



Applying Cognitive-Behavioral Techniques to Employment Programming for Fathers

Findings from the B3 Study

THE BUILDING BRIDGES AND BONDS STUDY

OPRE REPORT 2019-110

DECEMBER 2019

MICHELLE S. MANNO
EMILY BRENNAN
ERIC COHN

The Building Bridges and Bonds (B3) evaluation, a federally funded study of Responsible Fatherhood programs, is testing a set of three innovative approaches to helping fathers with low income improve their parenting and employment skills. One innovation, the Cognitive Behavioral Intervention for Justice Involved Individuals Seeking Employment (CBI-Emp), was added to the existing fatherhood services at three community-based organizations. CBI-Emp incorporates interactive cognitive-behavioral techniques with traditional job-readiness services intended to help improve the employment outcomes and earnings of fathers who were recently involved with the justice system. The evaluation, which is using a random assignment design, will assess outcomes including fathers' reduced involvement in the criminal justice system; increased financial and emotional support for their children; and improved coping, interpersonal, and problem-solving skills to determine whether CBI-Emp is effective.

As part of a series of publications from the B3 evaluation, this brief presents the first systematic analysis of how CBI-Emp was implemented. The brief also describes how an initial sample of fathers who were enrolled in the study engaged in the CBI-Emp component at each of the three participating organizations and in each organization's usual menu of services. The data show that the CBI-Emp component can be integrated into very different organizational structures without replacing existing services. However, programs also experienced challenges in implementing CBI-Emp for the B3 study, such as recruiting eligible fathers and engaging them in services. In this early sample, just over 30 percent of fathers who were randomly assigned to CBI-Emp services did not attend any CBI-Emp workshops, though these fathers often did not engage in other fatherhood program services either. This finding suggests that the barriers fathers face to participating in CBI-Emp mirror those of fatherhood program services generally.

More than 5 million children, or 7 percent of all U.S. children, have had a parent in jail or prison — and that may be an underestimate.

Introduction

A father's support — both financial and emotional — is linked to better outcomes on nearly every measure of a child's well-being.¹ However, for fathers with a history of criminal justice involvement, it may be particularly difficult to provide that support as they face challenges to finding or maintaining stable employment, housing, and healthy relationships with family and friends.² It is well known that the United States has one of the highest incarceration rates in the world, with more than 2.3 million people confined nationwide.³ In 2007, the Bureau of Justice Statistics estimated that nearly 50 percent of incarcerated men are fathers, to more than 1.5 million children.⁴ More recently, in 2015, researchers estimated that more than 5 million children, or 7 percent of all U.S. children, have had a parent in jail or prison, and that may be an underestimate.⁵ Supporting fathers with prior justice involvement to improve their relationships with their children is an important consideration for Responsible Fatherhood programs.

The Office of Family Assistance (OFA) within the Administration for Children and Families (ACF) in the U.S. Department of Health and Human Services provides grants to Responsible Fatherhood programs, which aim to improve the well-being of fathers, their families, and their children by addressing the financial and emotional challenges fathers face. Federally funded Responsible Fatherhood programs pursue this goal by providing a combination of services in three required areas — healthy marriage and relationship skills, parenting, and economic stability⁶ — as well as a variety of one-on-one services. Many fathers in Responsible Fatherhood programs have had some involvement with the criminal justice system, and some programs expressly serve fathers with a criminal history.⁷ In the interest of continuing to support men and their families by building the evidence base of effective, innovative programming in the fatherhood field, the Office of Planning, Research, and Evaluation (OPRE) at ACF contracted with a team led by MDRC using funds from OFA to conduct the Building Bridges and Bonds (B3) study.

OPRE REPORT 2019-110
DECEMBER 2019

AUTHORS: Michelle S. Manno, Emily Brennan, and Eric Cohn

SUBMITTED TO: Samantha Illangasekare and Katie Pahigiannis, Project Officers, Office of Planning, Research, and Evaluation, Administration for Children and Families, U.S. Department of Health and Human Services

PROJECT DIRECTOR: Dina A.R. Israel, MDRC, 200 Vesey Street, 23rd Floor, New York, NY 10281

CONTRACT NUMBER: HHS-P23320095644WC

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SUGGESTED CITATION: Manno, Michelle S., Emily Brennan, and Eric Cohn. 2019. "Applying Cognitive-Behavioral Techniques to Employment Programming for Fathers: Findings from the B3 Study." OPRE Report 2019-110. Washington, DC: Office of Planning, Research, and Evaluation, Administration for Children and Families, U.S. Department of Health and Human Services.

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The B3 study has identified and is testing new interactive skill-building approaches that address two of the three required areas mentioned above, parenting and economic stability, within the context of existing Responsible Fatherhood programs.

The B3 study involved six organizations with existing Responsible Fatherhood programs.⁸ Three of the organizations in B3 added the Cognitive Behavioral Intervention for Justice Involved Individuals Seeking Employment (CBI-Emp) as an employment component to their existing fatherhood services.⁹ CBI-Emp is the subject of this brief. The CBI-Emp curriculum builds on evidence from cognitive-behavioral skill-building, a practice that aims to help individuals recognize and modify patterns of thinking and actions that hamper positive outcomes.¹⁰ CBI-Emp is designed for individuals who have been recently involved with the criminal justice system, to help them recognize challenging situations, develop strategies to resolve problems when they arise in the workplace, and increase success on the job. These strategies are also valuable for interpersonal relationships beyond the workplace. Offered to fathers in conjunction with traditional job-readiness services, the combined approaches are hypothesized to produce better outcomes for participants than either one on its own. Fathers with improved employment outcomes are expected to have higher wages; reduced involvement in the criminal justice system; and improved coping, interpersonal, and problem-solving skills — all of which support a father's ability to provide financial and emotional support to his children.

B3 chose to evaluate the CBI-Emp intervention because of its innovative approach to working with individuals who were recently involved with the justice system. CBI-Emp approaches skill-building through a “learn–do–reflect” cycle, in which fathers actively practice each new skill with the help of trained facilitators, who then provide immediate feedback and help dads build that skill in a way that they can use in their daily lives. While cognitive-behavioral interventions, particularly within prison-based settings, have been recognized as a way to reduce recidivism among justice-involved

individuals,¹¹ CBI-Emp is a new curriculum that combines the cognitive-behavioral approach with traditional job-readiness services in a community-based setting, emphasizing cognitive-behavioral skill-building specific to maintaining employment. Nonetheless, specific logistical challenges exist that could make it difficult for fathers to participate and stay engaged in CBI-Emp. Namely, CBI-Emp is a lengthy curriculum and was implemented as an enhancement to rather than a replacement of existing employment services, thus requiring a significant time commitment from programs and fathers. The B3 study is the first to rigorously evaluate the CBI-Emp intervention at a large scale.¹² The study uses an experimental design to assess the effects of CBI-Emp, as explained in Box 1.

The purpose of this brief is to describe (1) how fatherhood programs implemented CBI-Emp within their existing services; and (2) how fathers engaged in both CBI-Emp and the organizations' usual menu of services. This brief is organized around three primary questions:

- 1 In what context was CBI-Emp implemented?
- 2 Who participated in the CBI-Emp evaluation and were they the intended population for the B3 study?
- 3 To what extent were programs able to engage fathers and for how long?

This brief presents information from systematic data-collection activities, including semistructured interviews with staff and focus groups with program group fathers from two rounds of site visits that took place at participating organizations in 2017 and 2018. It also draws on management information system records from each site to report information about fathers' demographic characteristics and experiences in the program. The analysis includes fathers who were randomly assigned from October 2016 through September 2018 (approximately 91 percent of the full study sample). It details the services they received up to six months after enrolling in the program.¹³ These research data

BOX 1

EXPERIMENTAL DESIGN IN THE B3 STUDY OF CBI-EMP

The B3 study uses an experimental design to test the effects of the Cognitive Behavioral Intervention for Justice Involved Individuals Seeking Employment (CBI-Emp) on key employment, criminal justice, and cognitive-behavioral outcomes, such as self-control and healthy responses to stress. Eligible fathers were randomly assigned to one of the two research groups: a program group, which was offered CBI-Emp services in addition to the organization's usual services, or a "services as usual" group, which was offered only the usual fatherhood services. The random assignment study design is intended to ensure that the only systematic difference between the program group and the services-as-usual group is the added CBI-Emp component. Any differences that emerge between the outcomes of the two randomly assigned groups can be attributed with confidence to the added component. The results of these analyses will be shared in a future report.

were systematically analyzed to address the three primary questions noted above. The usual Responsible Fatherhood services, as well as other services that each organization provides, along with the effects of CBI-Emp, will be described in more detail in a future report.

Overview of the Cognitive Behavioral Intervention for Justice Involved Individuals Seeking Employment

The Cognitive Behavioral Intervention for Justice Involved Individuals Seeking Employment, or CBI-Emp, is an innovative employment curriculum designed by the University of Cincinnati Corrections Institute (UCCI) using funding provided by, and in collaboration with, MDRC.¹⁴ The curriculum was developed to be implemented in a variety of environments, including prisons, work release centers (where an incarcerated individual can leave confinement temporarily to work or find employment), and community-based employment programs; this study is the first rigorous evaluation of its implementation in community-based settings. For the

B3 study, participants engage in activities such as role-playing and collaborative problem-solving to develop interpersonal skills for the workplace in a series of 20 structured, 60- to 90-minute group workshops.¹⁵ Each workshop follows the "learn-do-reflect" cycle:

- **LEARN:** Facilitators define a skill, discuss why it is important, and model it for fathers.
- **DO:** Fathers practice the skill through role-playing with other fathers and completing homework assignments between sessions.
- **REFLECT:** Fathers reflect on their role-play and homework experience; other fathers and the facilitators also provide feedback for fathers to reflect upon.

The curriculum covers five broad topics: motivational engagement, cognitive restructuring, emotion regulation and social skills, problem solving, and success planning.¹⁶ The activities are intended to help individuals understand their own thinking processes, learn positive ways to relate to others, and manage challenging professional situations and relationships appropriately. More details about B3's

implementation of CBI-Emp are available in the B3 introductory brief and the B3 study design report.¹⁷

All staff working with fathers who participated in CBI-Emp, including facilitators and other staff such as case managers, were required to attend a two-stage training event provided by UCCI. This training included:

- 1 A two-day foundational training event to learn the core skills needed to apply a cognitive-behavioral approach to service delivery, known as Core Correctional Practices.
- 2 A three-day skill-building training event in which staff learned the curriculum and how to facilitate each workshop session through demonstrations and interactive role-playing.

Throughout the B3 study, UCCI provided ongoing support to staff through quarterly in-person visits and remote coaching. The technical assistance focused on improving CBI-Emp delivery in the classroom; using strategies for effectively describing the curriculum to fathers, staff, and program partners; and reinforcing cognitive-behavioral skills throughout fathers' engagement in the program, not just during the workshops. There were no other specialized training events or degrees required for staff who were delivering CBI-Emp. MDRC also provided technical assistance for site management and staff, which included helping staff who were working with the program group to integrate CBI-Emp into the organization's usual services and to develop recruitment and engagement strategies.

In What Context Was CBI-Emp Implemented?

CBI-Emp was implemented in three community-based organizations, each with a unique local context and a set of existing program services.

- **The Fortune Society**, founded in 1967 and located in New York City, offers a wide va-

riety of services for individuals with prior involvement in the criminal justice system, including but not limited to fathers. Services for the B3 study were delivered through The Fortune Society's Employment Services program in Long Island City, New York. Study participants could also access the multitude of other Fortune Society offerings, including its Housing, Education, and Family Services programs, as well as hard-skills training in several trade industries like construction, culinary arts, and building maintenance. The Employment Services Department serves approximately 800 clients per year.

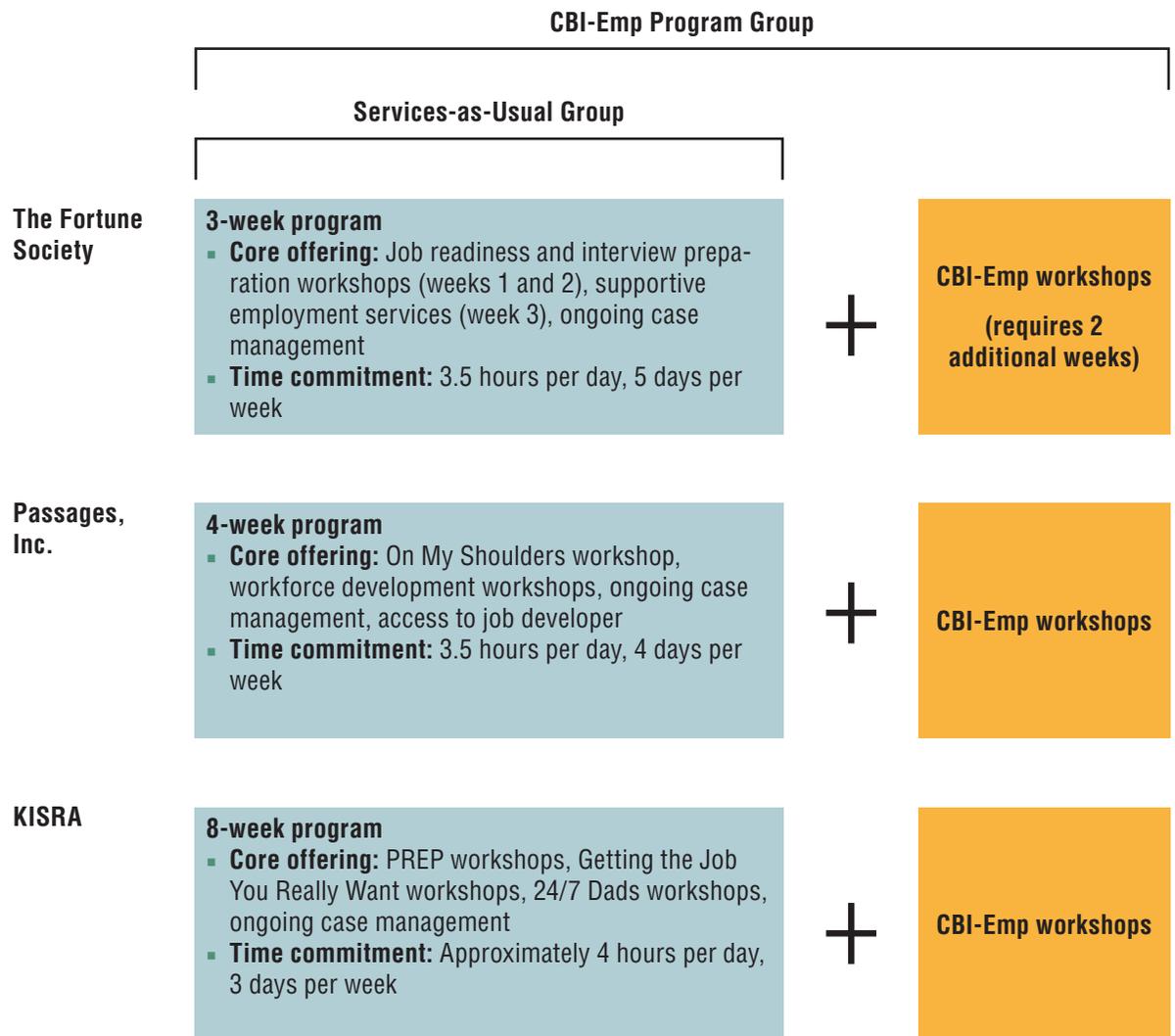
- **Passages, Inc.**, founded in 2004, delivers parenting, healthy relationship, and employment services for fathers in three locations in the greater Cleveland, Ohio, area — Lorain County, Portage County, and Cuyahoga County. In addition, Passages offers help reentering society following incarceration, transportation assistance for families, and retreats for fathers and their children. Fathers in the B3 study received services at the main office in Cuyahoga County, which serves between 200 and 300 fathers per year.
- **Kanawha Institute for Social Research & Action, Inc. (KISRA)**, founded in 1993, provides services to strengthen families in West Virginia in four focus areas: health, employment, financial asset development, and education programs for children and teenagers. Within its employment program for justice-involved fathers, called the West Virginia ReFORM initiative, KISRA also offers fathers the opportunity to participate in healthy relationship and parenting classes. KISRA has multiple community offices and provides services in several counties throughout West Virginia. The B3 study was implemented in two community locations, Beckley (in Raleigh County) and Dunbar (in Kanawha County), where KISRA serves approximately 135 clients annually.

INTEGRATING CBI-EMP INTO THE USUAL MENU OF SERVICES

Through random assignment, fathers were placed into either the services-as-usual group or the CBI-Emp group. The services-as-usual group received each organization’s existing set of services alone (generally including but not limited to Responsible Fatherhood program services), while the CBI-Emp group received those same services plus CBI-Emp. All organizations offered CBI-Emp make-up ses-

sions to fathers who missed a workshop session. Implementing this study design required planning up front through a collaborative process between the community-based organizations and MDRC staff. The services offered at each organization are described below, along with an explanation of how the services differed by research group assignment and how CBI-Emp fit into the organization’s usual menu of services. Figure 1 summarizes the services offered at each organization and the time commitment required for fathers.

FIGURE 1
DESCRIPTION OF SERVICES AT SITES IN THE B3 STUDY OF CBI-EMP



The Fortune Society

Fathers in both the services-as-usual group and the CBI-Emp group were scheduled to receive The Fortune Society's usual set of employment services. Usual employment services included job-readiness workshops and supportive employment services like access to a computer lab, mock interviews, and mentoring during the first three weeks of the program. Upon completion of the first three weeks, all fathers were eligible to receive job placement assistance. In addition to those services, fathers in the CBI-Emp group were scheduled to attend CBI-Emp workshops. Completion of all CBI-Emp workshop sessions required an additional two weeks beyond the three weeks required for the usual services. New cohorts for the CBI-Emp group started every week, and new cohorts for the services-as-usual group started every other week. While parenting and healthy relationship programming are offered at Fortune, these services were not integrated into the menu of services that B3 fathers were expected to receive.¹⁸

This service delivery structure was a slight modification of The Fortune Society's usual menu of employment services. Before the B3 study was implemented, the required employment program was two weeks in length. To maintain engagement of fathers in the CBI-Emp group, The Fortune Society extended the formal completion date of the job-readiness program for all fathers by one additional week. As was always the case, fathers could access job placement assistance upon completion of the job-readiness course.

Passages, Inc.

Fathers in both the services-as-usual group and the CBI-Emp group were scheduled to receive the usual set of Responsible Fatherhood services offered at Passages, which were delivered over a period of four weeks. Fathers in the CBI-Emp group were scheduled to attend CBI-Emp sessions in the morning, before attending usual Responsible Fatherhood services for the remainder of the day.

New cohorts were scheduled to start a workshop series every month for both the CBI-Emp group and the services-as-usual group. Fathers who completed intake before the start of the next series of workshops received case management while waiting for the workshop series to begin. This delivery structure was adapted from the usual delivery structure to integrate CBI-Emp into the program. Before the B3 study began, fathers could start attending workshops at any time. Because the CBI-Emp workshops build off one another sequentially, Passages restructured its enrollment process to be cohort-based.

Kanawha Institute for Social Research & Action

Fathers in both the services-as-usual group and the CBI-Emp group were scheduled to receive the usual set of Responsible Fatherhood services offered in the community at KISRA. Fathers in both groups were scheduled to participate in services over 8 weeks to 10 weeks. Fathers in the CBI-Emp group attended workshops three days a week, and fathers in the services-as-usual group attended workshops two days a week. Upon completion of the employment and parenting classes, fathers were eligible to get a transitional job — which is a job with a formal employer that is subsidized by the program. New workshop series were scheduled to start around the first of every month for both groups. Similar to Passages, KISRA historically had an open-entry approach for services but adapted to a cohort structure for the study.

STAFFING STRUCTURE FOR IMPLEMENTING CBI-EMP

Staff responsibilities included workshop facilitation, study coordination, supportive services to meet fathers' needs (that is, making referrals to other services like child support agencies, housing, substance abuse treatment, education, and so forth), intake, and recruitment. The responsibilities of each staff position differed at each organization based on the number of staff and the ser-

All sites had at least one staff person involved in B3 who had been involved with the justice system themselves.

vice delivery structure. Typically, staff who were trained in workshop facilitation led the CBI-Emp sessions; case managers provided supportive services for fathers; and study coordinators managed CBI-Emp implementation and data entry. Very few staff members were hired specifically for the B3 study. Most already worked at the organization in a different capacity and adapted their role for B3. All sites had at least one staff person involved in B3 who had been involved with the justice system themselves, and nearly 70 percent of staff had professional experience working with similar populations. Some organizations employed former clients.

To ensure the integrity of the study, staff who were trained in CBI-Emp were not scheduled to work with fathers who were randomly assigned to the services-as-usual group. Staff who worked with the services-as-usual group did not have any specific training for the study.

Who Participated in CBI-Emp and Were They the Intended Population for the B3 Study?

The intended population for the CBI-Emp program model are fathers who were recently involved with the justice system and who had a moderate to high risk of recidivism. Therefore, eligibility for the B3 study of the CBI-Emp program was limited to fathers who met those criteria, based on a risk assessment conducted at intake.¹⁹ Fathers were also at least 18 years of age and had children under the age of 24 years old. Since each organization served a broad population, the fathers involved in the B3 study were a subset of each organization's client

pool. For instance, The Fortune Society's usual employment services were not targeted to fathers only, and not all of Fortune's clients had been involved with the criminal justice system over the preceding three years, though the organization targets individuals who have had some justice involvement. To enroll eligible fathers, each organization developed a range of strategies to recruit for CBI-Emp. Common strategies included obtaining referrals from criminal justice partners like probation and parole offices; developing community partnerships with other social service organizations and neighborhood collaboratives; and conducting direct outreach to fathers such as distributing materials at community centers, libraries, and Special Supplemental Nutrition Program for Women, Infants, and Children offices. Fathers were also commonly referred by current or past program participants. Developing and deploying these strategies required a high level of effort from each site.

Each organization implemented a similar intake and enrollment process for delivering services. Potentially eligible fathers were identified and completed a one-on-one intake session to confirm their eligibility. This intake session included an assessment of the risk of recidivism using a standardized risk tool.²⁰ According to data from the sites' management information systems, clients who were ineligible for B3 generally had low risk scores or they were not fathers. Fathers who were eligible and consented to participate in the study took a baseline survey that provided information about their characteristics at the time of enrollment. They were then randomly assigned to the CBI-Emp group or the services-as-usual group, and they were informed of their group assignment and the schedule of services.

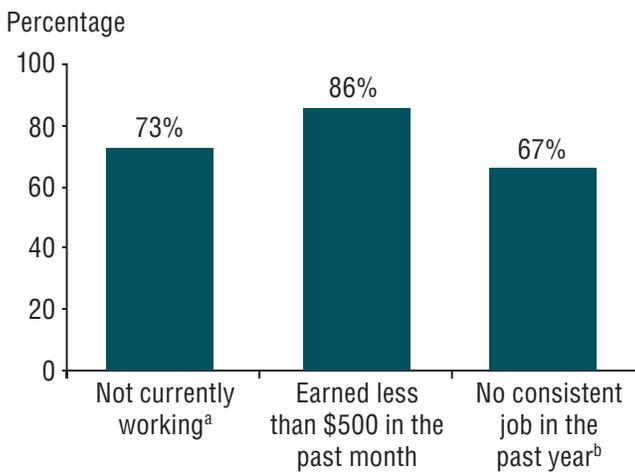
DIVERSE STUDY PARTICIPANTS FROM THE TARGET POPULATION

Recruitment efforts brought a diverse set of fathers into the B3 study, all of whom reflected the intended population for the study. Participants were between 19 and 69 years of age, with an average age of 37 years. Most were members of a minority racial group. Around 85 percent had at least one child under age 18, and about a third lived with at least one of their children all or most of the time.

Figures 2 and 3 present additional information collected at the time of enrollment about fathers who agreed to participate in the study. It shows that these fathers had faced substantial barriers to economic self-sufficiency, both in terms of current employment and involvement in the criminal justice system, suggesting that they could potentially benefit from a program like CBI-Emp. There were no statistically significant differences in demographic characteristics between the CBI-Emp group and the services-as-usual group.²¹

FIGURE 2

PARTICIPANTS' EMPLOYMENT HISTORY AT ENROLLMENT



SOURCES: Calculations based on data from the B3 Applicant Characteristics Survey and the B3 baseline survey for CBI-Emp.

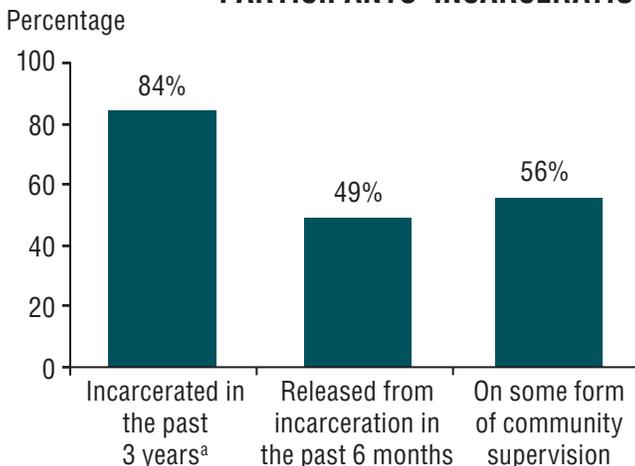
NOTES: Sample size = 681.

^aParticipants reporting current permanent full-time or part-time jobs or current temporary, transitional, or seasonal jobs are considered “currently working.” Participants who do not indicate that they currently have these types of jobs are also considered to be “currently working” if they report doing any work for pay in the past two weeks and report any earnings in the past week from this work.

^bIncludes respondents who reported not working or not having worked for the same employer for longer than six months in the past year.

FIGURE 3

PARTICIPANTS' INCARCERATION HISTORY AT ENROLLMENT



SOURCE: Calculations based on data from the B3 baseline survey for CBI-Emp.

NOTES: Sample size = 681.

^aParticipants who were not incarcerated in the past three years had other criminal justice involvement that made them eligible for the study.

To What Extent Were Programs Able to Engage Fathers and for How Long?

Programs were able to engage fathers in the CBI-Emp group and services-as-usual group at similar levels, and CBI-Emp did not seem to pose additional engagement barriers for fathers.

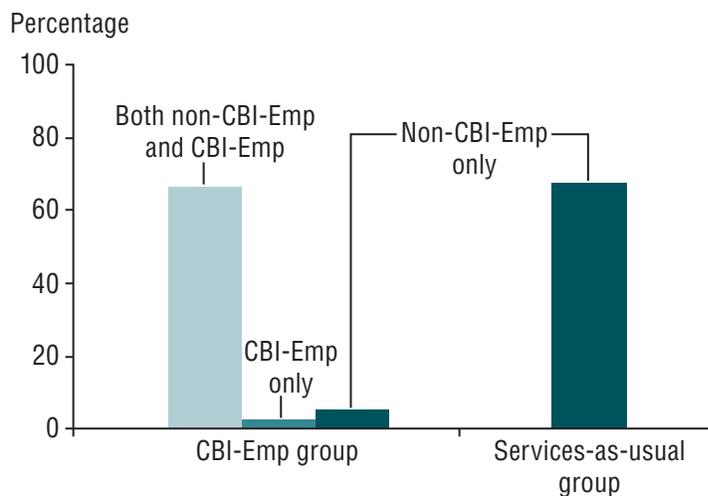
Over 80 percent of the fathers in both the CBI-Emp group and the services-as-usual group received some in-person service at their fatherhood program site.²² Most fathers (67 percent) in the CBI-Emp group both received the usual employment services and attended a CBI-Emp workshop, which is similar to the percentage of fathers in the services-as-usual group who received any in-person employment service (67 percent). Additionally, very few fathers in the CBI-Emp group (5 percent)

received an in-person employment service without also participating in CBI-Emp. Taken together, as shown in Figure 4, these findings suggest that sites can successfully engage fathers in CBI-Emp at rates similar to their usual employment services.

Almost a third of fathers in the CBI-Emp group never attended a session, but once engaged in CBI-Emp, most fathers participated as intended for the B3 study.

Thirty-one percent of CBI-Emp group fathers never attended a CBI-Emp session. However, among fathers who attended at least one CBI-Emp session, most (64 percent) reached the threshold participation level necessary for adequate exposure to the CBI-Emp curriculum. This threshold — 12 of the first 14 sessions — was predetermined for this study.²³ Additionally, of those fathers attending at least one session, over half (56 percent) attended 14 sessions, and about a fifth of those fathers reached the final, twentieth CBI-Emp session — taking a median of 38 days to get there. Figure 5 provides additional details on fathers' participation in CBI-Emp.

FIGURE 4
RECEIPT OF EMPLOYMENT SERVICES, BY RESEARCH GROUP



SOURCE: Calculations based on management information system data from each site.

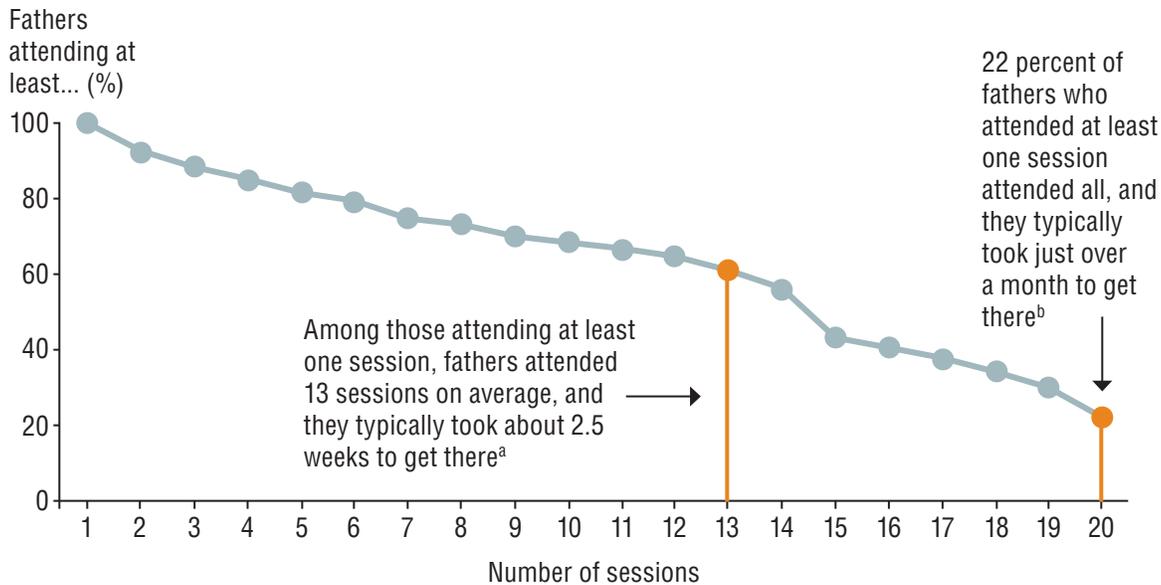
NOTES: Overall sample size = 681, CBI-Emp group sample size = 338, and services-as-usual group sample size = 343.

“Services” includes workshops or in-person individual sessions or meetings that are 15 minutes long or more. Other types of contact, such as phone calls, text messages, or mail, are not included in this analysis.

To support engagement, each organization established an incentive structure in partnership with MDRC. Fathers at all sites could receive financial incentives for CBI-Emp attendance. Each site structured the delivery of the incentives around completion of certain CBI-Emp session milestones. For example, fathers in the CBI-Emp group at Passages received \$25 for attending the first session, \$25 after completing the first week of services, and \$50 a week for the three weeks thereafter for attending the CBI-Emp sessions. Additionally, transit supports like a bus pass, MetroCard, or gas card were provided to reduce transportation barriers. During focus group meetings, some fathers said that they found these incentives helpful. However, some staff members who were interviewed stated they did not believe that monetary incentives played a significant role in determining participation because it was a small amount of money given the time commitment required.

FIGURE 5

ATTENDANCE AT CBI-EMP WORKSHOP SESSIONS, AMONG FATHERS IN THE CBI-EMP GROUP WHO ATTENDED AT LEAST ONE SESSION



SOURCE: Calculations based on management information system data from each site.

NOTES: Sample size = 233. One hundred and five fathers, or 31 percent of the full CBI-Emp group, never attended a CBI-Emp session.

^aFor fathers attending the thirteenth CBI-Emp session, the median length of time from their first session to the thirteenth was 18 days.

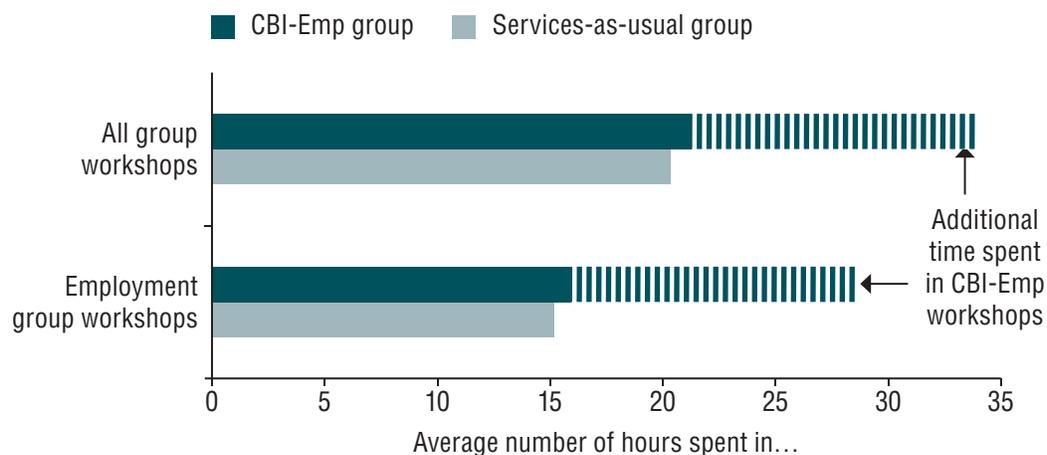
^bFor fathers attending the twentieth CBI-Emp session, the median length of time from their first session to the twentieth was 38 days.

Fathers in the CBI-Emp group typically experienced CBI-Emp as an add-on to, rather than as a replacement of, other fatherhood program services. As discussed earlier in this brief, CBI-Emp was designed as an enhancement to rather than as a replacement of existing program services. Not only did sites implement CBI-Emp without undercutting participation in their usual services, but they also increased the CBI-Emp group's participation in overall services at statistically significant levels.²⁴ Figure 6 shows this dual accomplishment: Participation in CBI-Emp significantly increased the amount of time fathers spent in group workshops overall (services-as-usual and CBI-Emp, to-

gether), and the amount of time spent in the organizations' usual employment workshops, though not at a statistically significant level. Taken together, the findings presented in Figure 5 suggest that fathers in the study experienced barriers to participating in CBI-Emp that were similar to the barriers they faced when participating in fatherhood program services in general. These barriers include the competing demands of finding employment or stable housing, meeting with probation officers, or participating in other program services. In smaller cities or nonurban settings, such as in West Virginia, access to reliable transportation was also a common barrier cited by staff.

FIGURE 6

TIME SPENT IN GROUP WORKSHOPS, BY RESEARCH GROUP



SOURCE: Calculations based on management information system data from each site.

NOTE: Overall sample size = 681, CBI-Emp group sample size = 338, and services-as-usual group sample size = 343.

Conclusion

The findings presented in this brief demonstrate that while CBI-Emp was integrated into three unique organizational contexts as an additional service, implementing CBI-Emp was not without challenges. These challenges included recruiting eligible fathers and engaging them in services. Most notably, 31 percent of the CBI-Emp group never attended a CBI-Emp workshop. However, this level of nonparticipation mirrors the services-as-usual group attendance in regular employment services, suggesting a broader engagement issue. This finding is similar to results from other studies.²⁵ That said, once fathers in the CBI-Emp group did attend a CBI-Emp session, most reached the minimum threshold for adequate exposure (as identified by the curriculum developers in coordination with MDRC).

Future publications will address many other questions, such as the degree to which staff implemented the content of CBI-Emp with fidelity to the original model and how service receipt differed for key

subgroups of fathers. These and other aspects of service delivery, as well as findings about the impacts of CBI-Emp on employment, criminal justice involvement, coparenting, and cognitive-behavioral outcomes, will be discussed in the final study report, expected in 2021.

Notes

- 1 For example, see Cancian, Slack, and Yang (2010); Carlson and Magnuson (2011); Cowan et al. (2008).
- 2 Travis (2005).
- 3 Sawyer and Wagner (2019).
- 4 Glaze and Maruschak (2008).
- 5 Murphey and Cooper (2015).
- 6 Two organizations implementing the CBI-Emp intervention were OFA-funded Responsible Fatherhood grantees; one organization was not.
- 7 Zaveri, Baumgartner, Dion, and Clary (2015).
- 8 Examples include 24/7 Dads, On My Shoulders, and Prevention and Relationship Enhancement Program (PREP). Other curricula that are not branded are also used.

- 9 Three other organizations implemented two parenting-related components in addition to their usual services. First is Just Beginning (JB), a structured parenting intervention that works with fathers and their child under 3 years old together to improve the quality of fathers' interactions with their young children. Its implementation is described in a companion brief ("[Implementing an Innovative Parenting Program for Fathers: Findings from the B3 Study of Just Beginning](#)"). Second, and associated with JB, is DadTime, a smartphone-based mobile application that provides a father with automated program attendance reminders and interactive tools to help him apply what he has learned in JB sessions to subsequent interactions with his child, which will be discussed in a future publication.
- 10 Latessa (2012); Landenberger and Lipsey (2005); Butler, Chapman, Forman, and Beck (2006).
- 11 For example, see Bonta, Wallace-Capretta, and Rooney (2000); Lowenkamp and Latessa (2002); Landenberger and Lipsey (2005); and Wilson, Bouffard, and MacKenzie (2005).
- 12 The CBI-Emp intervention was piloted on a small scale at the Center for Employment Opportunities, a social service organization operating in New York City. The pilot, which enrolled 62 fathers, used a quasi-experimental design and was largely designed to assess the feasibility of implementing CBI-Emp and to provide lessons for future, larger-scale evaluations.
- 13 This group represents a partial sample of the full study. Random assignment ended in all sites by December 31, 2018. Future dissemination activities will include the full sample.
- 14 Before B3 was launched, MDRC partnered with UCCI to develop the original CBI-Emp curriculum, which was piloted in 2015 and 2016 in New York City.
- 15 The full CBI-Emp curriculum consists of up to 31 sessions. For the B3 study, 20 of the 31 sessions were identified for the program group workshop to address concerns about likely challenges engaging fathers in a lengthier curriculum in the community setting. Staff were required to deliver these 20 sessions primarily in group workshops but were trained in all 31 sessions so that they had the latitude to offer the 11 supplemental sessions on an individual basis.
- 16 Motivational engagement is intended to increase the motivation of an individual to engage with the curriculum. Cognitive restructuring uses a guided approach that includes linking thoughts and behaviors, teaching individuals to identify risky thoughts, and implementing new thinking. Emotion regulation is the ability to use effective coping strategies to manage uncomfortable, unpleasant, or intense emotions.
- 17 Israel, Behrmann, and Wulfsohn (2017); Harknett, Manno, and Balu (2017).
- 18 The Fortune Society was not a federal Responsible Fatherhood grantee during the B3 study and therefore was not required to offer a particular set of services.
- 19 For the B3 study, involvement in the criminal justice system was defined as being convicted of a crime, incarcerated, on probation, or on parole.
- 20 The Fortune Society and KISRA used the Level of Service/Case Management Inventory (LS/CMI) to determine the fathers' risk level. Passages used a similar tool called the Ohio Risk Assessment System (ORAS).
- 21 Having few statistically significant differences between the two groups when the study began indicates random assignment was conducted properly.
- 22 Program service data include substantial services, defined as those usual and added component services provided in-person that are 15 minutes long or more, including workshops or individual meetings. Other types of contact, such as phone calls, text messages, or mail, are not included in this analysis.
- 23 Before the B3 study was launched, MDRC and UCCI worked together to determine the minimum dosage acceptable for CBI-Emp group members to be considered as having received adequate exposure to the CBI-Emp curriculum, and this dosage is 12 of the first 14 sessions. This choice was made to balance the need for participant exposure to a sufficient curriculum dosage with the desire to acknowledge that participants may find it difficult to attend a program for 20 sessions because they need to find formal jobs for income. New content is introduced in each of the first 14 sessions. The final 6 sessions are intended to be opportunities for building an individual plan to be successful at work.
- 24 A statistically significant difference in participation rates between the two groups is large enough to be attributable with a high degree of confidence to the program rather than to chance alone.
- 25 Zaveri, Baumgartner, Dion, and Clary (2015).

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This brief and the research upon which it is based are funded by the U.S. Department of Health and Human Services, Administration for Children and Families (ACF), Office of Family Assistance (OFA). The Building Bridges and Bonds (B3) project is overseen by ACF's Office of Planning, Research, and Evaluation (OPRE). We are grateful to many individuals within these offices for their feedback on previous drafts, including Samantha Illangasekare, Katie Pahigiannis, Maria Woolverton, Emily Schmitt, and Naomi Goldstein with OPRE, and Seth Chamberlain and Robin McDonald with OFA.

The authors sincerely appreciate the dedicated staff within the organizations participating in the Cognitive Behavioral Intervention for Justice Involved Individuals Seeking Employment (CBI-Emp) intervention of the B3 study; The Fortune Society; Passages, Inc.; and Kanawha Institute for Social Research and Action (KISRA).

We are also grateful to the many MDRC and MEF Associates staff members who made this report possible. Sam Elkin, Bright Sarfo, Justin Germain, Douglas Phillips, Patrizia Mancini, and Erin Valentine conducted site visits and numerous interviews, along with the authors. Erika Lundquist provided excellent guidance for our data team. Virginia Knox, Dina Israel, Cindy Redcross, Erin Valentine, Meghan McCormick, Helen Lee, Mike Fishman, Rebecca Behrmann, and Annie Bickerton also reviewed drafts of the brief and offered helpful critiques.

We thank Samantha Steimle and Jillian Verrillo who skillfully coordinated the report production; Alice Tufel, who reviewed and edited the report; and Carolyn Thomas, who designed and prepared it for publication.

Last, we thank the many fathers who participated in focus groups and shared their experiences. Their voices are invaluable to the B3 study, and we are deeply grateful for their contributions.

Dissemination of MDRC publications is supported by the following organizations and individuals that help finance MDRC's public policy outreach and expanding efforts to communicate the results and implications of our work to policymakers, practitioners, and others: The Annie E. Casey Foundation, Arnold Ventures, Charles and Lynn Schusterman Family Foundation, The Edna McConnell Clark Foundation, Ford Foundation, The George Gund Foundation, Daniel and Corinne Goldman, The Harry and Jeanette Weinberg Foundation, Inc., The JPB Foundation, The Joyce Foundation, The Kresge Foundation, and Sandler Foundation.

In addition, earnings from the MDRC Endowment help sustain our dissemination efforts. Contributors to the MDRC Endowment include Alcoa Foundation, The Ambrose Monell Foundation, Anheuser-Busch Foundation, Bristol-Myers Squibb Foundation, Charles Stewart Mott Foundation, Ford Foundation, The George Gund Foundation, The Grable Foundation, The Elizabeth and Frank Newman Charitable Foundation, The New York Times Company Foundation, Jan Nicholson, Paul H. O'Neill Charitable Foundation, John S. Reed, Sandler Foundation, and The Stupski Family Fund, as well as other individual contributors.

The findings and conclusions in this report do not necessarily represent the official positions or policies of the funders.

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