. For that reason, location is usually not a critical issue for them. The Goodwills in Albuquerque, El Paso, Los Angeles, Santa Cruz, and Phoenix fall into this category. For other Goodwills in communities where Hispanics tend to live in specific neighborhoods, location can be an issue. Several Goodwill members have chosen to take the step of locating a workforce services office in a predominantly Latino community. The Great Falls Goodwill's Idaho offices are near the Hispanic community and other important services and partners. The Kalamazoo Goodwill moved its entire headquarters and a workforce development service office to the city's most impoverished census tract, which includes a Latino community.

Goodwill Industries International, Inc.



Opportunities for Hispanic/Latino Workers April 2007

We moved our **Headquarters and** workforce center to the center of the Mexican community. **Because in most** families, both parents and even the older children work, we had to adjust our hours so that they can take advantage of ESL and job training classes that we offer. We offer evening classes. **Our employment** specialists schedule evening and weekend appointments and give out their cell phone numbers so they can be reached during non-business hours.

- -Kalamazoo Goodwill

²⁰ Getting to Work: A Report on How Workers with Limited English Skills Can Prepare for Good Jobs, AFL-CIO Working for America Institute, May 2004.
Several years ago, the Pittsburgh Goodwill noticed a large influx of Hispanic families in the neighborhood of one of its primary locations. This presented it with a natural opportunity to begin to focus on services for Hispanic individuals. Other examples of how Goodwills address the question of service locations are contained in the summaries and fact sheets at the end of this report.

Community Partnerships

All of the Goodwills that participated in the GII research project's telephone interviews have worked to develop partnerships with Hispanic community groups and other organizations that serve the Hispanic community. All agree that these partnerships are critical to building credibility in the Latino community.

The partnerships range from local Hispanic community organizations, to local churches, to community colleges. In the case of the Pittsburgh Goodwill, shortly after the influx of Latinos into a residential area near one of its primary locations, a Latino community organization approached them regarding the development of a specific industry training program. The partnership resulted in a close working relationship. Staff from the Hispanic community organization is assigned to the Pittsburgh Goodwill office, where they perform recruitment, orientation and case management, while the Goodwill delivers workforce development services.

The Santa Cruz Goodwill participates in the Latino Chamber of Commerce, which provides access to a broad network of Latino employers in the community. The Atlanta Goodwill works closely with Catholic Social Services and the Latin American Association to develop referrals and collaborate on services. In St. Paul, the Goodwill partners with a Hispanic business incubator program at the local



community college. The balance of the Goodwills highlighted in this report partner with WIA providers, local Latino churches, and/or Latino community organizations as sources of referrals for Goodwill programs.

Media and Communications

Only a few Goodwills regularly advertise their workforce development services in the Hispanic media (television, radio and newspaper). They include the Goodwills in Albuquerque, Bridgeport, El Paso, and Phoenix. These four, and the others that do not advertise, emphasize that such advertising is not likely to be effective until the Goodwill has built credibility in the Hispanic community. Of course, free coverage in the local media can play an important role as well. The Greenville Goodwill has received multiple instances of positive press coverage and public



We developed more

—Santa Cruz Goodwill



kudos for its Hispanic services in the local Latino media. In additional to advertising, the Kalamazoo and Santa Cruz Goodwills have Spanishlanguage websites.

Hispanic Community Events

All of the Goodwills with whom we spoke said that they participate in numerous community events, with booth representation at job fairs and street fairs being the prime examples where they can distribute printed materials and talk to Latino individuals who are potentially interested in their services. The Goodwills look for opportunities to be part of Hispanic community events, where personal contacts can persuade individuals to take advantage of Goodwill services. Goodwills may even hold their own community event for Latinos. For example, Bridgeport hosts a diabetes clinic in the Latino community and gives out Spanish-language brochures on its workforce development programs at the health education event.

Other Outreach Activities

Goodwills are creative when it comes to getting the word out regarding their services: for instance: Spokane and Great Falls—visits to migrant camps; Phoenix—information booth at a local grocery store; Greenville translation services for emergency rooms at local hospitals; and Kalamazoo—shared space at a local health clinic and adult basic education/ESL at a local church.

We go to PTA conferences (for referrals for youth programs), health fairs and other events that target Hispanic residents, but positive word of mouth is by far the most important source of referrals from within the Latino community.

-Denver Goodwill

All Goodwills featured in this report have found that word of mouth is the best outreach method of all. News about helpful programs and services travels fast.

In addition, the Kalamazoo Goodwill's retail kiosks have information on its workforce development services translated into Spanish. The Los Angeles Goodwill keeps its workforce centers open at night and on Saturdays and encourages parents to bring their children with them, all in an effort to help individuals advance in their careers. The Phoenix Goodwill operates a charter high school in a predominantly Hispanic neighborhood.



Recommendations for Outreach and Recruitment

- If there are significant populations of Latinos in a specific neighborhood or community, consider locating a workforce development site in or near that area.
- Credibility in the Latino community is critical to success, and it must be developed over time. Participate in Hispanic job and health fairs with bilingual handouts.
- Community partnerships are also required for success. If possible, develop a partnership with at least one Hispanic community organization.
- Be creative. Share space with community partners, place Spanishlanguage information on retail kiosks in Goodwill stores and other locations, and use other techniques that Goodwills have found can attract Latino individuals who need Goodwill services.



Effective Practices: Workforce Development Service Delivery

Practices Outside of Goodwill Network

ESL/VESL Services

The federally and state funded program, English as a Second Language (ESL), is not able to meet the demand for English language classes and continues to be outpaced by the growing population of non-English speakers. For example, the Massachusetts Department of Education reported that the waiting list for ESL classes was over 18,000 and that the average wait was 6 months to 2 years. Similarly, in Harrisonburg, Virginia, a relatively small town in rural Virginia, there are 24 ESL teachers serving 1,468 students.²¹

The Atlantic Cape Community College in Atlantic City, NJ, has a program for immigrants that is designed to teach what is called "survival English" in order to prepare participants for English-language job applications and English-language interviews. When offering language skills training to adults, programs must tailor program designs to the needs of their target population. Because of the need to work and earn incomes to support their families, most low-income and low-skill Latinos will not be able to participate in sequential programs that first enroll individuals into ESL classes, and then into GED or job training programs before going to work. Several studies have concluded that a blended approach that offers intensive English language training with job skills training and leads to relatively rapid attachments to the workforce is more successful. If English language and vocational training can be integrated into work, or at least be provided concurrently, this is also a more successful approach than sequential programs.²²

The Atlantic Cape Community College in Atlantic City, New Jersey provides a One-Stop program for immigrant and non-immigrant workers with limited English proficiency. Its primary partners are the casino industry and the hospitality industry. This program includes 175 hours of training, typically five days per week for five weeks. The program is designed for what is called "survival English" to prepare participants for English-language job applications and English-language interviews. The training is tailored primarily to the casino industry. The majority of participants are Spanish speakers.²³

The Institute del Progreso Latino in Chicago, Illinois provides services in Chicago's Latino community. It runs a bilingual manufacturing bridge program to help participants gain the language and/or other skills needed

²³ Ibid



²¹ Integrating and Developing Immigrants in the Workforce: A Review of the Literature

Prepared for the Immigrant Integration Benchmark Round Table November 1-2, 2005 Institute for Work and the Economy, Northern Illinois University Prepared by Amy Beeler.

²² Ibid

for a higher skilled occupational training program. The program consists of about 440 hours of class work, beginning with ESL and intermediate vocational ESL (VESL) to prepare workers to take a course in advanced manufacturing.²⁴

The Milwaukee HIRE Center of Milwaukee, Wisconsin functions as a satellite One-Stop Center for dislocated Milwaukee workers. The program provides a 16 to 19 week, 600 hour bilingual training program with supplemental VESL training in Computer Numerical Control (CNC) for laid-off workers. It also has a 212 hour program in Industrial Maintenance Mechanics (IMM) that is offered after work hours.²⁵

An important trend is the need for English-language training for good construction jobs. While many non-English speaking workers are employed in entry-level construction jobs, most do not have the skills and technical knowledge required to advance. To get those skills and advance to better, more secure jobs in the industry, they must obtain required certifications and licenses.²⁶ The Laborers-AGC Education and Training Fund and the Laborers Training and Retraining Trust of Southern California comprise a national program of the Laborers International Union of North America and the Associated General Contractors. One of the training program's goals is to train instructors for apprenticeship programs. The group is providing staff development classes to instructors on principles of adult learning, instructional methodology, and language and literacy instruction.²⁷

Researchers involved with the *Getting to Work* study of eight sectoral training programs offered several English language program options, depending on the needs of both trainees and employers.²⁸

- Pre-Employment VESL: Job seekers are assessed through an interview, by filling out sample job applications, and by participating in mock English language interviews. Although this is a short term approach to language assessment, trainees did demonstrate an increased competency in their ability to complete applications and successfully participate in interviews after the training. The training was usually offered in small groups, and utilized group discussion, scenarios, language practice, and industryspecific technology vocabulary to achieve desired results.
- Incumbent Worker VESL: These programs are developed and delivered in collaboration with participating employers. Some are funded in part or wholly by employers. The program providers observe the jobs done by the workers, employee interactions, and the written materials they

²⁷ Ibid

²⁸ Getting to Work, May 2004.



²⁴ Ibid

²⁵ Ibid

²⁶ Ibid

encounter. A customized training curriculum is developed based on these observations that includes job-related conversation, technical vocabulary, job-related reading, words and phrases that assist workers in resolving problems on the job, and words and phrases that help to explain and clarify job processes.

- Bridge Programs: As the name implies, these programs are used to help prepare workers with limited English proficiency who would not otherwise be able to meet the eligibility requirements for training programs. They usually begin with VESL training and integrate bilingual instruction into the specific skills training. Bridge programs are used for both new and incumbent workers, and are intended to result in career advancement opportunities.
- Bilingual Instruction: This is an approach to training that integrates people with limited English language skills into classes designed for people with English language proficiency. Bilingual teachers and materials assist Spanish-speaking trainees learn occupational skills as they simultaneously develop their language skills.
- Supplementary VESL: Incumbent workers are provided vocational ESL training to increase their workplace-related English language skills. This training continues to improve workers' ability to contribute to the workplace. It can prepare them for advancement opportunities that lift them out of low-wage, low-skill jobs that typically confine individuals with limited English proficiency.

Employer Partnerships

NCLR, the National Council of La Raza, is the nation's largest Hispanic organization. Among its goals is to promote the economic success of the Hispanic community. One of its successful programs is the Center for Latino Economic Opportunities, or CLEO. CLEO contributes directly to the NCLR's mission to "reduce poverty and discrimination and improve life opportunities for Latinos."29 CLEO focuses on identifying job seekers and employers and resolving the barriers between the two groups. The barriers identified by the organization include "technology, education, language, and skills on the job seekers side and recruitment and retention on the employer's side."30 NCLR has partnerships with a number of corporations that are based on the needs of both corporate America and the Latino workforce. The goal of the partnerships is to increase the number of guality training and job opportunities available to Hispanics. NCLR partners include Bank of America, Wal-Mart, American Airlines, Coors Brewing Company, General Motors, and Miller Brewing Company. It has also partnered with community-based Hispanic organizations and all levels of colleges and universities to encourage community based

The National Council of La Raza is the largest Hispanic organization in the U.S. One of its goals is to promote the economic success of the Hispanic community.

²⁹ibid ³⁰ ibid



movements toward increasing educational achievements of Latino students.

Microenterprise Programs

In some communities, and for some Latino individuals and their families, starting and operating a business is a viable alternative to employment. It may also offer an option for supplemental income for Hispanic workers. Many immigrants were small business owners in their home countries, although that is not a prerequisite to successful business ownership in the United States. This option can be particularly valuable for those who are marginalized by the U.S. labor market due to low education, a lack of English language skills, a lack of child care, cultural barriers that prevent full participation in the general labor market, and other factors.³¹ Immigrant-owned businesses also offer employment opportunities for recently arrived immigrants.

The U.S. Department of Health and Human Services, Office of Refugee Resettlement (ORR)'s Refugee Microenterprise Program was designed to be a poverty alleviation program. A study of 16 ORR-funded refugee microenterprise programs developed several recommendations for organizations interested in sponsoring refugee microenterprise programs.³²

Refugee microenterprise programs typically include a training and technical assistance component, which develops participant skills in business plan development. They also offer training in business management and offer successful trainees access to a business financing component. The financing component is generally either a revolving loan fund or linkages with other sources of business financing.

Additional recommendations for successful microenterprise programs include:

- Program staff must have the expertise, training, and linkages to microenterprise development networks. They should be fluent in the language of trainees.
- There should be a strong focus on business development, including business plans, business feasibility technical assistance, and follow-up.
- The program should offer business training and technical assistance that is brief, concrete, practical, and of immediate usefulness.
- The program should have external partnerships that advance the goals of the training and support the individual needs of the trainees.
- Eligible trainees should be provided with access to business financing.

Goodwill Industries International, Inc.



³¹ Ibid

³² Refugee Microenterprise Development: Achievements and Lessons Learned, by John F. Else and Carmel Clay-Thompson, Institute for Social and Economic Development, April 1998.

• The program design should be flexible in order to adapt to the needs of the target population

Goodwill Practices

ESL and VESL

All of the Goodwills that we interviewed attempt to address the issue of English language acquisition for Latino individuals immediately, because this is an overriding issue that takes time to remediate. However, Goodwills recognize that learning English is not the only important ingredient for becoming and remaining employed. Therefore, the Goodwills identified for effective practices continue to deal with other employability issues, to the extent possible, while language acquisition is being addressed. There are several approaches being used by the Goodwills for teaching English. Most refer non-English speaking individuals (not just Latinos) to other community resources, such as adult education programs and community colleges, prior to enrolling them in workforce development programs.

Other Goodwills—notably Albuquerque, El Paso, Denver (on-site by a community partner), Kalamazoo, Los Angeles, and Pittsburgh—do teach ESL classes either regularly and self-funded, or "as dictated by enrollment need" under contract with state or local education programs. The Goodwills in Greenville, Kalamazoo, and Pittsburgh provide Vocational ESL as part of their workforce development programs.

Not surprisingly, the Goodwills in locations with large Hispanic populations told us that there was a high demand for bilingual workers. This means that when the language barrier is overcome by Spanish-speaking individuals, they can look forward to a high probability of job placement.

When Hispanic participants can take advantage of training in job skills and language skills, they become very competitive job seekers. A lot of employers want bilingual employees. We have found this to be very true for all of our training programs, especially the Financial Industry Training Program we offer in partnership with the Hispanic Center.

— Pittsburgh Goodwill

As we detail in the next section, some of the Goodwills are providing bilingual occupational training programs for Latino participants. About half urge non-English speaking Hispanic program participants to enroll in ESL programs prior to enrolling in a workforce development program or attempting to enter employment.

Our first experience operating an ESL class was through a partnership with Radisson Hotel. We offer ESL classes to housekeeping staff in a classroom inside the hotel. We have now integrated vocational ESL into our job readiness classes so that Spanish-speaking job seekers receive seamless training using **VESL** for job interviewing and job applications.

— Kalamazoo Goodwill



All of our workforce development services are linked to industry clusters, and all have vocational ESL included in them. Since most employers require English proficiency, we conduct our training in English. Our bilingual trainers integrate Spanish terms and descriptions into the training as needed

-- Pittsburgh Goodwill

.In most areas of the country, English language acquisition is an important ingredient in the array of effective practices for assisting non-English speaking Hispanic individuals. There are exceptions, especially in communities with large Latino populations. In those communities, Goodwills have been successful in cultivating employment opportunities at businesses where co-workers, supervisors, owners, and customers are all Spanish-speaking. For instance, the Santa Cruz Goodwill is successful in training and placing individuals who speak only Spanish with cosmetology and culinary arts employers. This exception may only be a good option in communities with large and economically vibrant Latino populations.

There are also industries throughout the country that hire employees who speak only Spanish if a bilingual foreman or manager, or other bilingual co-workers, can act as intermediaries between the monolingual Spanishspeaking employees and English-speaking supervisors, other employees, and consumers. In these instances, the jobs are typically low-skill and low wage service positions. The opportunities of mobility and advancement are limited at best.

In our community, there are several industries in which monolingual Spanish speakers can succeed and do not require English to earn a good living. We offer a Spanish-language cosmetology training program that prepares workers for Latino employers who cater to Spanish-speaking clientele. Our cosmetology trainees start at \$10-11 per hour. With tips, they can earn up to \$35 per hour. We also have a partnership with Hyatt, where graduates of our Spanish-language culinary arts training program start in jobs that offer benefits and pay over \$12 per hour

Santa Cruz Goodwill

Intake and Work Assessment

All Goodwills provide work assessments for program participants. However, a few of our awardees have noteworthy work assessment capabilities for Hispanics. In particular, the Goodwills in Albuquerque, El Paso, Great Falls, and Greenville can perform all work assessment activities in Spanish for monolingual individuals. Albuquerque and Great Falls have all of their marketing, case plans, and intake documents in Spanish, including their participant handbooks. The Albuquerque Goodwill has translated its participant satisfaction survey into Spanish. This intensive level of customization distinguishes this Goodwill for its ability to provide translation during or after intake or work assessment. The Goodwill in Bridgeport has also taken extra steps to customize its services for Latinos by having a vocational rehabilitation program that requires the development of a multi-cultural plan.



The Pittsburgh Goodwill has a unique intake arrangement with a Hispanic community partner, El Centro. El Centro approached the Goodwill with an opportunity to develop and deliver training targeted at Latinos for jobs in the financial sector. The Pittsburgh Goodwill provides space for El Centro staff to recruit and provide orientation services for Latino enrollees. Goodwill provides the training.

In Atlanta, Goodwill bilingual staff uses the intake and work assessment process to evaluate the English language skills of Hispanic individuals by switching from Spanish to English during this process. This informal language assessment can suggest whether referrals to ESL or VESL classes are necessary, and if the individual would be a competitive job applicant in an English-only workplace.

Immigration Issues

There are a range of approaches used by Goodwills to address questions of immigration status. They are driven mostly by funding sources and service delivery design. If Goodwills are providing federally funded services, most Goodwills require that participants independently complete an I-9 form and provide the required identification for the I-9. The purpose of an I-9 form is to verify that an employee is eligible to work in the United States. The United States Department of Justice, Immigration and Naturalization Service requires that the I-9 form be completed within the employee's first three days of work. Most Goodwills will provide translation assistance if necessary.

Some Goodwills are able to operate an open door policy for all residents in their communities because they have funding that does not require

inquiries about immigration status. If Goodwill career centers are designed to be self-serve, everyone who seeks services is provided access to job postings on bulletin boards as well as Internet-based job banks. These Goodwills take the position that the discussion of immigration status is most appropriate at the time of a job interview between job applicants and employers, rather than in a human service setting that does not require any other type of eligibility determination. In these instances, Goodwills are careful to communicate to employers that they do not perform any eligibility screenings among job seekers.



Many Goodwills have developed partnership relationships with organizations and legal firms that assist immigrants with documentation requirements and navigation of the U.S. immigration system. This information is provided to consumers who indicate a need for these services. The Goodwill in Albuquerque, among others, actively assists Latino program participants with immigration system navigation in order to obtain both temporary and permanent documentation.



Many Goodwills have developed partnership relationships with organizations and legal firms that assist immigrants with documentation requirements and navigation of the U.S. immigration system

Supportive Services

At our E-cademy Charter School, 90 percent of the students are Latino; most are born in the United States. We have found that when students enter our school, their literacy and reading skills are low in both Spanish and English.

-- Phoenix Goodwill

In addition to offering assistance with immigration and documentation issues, Goodwills offer many other support services. In the Idaho offices of the Great Falls Goodwill, Latino program participants are offered transportation assistance, cultural awareness understanding of the social services system, Spanish-language tax preparation, and bilingual prisoner reentry services. The Los Angeles Goodwill provides financial literacy classes. It also offers services during non-business hours, and provides child watch services during day, evening, and weekend hours while parents receive services at the One Stop Center. At the St. Paul Goodwill, the Responsible Fatherhood Program counsels Latino and other non-custodial Dads on how to enhance their relationships with their children and assists them with renegotiating child support arrangements.

Education and Skills Training

Several Goodwills, including Denver, Los Angeles, and Pittsburgh offer GED classes in Spanish or with bilingual instructors. The Phoenix Goodwill operates a charter high school in the Hispanic community. It is led by a Hispanic principal and has a 90 percent Hispanic student body.

Goodwills customizing their training programs for Latinos are doing interesting and effective things. The Spokane Goodwill, which provides services to many migrant Hispanic farm workers, is having success providing



skills training and job placement to adults during the off-season. During the harvest season, these individuals are unable to take advantage of skills training.

We have found that Latino agricultural workers are very motivated to transition from seasonal work to full-time year-round work, even if the jobs are minimum wage. One of the barriers that prevents them from making this shift is that they don't have time off during the winter months to return to Mexico to be with their families. We have been having some success in helping individuals upgrade their skills by enrolling in training programs during the off-season.

— Spokane Goodwill

About half of the Goodwill effective practice awardees attempt to enroll non-English speaking Hispanic participants into an ESL program before enrolling them in a workforce development program. The other Goodwills provide bilingual training programs for Latino individuals.



The Spanish-language Microsoft computer class is the best thing we have going right now. We have a waiting list of eligible individuals who want this training.

-- El Paso Goodwill

Other bilingual or Spanish-language training is offered at the following Goodwills:

- Denver: forklift, truck driving, computer skills, and nurses aide (through a community partnership)
- El Paso: retail cash register (with employer sponsors), and computer skills (the training begins in Spanish and transitions into English during the training)
- Great Falls (Idaho office): one-on-one training in Spanish as needed
- Phoenix: retail soft skills
- Pittsburgh: financial services (in partnership with a community organization) and customer service
- * Santa Cruz: culinary arts and cosmetology (Spanish-language)
- * Spokane: retail and truck driving (with community partner)
- St. Paul: banking and call center

Job Readiness and Placement

All of the Goodwills featured in this report concentrate on job placements for Hispanic participants. Because most employers in Goodwill communities require their employees to have at least some English language skills, the Goodwills work with Hispanic job seekers to prepare them to complete their job applications in English, and to be able to conduct job interviews in English.

Many Goodwills also include information on workplace culture in job readiness classes. The Goodwills in Albuquerque and El Paso offer all job readiness and Latinos with bilingual skills are easy to place. For those individuals who speak Spanish only, we keep a list of employers with bilingual management staff, and we attempt one-to-one matches. Goodwill is good about hiring and providing work experience for monolingual Spanish-speakers in its retail operations where there are a lot of Spanish-speaking employees. We also provide referrals to ESL classes.

Great Falls Goodwill
Idaho Office

We have noticed that more and more employers are using on-line job applications. Applicants are being judged and screened out based on their keystrokes/minute. Therefore we have been helping our applicants practice with on-line applications.

placement services in Spanish, which fits the labor market needs of these Latino-rich gateway communities. Most Goodwills, such as in Atlanta, conduct these services with bilingual staff, and use English as much as possible as a way to prepare Latino individuals for predominantly Englishonly workplace environments.

If requested, a staff persons from the Pittsburgh Goodwill will accompany Hispanic individuals to new-employee orientation. The Los Angeles

- -Pittsburgh Goodwill

ndustries International, Inc. ties for Hispanic/Latino Workers Goodwill offers a similar service. The other Goodwills offer some or all of these services in English, along with translation assistance.

OJT and Transitional Employment Programs

All of the Goodwills serving Hispanics include Latinos in their on-the-job (OJT) and transitional jobs (TJ) programs, typically in conjunction with their retail stores. Several have OJT or TJ programs in conjunction with a state or local government contract. The Goodwills in Denver, El Paso, Kalamazoo, and Spokane all have external OJT or TJ programs.

Our placement rate is 100% for our Temporary Employment Program. Employers value the prescreening, structured retail training, and work experience that we provide to participants.

-El Paso Goodwill

Job Development and Employer Partnerships

Each successful Goodwill has surveyed the employment environment in its territory, and has adjusted its service strategies to fit its labor market realities. For instance, in Atlanta, where the Hispanic population is relatively new, there are limited employment options for monolingual Spanish-speaking individuals. Therefore, the Atlanta Goodwill uses mostly English signs and materials in its centers, and its bilingual staff encourages Latino individuals to use English whenever possible during their interactions in the Goodwill career centers.

Partnerships and relationships with local employers are critical to achieving high placement rates and good wages for individuals, Latino or otherwise. The El Paso Goodwill has successfully partnered with large national employers with local operations (Walgreen's and Sears, for example) for its retail cash register training. The employers provided the cash registers and manuals, and hire trained bilingual trainees at the conclusion of the training. Similarly, the Kalamazoo Goodwill has a partnership with Radisson to provide ESL training to Latino housekeeping staff.

We work with employers to help them identify jobs that do not require English language skills, such as in the backrooms of operations. We also suggest accommodations that make it possible for Spanish speakers to perform in the workplace. For instance, in restaurants, the computer on the dining room floor can be equipped with software that translates English meal orders into Spanish for the kitchen staff.



When we know that someone is qualified for a job but doesn't have the language skills to negotiate the hiring process, our staff will accompany them to the job interview and assist with completing the job application

-- Los Angeles Office



In contrast, the Los Angeles Goodwill targets Hispanic business owners in its efforts to maximize placement opportunities for its Spanish-speaking Latino participants.

In Greenville, the Goodwill staff visits specific employers on a weekly basis to build and maintain job opportunities for Hispanics. Different still is the approach of the Idaho office of the Great Falls Goodwill, where staff maintains a list of employers with bilingual managers. These different approaches, and combinations of approaches, are effectively working for the Goodwill awardees and the Hispanic individuals who come to them for employment services.

Microenterprise Training

For many Latino individuals, business ownership is the best option to supplement earned wages or to provide the entire income for the individual and their family. Some recent immigrants were business owners in their native countries, and they are interested in once again being their own boss. The Atlanta Goodwill's Spanish and English language microenterprise programs offer eight weeks of classroom training that are supplemented with individual consultations and referrals to other community resources and support services.

Recommendations for Workforce Development Service Delivery

- Literacy and language barriers have to be addressed. But don't reinvent the wheel—if other community agencies are already providing ESL programs, consider partnering with them. If there are unmet ESL or Adult Basic Education (ABE) needs among Latinos in the community, then seek funds from state and/or local sources for this purpose.
- Consider offering VESL in general, and specifically, integrate VESL into all industry/occupation-focused training programs.
- Create the capability to perform intake and work assessment in Spanish, either with bilingual intake/work assessment staff or with translation assistance from bilingual staff in other parts of the organization.
- Be able to provide job readiness and placement assistance in Spanish, either as a group or one-on-one as needed.
- Provide translation assistance in filling out job applications including computer-based job applications that are now required by an increasing number of employers.
- Build and maintain relationships with employers in a wide range of industries to broaden the employment opportunities for Latino job seekers. Educate employers about the benefits of having bilingual employees in all types of occupations in their organizations.
- Seek out local companies that have bilingual management staff.
- Use employer and local government relationships to foster external OJT and TJ programs.



- Talk to mid-size and large employers about creating training and OJT targeted to specific job classifications that require bilingual skills—retail, customer service, call center, banking, and others.
- Consider offering business ownership training as an earnings option for qualified Hispanic populations.

Part Three: Summaries of Goodwills with Effective Workforce Development Practices for Hispanic Populations



Class members at Goodwill in Santa Cruz, CA



Development of a New Hispanic Services Program: Goodwill of North Georgia (Atlanta)

Goodwill of North Georgia (GNG) began its service delivery for Hispanic individuals when it received generous grant funding from a private foundation in late 2004. The Atlanta area is not a traditional "gateway" community for immigrants from Latin America. However, both census data and demand for services at GNG facilities indicated that the communities in and around Atlanta were becoming home to an increasingly large Hispanic population.

In January 2005 GNG opened its first career center focused on serving Hispanic populations in Athens, Georgia, located approximately 50 miles north of Atlanta. The second center was opened in April of the same year. It is located in the heart of a large international community minutes from downtown Atlanta. At both career centers, GNG established Business Connections microenterprise training offices.

The goal of the Career Centers is to connect job seekers to jobs through job fairs and job postings and through the use of other job search and technical resources in the centers. The career centers offer computer labs, fax machines, copy machines, scanners, job and business library banks, and telephones where individuals can conduct job search and develop their resumes. In addition to on-line job search, bilingual career center staff maintains updated postings of current local job openings and host regular job fairs. Many of the job listings are posted in Spanish and English. Other services include ESL and Spanish language classes, computer training, GED preparation classes, financial literacy instruction, and basic business workshops.

As a result of the early success of the career centers and the demonstrated demand for microenterprise training among Hispanic individuals, GNG obtained a federal grant in 2006 to offer a Spanish-language version of its Business Connections training. Known as *NegocioNow*, this new service makes the dream of business ownership possible for individuals who do not have strong English language skills.

The Hispanic population in the Atlanta area is very diverse. The GNG career center staff report that they see individuals from many different countries. While they believe that learning about the country of origin and the personal immigration experience of individuals helps the staff connect with the individuals who use the career centers, the Atlanta Goodwill staff says that the length of time an individual has lived in the United States is a more important consideration for the design and delivery of services. They say that English language skills are also a significant determinant in the employment opportunities of Hispanic individuals in the Atlanta area.

NegocioNow, is microenterprise training offered by Goodwill of North Georgia. The service makes the dream of business ownership possible for individuals who do not have strong English language skills.



GNG identifies four critical issues that it believes are essential for successfully launching services to Hispanic populations. They are the:

- Commitment of the organization and its leadership
- Location of services
- ✤ Staff
- * Community partnerships and credibility

Organizational Commitment

GNG's strategic plan has made outreach and services to emerging populations one of the core goals of its mission. From the CEO and Board to every department, there is agreement that services for Hispanic populations advance the mission of the organization. Organizational commitment unleashes the financial and staff resources necessary to initiate fundraising and sustain services that are begun with grant funding.

Location

GNG recognized that to be successful, it had to locate its Hispanicfocused services in areas that were convenient to Hispanic communities. Athens has a population of approximately 101,000, of which 15 percent is Hispanic. Since most services in the Athens community are for English speakers, the Athens Career Center has become one of the central locations that provides services to Hispanic Community. The Northeast Plaza Career Center is in a multi-ethnic area with a large and growing Latino population. Both Goodwill Career Centers are located in GNG retail stores. Prominent signs on the entry doors to the centers proclaim in Spanish that the staff speaks Spanish. GNG learned quickly that these simple declarations on the front doors encouraged retail customers to come in and test the ability of the career centers to assist them.

Staff

GNG recruited bilingual and bicultural staff to lead its career centers and *NegocioNow*. They are supported by other Spanishspeaking staff and volunteers. Both Career Center managers are African-American women with fluent Spanish-language skills and experience living and studying in South America. The *NegocioNow* manager is a Latina born in Puerto Rico. She is supported by a diverse staff representing the countries of Panama, Bolivia, and Peru.



The staff greets Hispanic individuals who are new to the center in English first. If individuals don't speak English or are experiencing difficulty communicating in English, then staff speaks to them in Spanish. In this way, the staff immediately begins to assess the language proficiency of visitors. They encourage individuals to attend the free ESL courses offered at the centers.



Community Partnerships

GNG recognized very quickly that it would need the support of organizations with roots in the Hispanic communities in order to establish credibility as a reliable service provider. The Career Center managers worked hard to familiarize the local community organizations with the history and mission of GNG and the services that they could provide. They were also sensitive to the importance of building mutually beneficial relationships with community partners and employers in order to establish and maintain trust.

At the Athens Career Center, the most important partnership is with the single Hispanic service provider in Athens, Catholic Charities. Catholic Charities has been a strong advocate for the Hispanic community in Athens for over 20 years. When the Goodwill career center established itself as a viable service provider with Catholic Charities, then several other organizations also lent their support. At the Northeast Plaza Career Center, a partnership with the Latin American Association opened the door to many collaborative arrangements.

NegocioNow Microenterprise Training

For many Hispanic individuals, business ownership is the best option for earning a family supporting income. Some recent immigrants were business owners in their home communities and are anxious to once again be their own boss. Others find that language barriers prevent them from acquiring anything but low-skill, low-wage jobs. If a business can serve the Hispanic community or otherwise enables the owner to operate without strong English language skills, then business ownerships can be a more attractive option than employment. The program offers an eightweek classroom training, and concludes with the submission and review of business plans. Continuing support is provided to graduates as they go through the process of formalizing their businesses.



Program Summaries of Goodwill Hispanic Services Effective Practice Awardees

Outstanding Dedication to Quality Services for Hispanic/Latino Populations

Goodwill Industries of El Paso (El Paso, TX)

The El Paso Goodwill served 1,072 individuals last year, 1,027 or 96 percent of whom were Latino. Most were of Mexican descent. Eighty percent were monolingual and 96 percent were economically disadvantaged. Five percent of the individuals were disabled. The Goodwill provides a transitional employment program, computer skills training, ESL, youth services, job readiness, and On-the-Job-Training (OJT).

One hundred percent of the workforce development staff is bilingual/bicultural. Other departments have hired Latino employees as well. The staff does in-person translations. While assessment may be done in Spanish, the documentation review is done in English. Written materials are provided in both Spanish and English. The employment training programs accommodate monolingual individuals.

The Goodwill is partnered with other agencies, including the local community college that provides ESL classes. The El Paso Goodwill works with Workforce Investments Boards and One-Stop Career Centers, participates in job fairs, and makes presentations to other community and faith-based organizations. It also advertises in the local Latino media and distributes newsletters to the community and its partners. The Goodwill has existing partnerships with retailers Walgreens, Sears, Family Dollar, Pep Boys, Burlington Coat Factory, and local hotels. OJT with these partners leads to competitive job placement upon program completion.

Individuals build their skills through job readiness training, OJT, and the transitional employment program, which are available to monolingual individuals who begin the activities in Spanish and gradually transition to English. Retail training also begins in Spanish and ends in English. Individuals work on real cash registers donated by Walgreen. They are introduced to the Internet and customer service through 360 hours of classroom training and 60 hours of work experience.

The transitional employment program enjoyed a 100 percent placement rate. The Spanish-language computer training classes are so popular that they have long waiting lists. Sixty-seven percent of the Goodwill's funding comes from public sources, 29 percent from private sources, and four percent from Goodwill revenues.

At Goodwill Industries of El Paso, monolingual individuals begin job training programs in Spanish and gradually transition to English. Retail training also begins in Spanish and ends in English.



Goodwill Industries of Upper South Carolina (Greenville, SC)

Goodwill of Upper South Carolina served 6,691 individuals last year, 1,574 or 24 percent of whom were Hispanic. Sixty-eight percent of those were first generation U.S. residents, and 68 percent were monolingual. Ninety-nine percent were classified as economically disadvantaged.

The Greenville Goodwill provides job placement and retention services, skill training in forklift safety, ESL, E-learning, and work assessment. A Job Connection center has been located in the Hispanic community dedicated to meeting the needs of this population. The Goodwill has a staff member who personally recruits individuals and employers by attending many Hispanic community functions and community-based organizations for outreach, recruiting, and placement. The Goodwill now has several other bilingual staff following suit. Of 13 staff, six are bilingual.

Materials are translated into Spanish. The Goodwill also works closely with the local hospital task force to increase interpreter services in the emergency room. The Goodwill has received positive media coverage and positive word of mouth from the public, which increases local credibility. The traditional job readiness classes are partnered with training on cultural workplace differences. VESL is offered, as well as Spanish-language forklift certification and Spanish-language work readiness assessment.

The Greenville Goodwill maintains consistent and targeted outreach to employers in warehousing, hospitality and food service. The Job Connection center is 99 percent self-funded through Goodwill revenues. It receives the remaining one percent from private foundations.

Goodwill Industries of Southwestern Michigan (Kalamazoo, MI)

The Kalamazoo Goodwill served 4,218 individuals last year, 137 or three percent of whom were Hispanic of Mexican descent. Sixty-three percent were monolingual and 90 percent were classified as economically disadvantaged. The Goodwill provides job readiness and job search assistance as well as ESL, adult basic education (ABE) and community education.

The staff is committed to serving the local Hispanic community and has taken Spanish immersion classes. The Goodwill has provided Spanishlanguage scripts for greeters and Spanish/English dictionaries for all staff. The staff have been trained in techniques to overcome the language barrier. They are about to begin a weekly Spanish conversational classes for staffers, to be led by two bilingual staff. The Goodwill has reserved slots for Hispanic individuals in its transitional jobs program and has bilingual kiosks and signs in stores. The Goodwill recently translated the Immigration Assistance brochure and is in the process of translating the Volunteer Orientation Manual into Spanish.

In addition to an array of career services for Hispanics, the Greenville Goodwill works closely with the local hospital task force to increase interpreter services in the emergency room.



In Kalamazoo, MI, Goodwill has a partnership with the Radisson hotel to provide ESL training to the housekeeping staff.

Goodwill Industries of Santa Cruz, Monterey and San Luis Obispo Counties, Inc. provides cosmetology and culinary arts training in Spanish because there are jobs available in these industries for monolingual individuals The Goodwill has developed partnerships with community and faithbased organizations in the area to assist in providing services. For instance, it has ESL and ABE classes at a local church, and shares space with a Health Clinic. The new Goodwill headquarters is in a Hispanic community, half a mile from the public assistance (Temporary Assistance for Needy Families) center and one mile form the local Workforce Investment Act (WIA) One-Stop Center. Its offices are now open evenings and weekends. The Kalamazoo also offered ESL courses to farm workers living in migrant camps.

The Goodwill offers ESL and VESL classes, as well as GED courses in Spanish. It also provides individualized services in an attempt to increase employment options. It has a partnership with the Radisson hotel to provide ESL training to the housekeeping staff. The Goodwill also has 23 work experience sites, made up of local employers and Goodwill, and has eight transitional employment slots. Ninety-four percent of its funding comes from public sources; six percent comes from Goodwill revenues.

Goodwill Industries of Santa Cruz, Monterey and San Luis Obispo Counties, Inc. (Santa Cruz, CA)

The Goodwill serving the Santa Cruz area assisted 2,403 individuals last year, 1,045 or 44 percent of whom were Latino, mostly of Mexican origin. Sixty percent were first generation U.S. residents and 60 percent were monolingual. Ninety percent were classified as economically disadvantaged.

The Goodwill provides community-based career centers, culinary and cosmetology skill training, job placement and retention services, and literacy through partnerships. About 40 percent of the staff is bilingual. The Goodwill seeks to help individuals receive WIA core services. It refers undocumented individuals to attorneys for immigration assistance.

The staff is very involved in the community. They participate in the Latino Chamber of Commerce, which adds credibility as well as aids in outreach. The staff also reaches out to local churches in an attempt to recruit individuals, and participate in the neighborhood career center. The Santa Cruz Goodwill has a Spanish-language website. All signs, forms, and documents are also available in Spanish.

The Goodwill provides cosmetology and culinary arts training in Spanish because there are jobs available in these industries for monolingual individuals. ESL classes are provided and On-the-Job-Training services are offered.

The Goodwill takes a customized employment approach to job development, meaning that it helps employers identify jobs where English language skills are not necessary. They also pre-screen for immigration status. The Goodwill is 100 percent funded by public sources.



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Distinguished Dedication to Quality Services for Hispanic/Latino Populations

Easter Seals-Goodwill Northern Rocky Mountain (Great Falls, MT, Idaho Office)

The Idaho office of the Great Falls, Montana Goodwill served 2,300 individuals in the most recent year, 581 or 25 percent of whom were Hispanic. Most were of Mexican descent and 100 percent were classified as economically disadvantaged.

The Goodwill provides services to first generation Hispanics in the areas of language, transportation, cultural awareness, work skills, and understanding the social services system. For the Hispanic population in general, it provides job readiness training, job placement and retention services, tax preparation, a prisoner reentry program, and refers individuals to area ESL classes.

Four of seven direct services staff are bilingual/bicultural and understand the needs of first generation individuals, which compel them to want almost any job, and second generation individuals, who want higher education and career advancement opportunities. Two staff member are being trained in immigration law to better understand the requirements. They are also able to refer individuals to citizenship classes. One individual has been trained to serve ex-offenders and is able to work with Hispanic ex-offenders. The staff is also committed to work with the population in a culturally appropriate manner to increase the understanding and use of mental health services.

The Goodwill has multiple community partners which increases the Goodwill's visibility and credibility within the Hispanic community. All materials are translated into Spanish and the offices are located in areas with a high proportion of Hispanic populations. The Goodwill assists with Spanish-language tax preparation, including applying for the Earned Income Tax Credit. One-to-one training is provided in Spanish. ESL and citizenship classes are available through the Goodwill's partners. The Goodwill also customizes placement strategies for Hispanic individuals and maintains a list of employers with bilingual management. Individuals have the opportunity to gain work experience at the Goodwill retail stores, which have Spanish speaking staff. The Goodwill receives 100 percent of its funding from public sources, primarily Temporary Assistance for Needy Families (TANF).

Goodwill Industries of Southern California (Los Angeles, CA)

The Goodwill in Los Angeles served 22,747 individuals last year, 13,648 or 60 percent of whom were Latino. Most of the individuals are of

In Idaho, two Goodwill staff members are being trained in immigration law so they can better understand the requirements and assist Hispanics. They also refer individuals to citizenship classes.



Mexican or of Central and South American descent. The Goodwill provides Job placement and retention services, job readiness workshops, financial literacy workshops, ESL and GED programs.

In Idaho, two Goodwill staff members are being trained in immigration law so they can better understand the requirements and assist Hispanics. They also refer individuals to citizenship classes. The Goodwill is committed to serving the Latino population. Sixty percent of the Workforce Development staff is bilingual. The Goodwill even offers Spanish as a second language courses to the staff in the evenings. It held focus groups to identify and understand the particular needs of the Latino community and found that Latino job seekers want one-on-one, intensive services and relationships. The Goodwill also offers services during non-traditional hours, such as nights and weekends, to allow access to those who are underemployed, not just the unemployed. It offers limited child watch services for parents who bring their children to the Goodwill centers.

The Goodwill provides universal access, so services are available to undocumented Latino individuals, and materials and signs are in both English and Spanish. ESL courses are offered on-site by a bilingual instructor. There are skills trainings provided by partners, community colleges, and other institutions. The Goodwill is seeing success at placing individuals in manufacturing, landscaping, janitorial, secretarial, and jewelry-making fields at \$9.50 to \$10 per hour.



Distinctive Services for Hispanic/Latino Populations

Goodwill Industries of New Mexico (Albuquerque, NM)

The Goodwill in Albuquerque, New Mexico served a total of 2,065 individuals in the most recent year, 1,342 or 65 percent of whom were Latino. About 40 percent of the individuals are monolingual, speaking only Spanish. Most are of Mexican descent. The services provided by the Albuquerque Goodwill were case management, job placement and retention services, On-the-Job Training, and employer monitoring.

A major factor contributing to the Albuquerque Goodwill's success with serving the Latino population is staffing. Of the 28 workforce development staff, half are Latino and one-third are bilingual. This allows them to serve both bilingual and monolingual Latino individuals. Additionally, all documents are available in both Spanish and English, and the Goodwill is beginning the process of translating marketing materials and curricula into Spanish.

The Goodwill has a partnership with the Albuquerque office of the Mexican Consulate, and advertises in Spanish on local TV and radio to recruit individuals. The Goodwill also provides assistance with legal documentation and navigating the social services system. It is building credibility within the local Hispanic community through positive word of mouth.

The Goodwill offers ESL classes and has two employer partners that provide on-the-job-training for monolingual individuals. Individuals may also receive intake, assessment, orientation and job development services in Spanish if necessary. The services are 80 percent self-funded through Goodwill retail contributions. Ten percent of funding comes from public sources; the remaining 10 percent is from private foundations.

Goodwill Industries of Denver (Denver, CO)

The Denver Goodwill served 13,236 individuals last year, 7,877 or 59.5 percent of whom were Hispanic. Most were of Mexican descent. The Goodwill provided Youth Services for at risk youth as well as a School to Work program. It provides a career advancement program called Advancement Plus, ESL and GED training, On the Job Training, and job placement and retention services. The Goodwill also provides skill training in the areas of forklift operation, trucking, computer, and certified nursing aide training (through a partnership).

The Goodwill is centrally located, providing easy access for the Hispanic population. It has some bilingual staff. The Advancement Plus program specifically targets Hispanics, even those who are undocumented. The Denver Goodwill participates in community events targeted at the



Goodwill Industries International, Inc. Opportunities for Hispanic/Latino Workers April 2007

In New Mexico, Goodwill has a partnership with the Albuquerque office of the Mexican Consulate. The agency advertises in Spanish on local TV and radio to recruit individuals for its employment programs. Hispanic community and translates all outreach materials and forms into Spanish. It has found that most referrals are due to positive word of mouth.

The Goodwill provides on-site ESL classes aided by partner organizations. It offers "Earn and Learn" paid summer jobs for youth and career advancement services which train employees to increase skills with the hope of advancement and pay increases. Fifty percent of the youth services are self -funded. Twenty-five percent of the Goodwill's funding comes from public sources, 25 percent from private, and 50 percent from internal Goodwill revenues.

Goodwill Industries of Central Arizona (Phoenix, AZ)

Last year, the Phoenix Goodwill served 9,400 individuals, 6,016 or 64 percent of whom were Hispanic. Eighty-seven percent of those individuals were classified as economically disadvantaged. The Goodwill provided services primarily to first generation adults and second generation youth, and operated self-service career centers and a charter school.

The Phoenix Goodwill operates a charter school offering selfpaced, technology based classes with teacher-led literacy skills classes. The principal and 90 percent of the students are Hispanic.

The Goodwill is committed to having bilingual staff in leadership and direct service positions, as well as providing training and placement for monolingual Hispanic individuals. It has strong community partnerships. The Goodwill partners with Friendly House, which serves WIA adults and youth as well as juvenile offenders, and offers ESL classes. Another partner, Chicanos por la Casa, refers individuals to Goodwill. It advertises in local Hispanic media and sets up a booth in a local grocery store. It also participates in a Hispanic job fair and presents resume workshops.

The Goodwill operates a charter school in a Hispanic community where the principal and 90 percent of the students are Hispanic. The school offers self-paced, technology based classes with teacher-led literacy skills classes. The Goodwill also offers training in retail skills, with courses offered in Spanish and target employers seeking monolingual and bilingual employees. Additionally, about 70 percent-80 percent of the backroom staff of the local Goodwill retail stores are Hispanic. Eighty percent of its funding comes from public sources and 20 percent from Goodwill revenues.

Goodwill Industries of Pittsburgh (Pittsburgh, PA)

The Goodwill of Pittsburgh served 48,165 individuals last year. Less than one percent, or 312 individuals were Hispanic. Ninety-seven percent were first generation U.S. residents, 85 percent were monolingual, and 100 percent were economically disadvantaged. The Goodwill provided Adult Basic Education (ABE), GED courses, job readiness training, and job placement and retention services.



To accommodate all types of schedules, Pittsburgh Goodwill is open in the evenings, and also offers a Language Help Line in the One-Stop Center. The Goodwill hired bilingual staff within the Workforce Development Department as well as other departments. Bilingual instructors alternate between English and Spanish. The Goodwill is now open evenings and offers a Language Help Line in the One-Stop Center.

The Goodwill has an extensive relationship with the local Hispanic Center, which adds credibility and helps with outreach and access to services. The Goodwill is also able to refer individuals who need help with immigration documents to its community partners or an attorney who can assist them. VESL is integrated into all training programs and ABE, GED, and ESL are offered in Spanish in the evenings. A staff member may accompany individuals to employer orientations to ensure language comprehension. Staff also meets with employers to identify their needs and assist in compatible job placement. The Goodwill has a 82.6 percent placement rate among program graduates. It receives 50 percent of its funding from public sources, 10 percent from private foundations, and 40 percent from Goodwill revenues.



Promising Services for Hispanic/Latino Populations

Goodwill Industries of Western Connecticut (Bridgeport, CT)

The Goodwill of Western Connecticut served 601 individuals in the most recent year, 132 or 22 percent of whom were Hispanic. Ninety percent of the Hispanic population served was from Puerto Rico, and 95 percent of those served were first generation U.S. residents. Forty percent of the Hispanic individuals served spoke Spanish only, 50 percent were classified as economically disadvantaged and 60 percent were disabled.

Bridgeport Goodwill sponsors booths at street fairs, hosts a diabetes clinic with information in Spanish, and advertises job openings, training programs, and public service announcements in Spanish in the local Hispanic media.

The Goodwill provides services for adults with disabilities and disadvantages, and is co-located at a One-Stop Career Center. It provides skill training programs as well as vocational rehabilitation services. The Goodwill has made a long-term commitment since 1980 to serving the needs of the Hispanic communities and having a bilingual staff. The multicultural competency committee contributes to the translation of forms, handbooks, and program information into Spanish.

The Goodwill reaches out to the community by sponsoring booths at street fairs, hosting a diabetes clinic with information in Spanish, and advertising job openings, training programs, and public service announcements in Spanish in the local Hispanic media. It offers language skills classes to Hispanic retail employees and has recently received a block grant to staff the One-Stop in order to better serve the local Hispanic population. It also received funding to serve those with disabilities within the local Hispanic population. One hundred percent of its funding comes from public sources.

Goodwill Industries of the Inland Northwest (Spokane, WA)

The Spokane area Goodwill served 3,113 individuals last year, 280 or nine percent of whom were Latino. The Goodwill provided transitional employment through its community jobs program, Workforce Investment Act (WIA) services, subsidized employment, and Real Time Work assessments.

The Goodwill has six bilingual staff and is seeking to adjust to the needs of a rural, agricultural community. It has built credibility within the Latino community by meeting with Latino leaders and reaching out to migrant farm workers in the migrant camps. It has established partnerships with the local community college and other community based organizations that provide additional resources and training.

The Goodwill provides orientation and intake services in Spanish when needed and has a Spanish-language truck driving training offered through a partnering community based organization. It also offers a retail training program and time-limited (6 months) subsidized On the Job Training.



Fifty-six percent of individuals served have unsubsidized employment after nine months.

The Goodwill assists with the transition from seasonal to full-time, year round employment. Goodwill staff uses work-site visits and other follow-up activities to support long-term job retention. The Goodwill also maintains relationships with local employers and seeks job opportunities for bilingual individuals. One hundred percent of funding comes from public sources.

Goodwill/Easter Seals Minnesota (St. Paul, MN)

The Minnesota Goodwill served 1,490 individuals in 2005, 100 to 200 or 7 percent-13 percent of whom were Hispanic. The Goodwill provided services for adults as well as at-risk youth, the Responsible Fatherhood Program, and employment and skills training. The Goodwill currently has six bilingual staff and a goal of hiring more bilingual staff members. It also will assist individuals with legal documentation issues.

The Goodwill provides outreach materials in several languages and hires interpreting services and document translations. It has a partnership with the neighboring Hispanic business service at the local Community College. The Hispanic business service serves 500 individuals per year, one third of whom go through Goodwill services. The St. Paul Goodwill has also partnered with local churches that refer individuals to the Goodwill. The Goodwill offers job readiness classes and some specific skill training in Spanish; including banking and call center staffing. The Goodwill receives 75 percent of its funding from public sources and 25 percent from Goodwill revenues.





Part Four: Conclusions, Recommendations and Funding Outlook



A Goodwill participant in St. Paul, MN



Conclusions and Recommendations

 Goodwill member organizations are in the forefront of providing workforce services for Latinos. Two-thirds of all responding U.S. members reported to be serving Latino individuals in some significant way, and most are serving multiple Hispanic sub-populations (from different countries). Of those Goodwills that customize their programs for Latino individuals, twothirds are customizing three or more aspects of their workforce programs for this purpose.

The top three employment barriers faced by Latinos are:

- Language and Literacy
- Basic Education and Work Skills
- Documentation of Status

The top three challenges to serving Hispanic individuals are:

- Funding
- Finding/Retaining Bilingual and Bicultural Staff
- Credibility in the Hispanic Community

Five program areas are customized by more than half of the effective practice awardees, leading us to conclude that these program areas are the most important ones for building successful programs to meet the needs of Hispanic workforce development participants.

- Bilingual, bicultural staff (100 percent utilization).
- Community partnerships (92 percent utilization).
- Bilingual signage, web, or other materials (77 percent utilization).
- Training classes offered in Spanish (69 percent utilization).
- Literacy, ESL, or VESL (62 percent utilization).

Customization for Latinos in another twelve program areas are also very important to the success of individual effective practice Goodwills for their own particular reasons:

- Located in, or close to, Hispanic communities (46 percent).
- Targeted employer outreach for Latinos (46 percent).
- Assistance with, or referrals for, documentation (38 percent).
- Intake/work assessments in Spanish (38 percent).
- Non-traditional hours (23 percent).
- Accommodate monolingual Spanish-speaking individuals (23 percent).
- Advertising in Hispanic media (23 percent).





- Outreach to migrant farm workers (23 percent).
- Spanish language training for staff (15 percent).
- Workforce development services for undocumented workers (15 percent).
- Career advisory services (15 percent).
- Child-watch services as compliment workforce services (8 percent).

Based on the experience of the Goodwill effective practice awardees, recommendations for success in developing and implementing workforce programs for Hispanic s are:

Staffing and Organizational Commitment:

- Employ both bilingual and if possible, bicultural staff throughout the organization.
- Provide multiple materials in both Spanish and English. Translations can usually be completed by in-house bilingual staff. Contact other Goodwills (for example, the effective practice awardees) directly for copies of specific items that they have already translated into Spanish.

Outreach and Recruitment:

- If there are significant populations of Hispanics in a specific community or neighborhood, consider locating a workforce development site in or near that community.
- Credibility in the Latino community is critical to success, and this must be developed over time. Participate in Latino job and health fairs with bilingual handouts.
- Community partnerships are also required for success. If possible, develop a partnership with at least one Hispanic community organization.
- Be creative. Sharing space with community partners, retail kiosks in Goodwill retail stores and other locations, and other techniques can produce willing participants among Latino individuals who need service.

Workforce Development Service Delivery:

- Literacy and language barriers have to be addressed. But don't reinvent the wheel—if other community agencies are already providing ESL programs, consider partnering with them for referrals. If there are unmet ESL or ABE needs for Hispanic s in the community, then try to fill that gap—funds may be available from State and/or local sources for this purpose.
- Consider offering VESL in general, and specifically for all industry/occupation-focused training programs which you now have or are planning.
- Create the capability to perform intake and work assessments in Spanish, either with bilingual intake/work assessment staff or with



translation assistance from bilingual staff in other parts of the organization.

- Be able to provide job readiness and placement assistance in Spanish, either with groups or provided one-on-one as needed.
- Provide translation assistance in filling out job applications including computer-based job applications that are now required by an increasing number of employers.
- Build and maintain relationships with employers in a wide range of industries (not just the low-wage and low-skill jobs in hospitality, janitorial, and other service industries). Educate employers on the benefits of having bilingual employees in all types of occupations in their organizations.
- Seek out local companies that have bilingual management staff.
- Use employer and local government relationships to foster external OJT and transitional jobs programs.
- Talk to mid-size and large employers about creating training and OJT targeted to specific job classifications that require bilingual skills, such as retail, customer service, call center, banking, and others.
- Consider offering business ownership training as an earnings option for qualified Hispanic populations.



Funding Outlook for Latino Workforce Development Programs

Sources of Funding

Funding constraints are one of the top three challenges faced by Goodwills that serve Latino individuals. What are the sources of funding for the workforce development services customized for Hispanic individuals? The sources for all of the awardees are:

- Workforce Investment Act (WIA)
- Temporary Assistance for Needy Families (TANF)
- Private Foundations
- Adult Basic Education (ABE) (state and local government)
- One-stop block grants
- Vocational rehabilitation (state and local government)
- Self-funding (retail operations)

Distribution of Funding by Source

The data we received from the Goodwill awardees indicates that only three (Greenville, Albuquerque and Pittsburgh) are majority self-funded. The other ten are majority funded by a combination of public (federal, state, and local government) and private (foundation) contracts and grants.

Generating Support for Programs Targeting Hispanic Individuals: Foundations & Corporations

The following are some tips on how private foundations and corporate funding may be used to support services to Hispanic populations.

- Leadership: There is an interest in programs that develop leaders from among Latinos and give voice to both citizens and Latino immigrants. Programs that promote economic empowerment contribute to this and could be enhanced by a civic engagement component that connects jobseekers to mentorship roles, citizenship and ESL classes, and other programs and opportunities for career and personal growth. In funding proposals, include the empowerment components of your workforce development efforts serving Hispanic men, women and older youth.
- Immigrant Rights and Policies for Undocumented Workers: With the issue of undocumented workers highlighted in the media, it is also getting a lot of attention in the funding community. Advocacy, organizing, and education about immigrant worker policy development and immigrant rights are very fundable. There is awareness among donors that immigrants are vulnerable to exploitation, and often given misinformation about their opportunities and rights. If Goodwills are interested in integrating



workshops and case management support for immigrants that highlight these issues, it will strengthen their cases for support. Additionally, programs that help underemployed workers secure more lucrative, career-focused work that ensures the workers and their families' stability and independence are of interest to funders.

- *Education*: There remains notable disparity in educational attainment for Latino youth. They are entering and graduating from college at a significantly lower rate than their non-Latino white peers. Programs that address this by helping Hispanic youth access higher education or trade schools that support career focused jobs are fundable.
- Serving a Growing Consumer Base: The growing Hispanic population means a growing consumer base of Hispanic individuals and families for corporations and business owners. Many corporations have acknowledged this by giving to social service organizations that meet the needs of Latino residents in communities where they have a presence. In the affinity groups listed below, there are a number of corporate members listed. For funding support, Goodwills should seek partnerships that allow local businesses to highlight their commitment to their Hispanic consumers and create roles for Latino workers in their industry.

The following two affinity group resources may assist with identifying funding prospects:

 Grantmakers Concerned with Immigrants and Refugees (GCIR): <u>http://www.gcir.org/</u>. GCIR members work on a wide range of issues including education, health, employment, civic participation, and immigrant integration. Some have longstanding immigrant-specific funding initiatives, while others incorporate the immigrant and refugee dimension into their core grantmaking programs. The group's website offers a funding directory of grantmakers with an interest in immigrants and refugees which can be accessed at:

http://www.gcir.org/resources/funding_directory/index.htm

• Latinos in Philanthropy: <u>http://www.hiponline.org/home/</u>. For researching prospects on their membership list, use the following address:

http://www.hiponline.org/home/Membership/Member+List.htm.



