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Comparative Job Skill Development Initiatives in Northwest Arkansas and Barcelona

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**An Honors Thesis in partial fulfillment of the requirements for the degree Bachelor of
Science in International Business Management.**

**Sam M. Walton College of Business
University of Arkansas
Fayetteville, Arkansas**

May 11, 2021

Section 1 – Introduction

Social innovation strategies are being used around the world to create new avenues to meet the social needs of people that can vary from lack of jobs or food to deforestation and loss of wildlife. In the past, simple donations and corporate programs have made an impact, but there is a new way of creating sustainable and profitable impact through newly introduced strategies that consider society as a whole and allow the perceived obstacle to work as a solution. It is important to first note what social innovation is. Social innovation is the restructuring of philanthropic endeavors by creating sustainable solutions that create an impact or awareness of an issue through productive and unique initiatives. Although Social Innovation can be described and analyzed in many ways, I have found that the organizations I will be analyzing in this study fit this definition in almost every detail. Looking at organizations and businesses as more than a way to make profit, but rather ensure that the community it becoming a better place, is at the core of social innovation and these organizations. This study will look at the best practices amongst these two organizations as a comparison with learning opportunities within each. Some may see social innovation through a different lense that may include profit or larger scale endeavours, but social innovation can be defined in many ways. These organizations are amongst many that work to make the community they reside in a better place to live.

In this comparative study, I will evaluate one organization from two different areas of the world, Barcelona, Spain and Northwest Arkansas. The social initiative in this study is the training of those who have often been overlooked to allow them a chance to make an income for themselves, start a new path in life, generate job skills, and reduce recidivism. I will be focusing on Job Skill Development in particular areas and demographics for those groups in a state of exclusion. Allowing these people the opportunity to learn and grow to the point where they can provide for themselves. Job skill development is especially important for those in a state of exclusion because they aren't often given the opportunity and traditional education nor the base income to provide them with other opportunities. Sixty seven percent of those employed in Northwest Arkansas are in high risk employment or under employment. This emphasizes the need for job skill development in the area because, although some may be employed, the income is not enough to maintain the raising cost of living in Northwest Arkansas. Those who have recently come out of incarceration are at an even higher risk of being unemployed or underemployed, about 22% higher than the state average. Barcelona sees an unemployment rate of 17%, but an ample amount of available jobs in the hospitaloity and tourism industries. This emphasizes the need for Job Skill Development given that there are jobs available, but training and development must be done before the unemployed can fill these jobs.

In Barcelona, the organization that I have researched is Trinijove and in Northwest Arkansas I will be analyzing Magdelene Serenity House. This in-depth research will breakdown the, the impact on the community, their sustainability throughout the years, profitability, economic improvement through lower unemployment rates and household incomes, and the profile of those who are helped. Barcelona and Northwest Arkansas are two cities that have seen increased economic growth and hold a large number of international corporations, but still see unemployment and lack of job skills in their citizens. In larger cities that are home to substantial

corporations, it is typical to expect an excess of jobs and a large number of opportunities for employment, but this is not often the case in these two cities because the available jobs require technical knowledge or job skills that a portion of the population don't have. Trinijove has seen this opportunity for jobs and created a resource for the unemployed to learn these skills and grow into a sustainable career in a city that provides a number of opportunities.

We will be looking at these two areas of the world because they provide a different insight on what job skill development can mean to a community. These organizations are working to make an impact in two very different areas and in two different manners. We will take a greater look at how their economies, demographics, culture, industries, unemployment, and more will effect the initiatives and impacts of each organization. These organizations also focus on certain demographics within their respective area.

I will use these measures to compare what initiatives are working, why they are working, and how applicable they are in different business environments around the world. Job Skill Development is key to creating a developed economy, that allows access to higher paying jobs and sustainable employment for all members of the community. Through learning what impacts Job Skill Development in the most sustainable and viable way, companies can expand their initiatives to benefit job skill development in a way that helps individuals in a philanthropic manner while also helping their local community. In regard to job skill development, we hope to see a measurable increase in the skills required to attain and secure jobs that provide a dignified salary for those who have lacked access to the educational institutions that teach these skills. Expanding the social innovation to two different areas of the world also means acknowledging the current climate within each community and the differences in their circumstances.

Section 2 - Introduction to Job Skill Development/Unemployment in NWA

First, we will look at Northwest Arkansas' current socioeconomic context indicators to better understand the need for Job Skill Development. Then, we will dive deeper into Barcelona and the socioeconomic factors and context that factor that affect Job Skill Development. The first indicator that displays the immense opportunity in Northwest Arkansas is the number of business establishments in the area. Most recent data states that there are 13, 736 business in this area that provide numerous jobs for people living in Northwest Arkansas. On the other hand, these jobs are only accessible to those who have some type of technical education, higher education, or relevant job skills. This combined with the population increase of 1.8%, the poverty increases of .1%, unemployment rises 2% in the past year create difficulties for people who are lacking job skills to find sustainable employment¹. In today's climate in Northwest Arkansas, we see unemployment most in the age group of 30 to 49 and mainly female. The main need that these community members are seeking help to pay for housing. Unemployment has also raised in Northwest Arkansas to 6.4% (June 2020), 4% more than in January of 2020, largely due to the impact of COVID-19. Over the past 10 years, unemployment has dropped from 8.4% to 6.2%.

¹ <https://cber.uark.edu/SOTR2020.pdf>

There has also been substantial growth in economic size in the last 18 years, growing from a \$13.3 billion economy to \$23.5 billion². This area sees a large economy and growth partly because the three substantial companies based there: J.B. Hunt, Tyson Foods, and Walmart. We also see a positive value-for-cost relationship in this area. The per capita personal income is recorded last at \$65,306, in 2018³. The cost of living is lower than in most large cities, but on the rise. While Northwest Arkansas has seen growth, and has a comparatively lower unemployment rate, there is still a noted need for education in this area. In my specific neighborhood, I see the line to apply for unemployment grow farther around the building every day. With the growing cost of living and housing, there is a rising need for Job Skill development in this area. The average income of a resident in Northwest Arkansas is \$27,266, over a thousand less than the national average⁴. This, paired with rise of cost-of-living in the area, strongly emphasizes the need for residents to find sustainable, higher income jobs through Job Skill Development. If these changes continue, the gap between the wealthy and the poor will rise, and more residents will be unable to find sustainable jobs that can keep up with the rising cost of living.

Household Survival Budget - All, Arkansas, 2017		
	Single Adult	2 Adults, 1 Infant, 1 Preschooler
Housing	\$480	\$651
Child Care	\$0	\$761
Food	\$179	\$543
Transportation	\$322	\$644
Health Care	\$124	\$568
Technology	\$55	\$75
Miscellaneous	\$138	\$355
Taxes	\$222	\$304
Monthly Total	\$1,520	\$3,901
ANNUAL TOTAL	\$18,240	\$46,812
Hourly Wage	\$9.12	\$23.41

² www.harknwa.com

³ <https://www.unitedforalice.org/arkansas>

⁴ <https://www.unitedforalice.org/arkansas>

⁵ Arkansas Department of Human Services, 2019 – Child Care; BLS 2017 – Consumer Expenditure Surveys, Consumer Reports, 2017 – Best Low-Cost Cell-Phone, HUD 2017, Fiar Marekt Rents; IRS, 2017 – About Form 1040; Tax Foundation, 2017; USDA, 2017 – Official USDA Food Plans

Although the unemployment in Northwest Arkansas isn't comparatively high, 67% of those employed are in high risk employment. High risk employment jobs are jobs that aren't considered sustainable, are easily replaceable, and don't have large potential growth. Around 150,000 people in the Northwest Arkansas area are employed in these high-risk jobs due to their lack of education, skills, or socioeconomic position⁶. Northwest Arkansas is home to a multitude of large companies and provides a large amount of jobs to people in this area. The jobs provided to most natives in the area are high-risk or lower paying jobs, whereas the high paying jobs are outsourced to people across the nation and world.

In order to provide for the high-risk employees, larger companies have Employee Assistance Programs (E.A.P.s). These programs are not Job Skill Development programs. Rather, E.A.P.s provide employees with necessities that their wages may not fully cover. They do not help employees to find new forms of employment. This can include food security, health assistance, counseling, money management, or other forms of assistance. Although these programs provide the helpful and important assistance to employees, there are still aspects needed that traditional E.A.P.s don't provide. In accordance, large corporations typically provide to the need that they are most equip to dealing with, such as Tyson helping hands. Consumer Packaged Goods companies typically provide for the food insecurity need. Large clothing retailers will provide often provide clothing and technology organizations most often provide employees and communities with technology or technology education. Although all of these initiatives are beneficial, they don't always have the necessary impact on those receiving it. This is often due to the unawareness of companies as to what the varying needs of their employees are. The intent behind these E.A.P.s is to help their employees in the best way they can and that typically comes from the industry they are in. For a corporation to provide lower-wage employees with every need they have is a task that can be difficult to accomplish because needs are specific to each individual and often these employees aren't fully aware of what need is most important to them. Without proper education on need categories, how to provide these needs, and how to coach employees on money management, companies can't help but fall short of the necessities because providing these isn't the goal of E.A.P.s. This is why HARK gives training and opportunities that companies can't always provide. The main category needed in Northwest Arkansas is payment of housing and education. One organization in Northwest Arkansas that works to provide is HARK. HARK provides high-risk employees with over 50 different need category assistance programs. These additional programs assist employees with money management coaching, credit assistance, job skill development, housing payments and more⁷.

Overall, in Northwest Arkansas unemployment isn't necessarily the issue. The issue is a multifaceted problem that has developed with the rise of housing costs, outsourced employment,

⁶ <https://cber.uark.edu/>
<https://www.unitedforalice.org/arkansas>

⁷ www.harknwa.com

lack of education, large corporations in the area and overall underemployment. With low unemployment rates as compared to the national averages, most people in this community have a job, but not the necessary pay to make a sustainable living that presents growth opportunity. The employees in low paying jobs or high-risk employment will need job skill development programs to keep up with the growing economy and competitive outsourcing of jobs to employees around the world. As Northwest Arkansas grows and the cost of living rises, high risk employees have the unfortunate possibility of being left behind due to their lack of exposure to newly applicable job skills. Employee Assistance Programs and local job skill development organizations will help delay the problem, but in the long run the community will need to keep up with the growing economy or risk a rise in unemployment and a decline in useful education.

Unemployment isn't exclusive to one type of person. In fact, unemployment and lack of job skills often affects those with disabilities, the recently incarcerated, refugees, the uneducated, and many other people who have faced adversity in their lives. Job Skill Development is especially important the those that fall in these categories of risk or disadvantage. Coming back into society, or entering a new community is difficult in itself, without the need to find sustainable income. Job Skill Development programs provide the necessary information and training to those who don't know where to begin in the search for a job or what skills are necessary in society to maintain a livable wage. Refugees, the recently incarcerated, and immigrants need the education on how to acquire and maintain job skills in order to be competitive with those who might not have seen the same disadvantages in their lives. Tailoring job skill development programs to these specific needs can be crucial in the sustainability these people will see in their new careers.

Section 3 - Introduction to Job Skill Development/Unemployment in Barcelona

Barcelona is very similar to Northwest Arkansas in its need for Job Skill Development programs and its economic growth factors. Barcelona is home to a numerous amount of international corporations, has a GDP of \$289,814 million, and is responsible for a large amount of exports off its coast⁸. We also see impressive educational programs with 725 primary schools, 12 universities, and 35 international schools. Barcelona has 2.5 million jobs in the area with wages higher than most Spanish average wages. With more than 460,000 companies in the Barcelona area, they account for 14% of the total Spanish businesses. Average cost of living, including housing, leisure activities, clothing, and childcare is typically higher in Barcelona. The average salary of \$52,000 in Barcelona is around \$5,000 higher than that of Northwest Arkansas, mainly due to Barcelona's higher cost of living⁹.

With all of these strong economic and educational factors, there is still a substantial unemployment rate of 17.24%¹⁰. This is due to the types of jobs available to the public and the skills that the citizens here have acquired. A substantial amount of jobs in Barcelona are highly

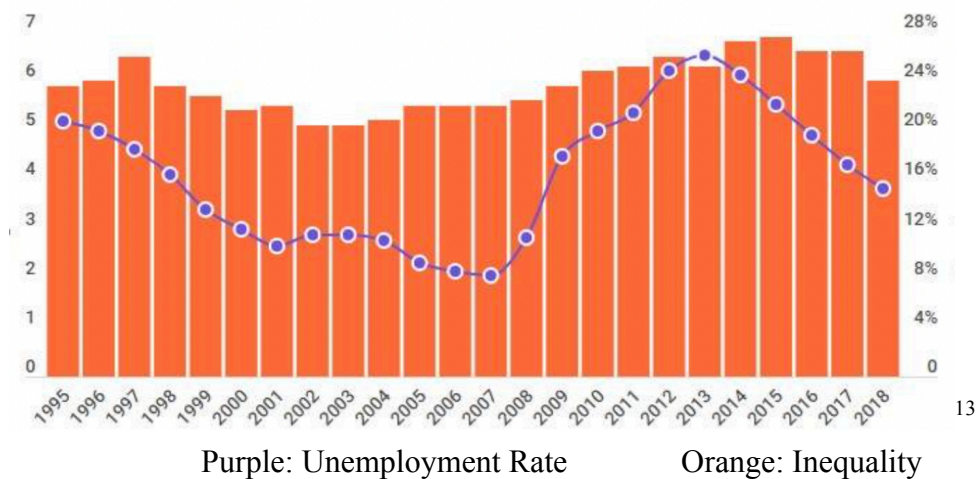
⁸ <http://catalonia.com/catalonia-barcelona/catalonia-barcelona/Catalonia-facts-figures.jsp>

⁹ <https://ajuntament.barcelona.cat/guardiaurbana/en/noticia/>

¹⁰ <https://ajuntament.barcelona.cat/guardiaurbana/en/noticia/>

concentrated in the business service sector at 14.8%, the commerce sector at 13.2%, and the information and communications sector at 8.1%¹¹. These jobs require a particular set of skills or education that can be difficult for potential employees to attain if they haven't gone through traditional education or a job skill development program. Barcelona accounts for 20.1% of Spain's total GDP, meaning there is large economic opportunity in this region of the country, but also a large discrepancy between those who are fortunate enough to find sustainable work and those who don't have the needed skills to prosper in this economy.

With this socioeconomic context, it is apparent that there is a growing need for Job Skill Development Programs in the Barcelona area. With a higher unemployment than the Northwest Arkansas Area and a larger amount of job opportunities in the service sector, there is also immense opportunity to grow social capital in this region. Job Skill Development programs will fill the discrepancy between the unemployment of 17.24% and the availability of jobs in the most active sectors. The main branches of activity in Barcelona consist of: business services at 14.8%, commerce at 13.2%, and hotels and catering at 7.3%¹². These job sectors provide immense opportunity for the unemployed with the proper job skill development and training required. In regard to those in the category of circumstance such as disabilities, recent incarceration, refugees, or immigrants, job skill development is especially necessary to progress into these sectors of opportunity and sustain income.



Purple: Unemployment Rate Orange: Inequality
 Measure of the difference of disposable income between 20% of the country's highest income population and 20% with the lowest income.

¹¹

https://www.barcelona.cat/internationalwelcome/sites/default/files/DataSheet2018Web_eng_1.pdf

¹²

https://www.barcelona.cat/internationalwelcome/sites/default/files/DataSheet2018Web_eng_1.pdf

¹³ elEconomista.es

These Job Skill Development programs and social initiatives that work to provide the necessary skills and improve the lives of those that seek sustainable employment are numerous in Barcelona and aware that the problem isn't lack of job opportunity; it is the lack of necessary skills to seek out these jobs and make them sustainable. The Catalan region accounts for 16.32% of Spain's population with the GDP per capita being 19.01% higher than the Spain National average¹⁴. This area provides ample opportunity for those seeking employment, as well as opportunity to work their way up in the industry. Companies are also working to provide for their current employees and give them the needed assistance and programs to manage their money, provide food and necessities that attain to their industry, as well as other health care benefits. These employee assistance and benefit programs can be extremely valuable and provide employees with the means to thrive economically and maintain a sustainable income.

In Barcelona and Northwest Arkansas, we see a problem stemming from two different indicators. In Barcelona, we see the problem as a high unemployment rate. In Northwest Arkansas, the problem lies in underemployment meaning not a lack of people employed, but a lack of sustainable and growing wages for those who are employed. This is one reason it's important to not only look at the Northwest Arkansas area and how to improve the job market and sustainable income there, but to also look at Barcelona and see how Job Skill Development programs both improve the skills of those employed and help the unemployed gain new skills¹⁵.

In conclusion, Barcelona is home to immense opportunity for employment and education, but the gap between the employed and unemployed lies in Job Skill Development. The socioeconomic status of Barcelona is reputable and the companies within it provide for their employees to the best of their ability and knowledge, but there is still substantial room for growth. The unemployment of 17.24% displays the need for new training and programs to provide those in unfortunate employment or economic circumstances. The percent of those living below or at risk for reaching the line of poverty in Barcelona was 14% in 2017¹⁶. The importance not only lies on the job training programs, but also the importance of money management for those seeking help through Job Skill Development. In Barcelona, the cost of living is high enough that wages must be saved and used to their greatest advantage. Job skill development programs and money management programs will help to bridge the gap between the employed and unemployed, as well as create sustainable employment in an economy that holds immense opportunity.

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<https://ec.europa.eu/eures/main.jsp?catId=443&acro=Imi&lang=en&countryId=ES®ionId=ES5&nuts2Code=ES51&nuts3Code=null®ionName=Catalu%C3%B1a>

¹⁵ Unemployment being the inability to find a job, of any sort. Underemployment meaning the job obtained is inadequate and cannot sustain a lively income.

¹⁶ <https://www.catalannews.com/society-science/item/growing-poverty-threatens-to-divide-barcelona-into-two-cities#:~:text=ln%20absolute%20figures%2C%20the%20city,from%202%25%20to%2014%25.>

Between these two areas, we see different opportunities, as well as different potential restrictions. Barcelona does have larger opportunity for placement within prosperous industries, but still a large unemployment rate. While Northwest Arkansas may have a lower unemployment rate, the area is still seeing a large opportunity for growth in underemployment. Barcelona has a higher cost of living than Northwest Arkansas, but with cheaper and more accessible transportation. Therefore, both of these areas see a large opportunity to fill their gaps with job skill development, whether it be bridging the gap of 17% unemployment or underemployment in an area with a rising cost of living. These two areas provide challenges that can be overcome with job skill development and the two organizations I will be discussing are fighting to bridge that gap.

Section 4 – Organizations fighting to make a change

In this study I will be analyzing two organizations that are working to improve job skill development for those in a state of exclusion. I have chosen these two organizations due to their initiatives, clients, and communities in which they are located. Trinijove and Magdelene Serenity House were two organizations that specified to look at Job Skill Development as a necessary process with multiple steps and a collaboration amongst their clientel and the organizations they are working with. These organizations are great examples of how forming an initiative around the environment can work to your benefit, but at the same time some initiatives must remain universal and cannot be overlooked. Both organizations also actively work to provide support and help to those who are often overlooked: the recently incarcerated, immigrants, those suffering with addiction, and more. To begin, I will first provide in overview of Trinijove and Magdelene Serenity House.

Section 5 – Trinijove Overview

Trinijove is a for profit organization located in Barcelona, Spain. Founded in 1985, this organization fights for people at risk of job exclusion by providing sustainable training and job access. The initiatives in place will be discussed further in section four, but the main mission of Trinijove is to provide an inclusive access to jobs in a manner that benefits their clients, the newly employed, and their own organization. With this, there is a fight against unemployment, poverty, and positive action taken to increase quality of life in this area. Job skill development in the Barcelona area is working to provide the unemployed, or underemployed, with the necessary skills, resources, and money management training to allow them to have a sustainable income and the ability to save money for a better economic position.

Trinijove has managed to combine this philanthropic endeavor with for-profit business initiatives that keep Trinijove profitable, while impacting the lives of the many. To ensure sustainability of the organization, being profitable can be an important measure to take. Trinijove manages to help themselves through the initiatives they have put in place to help others. This is done through the providing of services to businesses such as hotels, airports, restaurants, boutiques, and more. The clients of Trinijove are placed at these businesses and taught the skills needed to succeed in their current position and potentially work their way up. This allows the

organizations to fulfill their need of staffing, the clients to fulfill their need for sustainable employment, and Trinijove to help both parties while turning a profit for all involved. In regard to the economy and unemployment in Barcelona, Trinijove has found a way to bridge the gap between the higher levels of unemployment in the area, with the amount of service sector jobs the city has available. The gap here lies in the lack of job skills that the unemployed have and their accessibility to learn the necessary skills required to find sustainable wages. With Trinijove's efforts, they are not only bridging the gap between the unemployed and the available jobs, they are also teaching these new employees how to maintain, grow, and eventually thrive in their employments.

Section 7 – Magdelene Serenity House Overview

Northwest Arkansas has an abundant number of Job Skill Development, Rehabilitation, and Economic Development programs. These programs are responsible for the progression of technical jobs skills, foundational education, and situational rehabilitation for addiction or mental health issues. All of these organizations work toward the end of goal of finding employment, but they start in different positions and use different resources. The organizations discussed focus on three main initiatives. The first organization, The Northwest Arkansas Economic Development District has programs for youth and adult job skill programs, adult unemployment insurance, rehabilitation services, and adult education. N.W.A.E.D.D. is a government program that's main initiative is to supply the unemployed or underemployed adults and youths with sustainable jobs and services to allow them to make ends meet. The operational funding is from the government and state funds. These programs can be introductory to truck driving, taking Certified Nursing Assistant classes, or even completing a G.E.D. Those qualified for these assistance and development programs include those with disabilities (mental and physical), those with a criminal record, those in foster care, and a parent in youth (ages 16-24). Adults are also eligible for many services, but not all. The adults eligible for these instance programs include those below the federal poverty line.

The other two organizations are Magdalene Serenity House and the Northwest Arkansas Continuum of Care. Northwest Arkansas Continuum of Care starts at the baseline of Job Skill Development. N.W.A.C.O.C. is a grant program that encourages a community response to end homelessness in the area. The Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 was responsible for creating the Northwest Arkansas Continuum of Care by combining three separate homeless assistance programs: Supportive Housing Program, Shelter Plus Care program, and Section 8 Moderate Rehabilitation SRO program¹⁷. Organizational funding can come mainly from member payments or donations. This organization works both on a case basis, as well as internal efforts to provide available transitional housing to the homeless in the area. Similar to N.W.A.E.D., this program is funded through taxpayers money as a means to better the community and improve upon job skills. Before individuals can focus on finding a sustainable income, the need for safe housing must first be addressed. The Northwest Arkansas Area is rising in the minimum housing rates and causing the homeless population to increase. These individuals cannot begin to think of finding a job, until they have found a place to leave, even temporarily. These basic needs must be fulfilled before individuals can begin to plan for

¹⁷ <https://nwacoc.com/wp-content/uploads/2018/07/Establishing-and-Operating-a-CoC-CoCProgram.pdf>

jobs and careers. In a similar sense, Magdalene Serenity House combines both efforts of insuring basic needs and progressing onto finding sustainable income and career building. Magdalene Serenity House acknowledges that Job Skill Development can't progress until mental and physical stability is addressed. They work on a three-step program that addresses these issues in the order of self-worth and health, obtaining employment and work life balance, and money management and sustainment. All of these steps are addressed while providing housing during the two-year program. Magdalene Serenity House will be further addressed and analyzed deeper in the coming sections. Before we compare Trinijove and Magdalene Serenity House, we must first have a deeper look into what the organization does and the initiatives, funding, and resources they currently have in place.

Section 8 – Deep Dive into Trinijove

In analyzing Trinijove, it's important to consider their main mission and if they are fulfilling it. Trinijove seeks to create lifetime jobs with growth opportunities for those that have faced adversity of any sort in their life. Trinijove works to remain with its two constants: "The collaboration of people, institutions and companies sensitized in the social problems" and the effort to give employment to the more disadvantaged people¹⁸. This could include individuals with mental health issues, disabilities, dangerous home lives, or those seeking refuge. As we will see in Magdalene Serenity House, both organizations deal with vulnerable populations. Trinijove's clients that come from disadvantaged situations will often times face stress, health issues, anxiety, and other issues that could affect their job search process. These individuals come to Trinijove through word of mouth marketing or government help. Being known as a reputable organization that can genuinely help all of their clients, leads to an increase number of individuals seeking help through them and an increase in organizations trusting them to hire the right individuals for each company. This allows consistent relationship between Trinijove and the organizations that they work with.

Trinijove's first initiative is to find individuals in need of Job Skill Development and assess their needs and abilities to find the correct path for them. Typically, the jobs available to those who seek employment through Trinijove include: gardening, recycling centers, boutiques and retail, janitorial, and more. Trinijove can provide each person with the correct training required to succeed in these positions, while also lending them technology and providing funding, microcredits, or business plans. After providing the required training, employees will be placed with faithful partners of Trinijove. These organizations can be recycling plants, retail stores, hotel chains, and many others. Trinijove makes a point to keep open communication between the organizations, the trainees, and themselves to ensure the proper services are being provided and that initial pensions can be repaid. Sustainability is a key aspect of the jobs that Trinijove is providing, not only because it allows the individual to stay employed, but it accounts for Trinijove's. When the employees' success in their new-found jobs, both Trinijove and the outside businesses benefit. Creating this shared growth also creates sustainability and incentive to continue with the hiring of individuals with Trinijove.

¹⁸ <https://www.globalgiving.org/donate/60012/fundacio-privada-trinijove/>

Second, Trinijove provides vocational training for a magnitude of different sectors listed below:¹⁹ Emerging Services-Professions

- Hospitality and Catering
- The kitchen
- Services to people and the community
- Care for dependent people
- Warehouse servants, also in logistics
- Cleaning up
- Florist and gardening
- Animal care and canine centers
- Service assistant: access control, reception and customer service
- Welding
- Locksmithing
- Waste management (of all kinds)
- Comprehensive building maintenance management
- Computers
- New technologies

This training allows their clients to gain access to specific skills that they will need based on the sector placement that they have chosen. Once the client has chosen a program, they will take classes on the skills necessary, learning collaboratively with Trinijove and the company that they will be placed with. All of these different projects with companies help a multitude of men, women, and youth find these wages that they need to survive and provide for their family. Trinijove provides their vocational training, as well as pairing with Social Services, The Red Cross, and other humanitarian programs that will help pair these people with their best potential job. Below is a list of projects with the number of beneficiaries, by category in the year of 2014.

PROJECT NAME	WOMEN	MEN	TOTAL
RADIO TALLER TRINITAT VELLA	21	42	63
LEGAL ADVICE SERVICE TV	114	98	212
LEGAL ADVICE SERVICE TV	62	65	127
YOUTH INFORMATION POINT	370	559	929
COMPUTER COURSE BASIC LEVEL 1. Afternoon "Baron connect"	21	12	33
WORK RESEARCH TECHNIQUES WORKSHOPS USING ICT.	6	14	20
CATALAN FOR IMMIGRANTS	10	8	18
SPANISH FOR IMMIGRANTS	37	20	57
CIBERAULA LA CAIXA	488	611	1099

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¹⁹ <http://trinijove.org/formacio/formacion-ocupacional/>

²⁰ <http://trinijove.org/fundacio/estadistiques/>

One example of this growth comes from a refugee that found a welding job in Barcelona through Trinijove. Through entry level welding training and a connection to an employer, Trinijove managed to set this young man up with a starting job at a welding company. From here he learned more skills and acquired more extensive training, until he reached the point where he was able to open his own welding business. Not only does this story show the benefits that clients can take from the job training through Trinijove, but it also shows the loyalty they have gained from everyone they have worked with and the long-term impacts on the community. The viable aspect in this story comes from the fact that this man then sought to hire employees in need from Trinijove. This allowed for even more Job Skill Development and forms of employment. It also shows the faithful relationship that Trinijove holds with the clients and organizations that they work with. Another aspect of growth and sustainability within Trinijove comes from their policy of change per every crisis. With the COVID-19 crisis, hotels, airports, and boutiques were no longer able to provide as many employees with jobs. In order to avoid job loss, Trinijove looked at this as an opportunity to further their clients Job Skill Development by training them in another functional job, that was needed more so in the pandemic, rather than lost. For example, an employee who was once doing janitorial work at a hotel or airport can now learn new skills of cleaning machinery at a merchandise provider and potentially moving up the ladder in that sector.

After Trinijove's clients have been placed in a sector, given the proper training through courses and internships and the job board and labor program, the new employee is then placed at their job and continues to learn through experience and new skills programs. Here is when all stakeholders begin seeing the true impact. The impact is seen and measured through the number of men, women, and youth placed in jobs, the fall of unemployment in the area, as well as the profitability or success of the companies receiving employees. All of these successes are often correlated. When the new employee is doing well, the company is doing well and the employee can maintain their wage while staying employed. Trinijove has nearly perfected the model in a way that is sustainable, scalable, and viable.

We see sustainability in this social innovation model through the profitability being interwoven amongst all stakeholders. As long as the new employee is working correctly, the companies, Trinijove, and the employee will profit from this. This allows incredible growth opportunity for all parties and the potential for employees to better their wages through more training and time with the organization. This also impacts Trinijove's reputability by showing that they have an effective job skill training that can be proved through the work of their clients. With this interconnected model, Trinijove's impacts will last as long as they have clients to serve and companies to provide employment. Viability is seen through the many individual faces of those they have helped. It is seen in all of the numbers of families who have found employment and turned their lives around. Companies continue to seek employees from Trinijove because of their success rate and ability to train, maintain, and seek out the best potential in people who are often looked past.

Section 9 – Deep Dive into Magdalene Serenity House

Magdalene Serenity House is a two-year program for women that provides these women with the necessities to re-enter society and become a self-sustaining citizen. The necessary criteria for a woman entering Magdalene must be a history of trauma, drug or alcohol addiction, or recent incarceration.²¹ These women can live free of any cost at Magdalene Serenity House for up to two years. During these years, they go through three different initiatives that will help them build their mental health, physical health, job development and the ability to sustain it all. This non-profit organization creates a holistic experience that will allow these women to grow in every aspect and eventually find sustainable income and housing. These efforts are giving women a second chance at a healthy lifestyle with the ability to make and manage the money that they have earned. The first process is the focus of mental and physical health of the recently incarcerated women that have entered the program. The second step is career and job skill development that is specifically tailored to the current market needs, preferences of the individual, as well as if they can meet the requirements asked of the job. The final step at Magdelene house is teaching the women how they can sustain everything they have learned in the two-year program. This could include life skills training, money management, finding affordable housing, and more.

The first overarching step of Magdelene Serenity house is providing the woman with safe housing after incarceration. These women often came from an unsafe home or area and were imprisoned on a felony charge for however many years. In most cases, these women have children that they hope to reunite with if it's safe and beneficial to both parties. The women's prison in Fayetteville is highly recognized for its job skill programs, college class offerings, and other classes to reintroduce these women to society. Therefore, often times the women that come to Magdalene Serenity House often have some type of certification or skills to work in an entry level position in the food service industry, hospitality industry, or continue classes. These industrys are typically consistent when discussing the people who have gone through job skill development programs. We see these same industry jobs being available in other parts of the state and country. The skills are easily adaptable and have growth opportunity. Therefore, the food service industry, hospitality, health and wellness industry and retail industry are popular options for those looking to move back into the workforce. They are readily available, growing, and constantly looking for new applicants who only need basic skills. These jobs are not mainly minimum wage jobs, or just above minimum wage. They are also only high growth jobs if there is availability to grow in the industry. This growth depends on the current demand and success of the industry. For example, the tourism and hotel industry in Barcelona sees a significant amount of growth and revenue year over year. This means that placing job skill development clients in this training programs will prove to be the most beneficial in terms of individual growth opportunity and job availability. In regard to Magdelene Serenity House, they have chosen to not just place women in industrys where they see available jobs, but also find careers the women have a passion for. Discovering a job opportunity that the women can enjoy while also having individual growth potential is discovered in Phase 1 of the program. This allows Magdelene to find a new path for the women that will allow them to make money while also being placed in a job they see potential in. When these women are released, Magdalene first provides the housing and then does a mental and physical health assessment, dental work, therapy programs, and recovery for addictions or other mental disabilities. In order for these women to be functional members of society and make a sustainable income, they must first focus on themselves and the

²¹ <https://lovehealsnwa.org/admissions/>

mental and physical healing process of re-entering society. Magdalene takes a hands-on approach to prioritize the mental health of these women before preparing them to take on job skill development. This initial stage typically lasts ninety days for each woman and then they can move on to the second stage of career preparation and finding work.

The second step for the women at Magdalene Serenity house builds directly off of the first step. If these women haven't worked on themselves and seen personal growth, they won't be ready to take on the stress and commitment of preparing to find a job path. Unlike other job skill development programs, Madelene Serenity House addresses mental and physical rehabilitation before moving on to the job search. This is a highly important initiative because the women cannot focus on a job search or developing skills until they are both mentally and physically healthy. This ties into Maslow's Hierarchy of needs. The lowest level of needs, Physiological, Safety, and Belonging, must first be fulfilled before one can focus on the esteem need of finding a career and building upon it. Once these women have prepared for the search, they will be introduced to resume building, assistance with job applications, practice interviews, and finding suitable clothing for work. Magdalene serenity house first helps these women by locating jobs available in the area and personally reaching out to employers. There are often barriers for women who have been incarcerated and looking for a job. Having to put a criminal offense on their job application can deter potential employers, but Magdalene has created contacts and reputation to ensure that the women entered into employment have gone through the necessary steps of self-growth and preparation to maintain this employment. According to a Prison Policy article from 2018, employers are 50 percent less likely to call a recently incarcerated applicant for an interview than they are for someone without a criminal record. Additionally, unemployment is also typically around 22 percent higher for the recently incarcerated than it is for the general public²². This creates additional difficulties for women looking for housing and jobs that those who haven't been incarcerated would not have to face. Magdalene Serenity House has spoke on the fact that putting women in proper housing is one of the most important factors in their rehabilitation journey. If a women has gone through all phases of the program and obtained a job, they can still be at risk for reincarceration if they are housed in a high-crime area. Therefore it is important for them to find a place of employment and be able to pay for housing in a safer and more established area. Those who have been released from prison do typically have a more difficult time finding a job. Around twenty five to forty percent of recently incarcerated women are unemployed even while actively searching for a job²³. This number is significantly higher than those who have never been incarcerated and the number is even high for women of color. This difficulty can often lead to illegally obtaining work, or returning to prison short thereafter.

After these women have been helped with resumes and applications, Magdalene will provide them with the necessary clothing for work. This could be a uniform, an interview outfit, or nonslip shoes. Another important aspect is that Magdalene provides transportation and housing for these women while they are starting out at their new employment. This allows the women to still have guidance and security when they can still focus on their new job, while learning work-life balance. Some of the occupations that women going through the program in that past have

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<https://www.prisonpolicy.org/reports/outofwork.html#:~:text=Our%20analysis%20shows%20that%20formerly,period%2C%20including%20the%20Great%20Depression.>

²³ <https://www.prisonpolicy.org/reports/outofwork.html>

found include: nursing assistants, hotel jobs, food services, and working at other rehabilitation centers. Magdelene puts these women in contact with the jobs and helps them prepare for the on-job training by connecting them with the proper career building skills to interview and do well in the jobs they have chosen.

One example of this was a woman who went through the program after being recently incarcerated. She went through the mental and physical health growth of the first phase and developed a passion for wellness and being active. Upon phase 2, she took the necessary steps to acquire a scholarship from Arkansas Rehabilitation Services that Magdelene helped to put her in contact with. This scholarship granted her the ability to take classes and become certified in teaching yoga and pilates at a fitness center. This woman found passion and meaning through the Magdelene Serenity House that was eventually built into a sustainable income. Another experience comes from a woman who had also recently been released from prison and found help and security at the Magdelene Serenity House. She went through Phase One and upon Phase Two she realized she had an interest in working in the same environment that she was in. She wanted to be in a position where she could help others that have had the same hardships as her. After proper training, interviewing, and resume building through Magdelene Serenity House she found a job with Lifestyle's, a similar job skill development and rehabilitation center. These are just two examples of women finding more motivation for job skill development, the second phase, through the first phase at Magdelene Serenity House, the focus on self-growth.

The third and final step at Magdelene is the healing and sustainment of their new life. This step is equally important to the prior two because without the sustainability aspect of the Job Skill and lifestyle programs, these women could be at high-risk to reverting back to their old lifestyle. These women are still living at Magdelene Serenity House and given the necessary requirements to hold their place of work, such as transportation, clothing, growth skills, and money management lessons. During this phase, the women have found stability in their new jobs and are taught how to manage their money, apply for housing, and maintain a work-life balance. The women are taught how to be financially responsible and budget their new income to pay for rent, new transportation costs, clothing, food, and other necessities that Magdelene is currently covering for them. New housing will also need to be found once these women transition back into society. The Northwest Arkansas area does not have a lot of affordable housing options for people have criminal records. In the state of Arkansas, renters must disclose that they have been convicted of a felony on most renters applications. This also gives any landlord the right to turn down the application to rent. Often times, the landlords and housing that allows convicted felons to rent, are located in unsafe areas that could bring the temptation of other criminal activity. Magdelene has done the manual work of calling and reaching out to apartment buildings and landlords that will rent to the women from Magdelene house. With the rising cost of housing in the area, this task can become more difficult. Once Magdelene has found appropriate housing for the women, they go through the application to rent process together and teach women the budget and needs to continue paying their own rent.

The women that have gone through Magdelene Serenity House to completion have gone through the healing and job development process from the ground up. Often times after recent incarceration or any type of adversity that one might face, jobs skill development can't be the first step. There needs to be a healing process and self-growth initiative in order for those in need of Job Skill Development to sustain the skills they have learned and put them into practice in an effective manner. This allows Magdelene Serenity House's initiatives to remain both sustainable for the women. Starting from the ground up lessens the intimidation of Job Skill Development

while also creating the necessary building blocks to sustain the skills they have learned. There is also a scalability with this type of initiative. Most people in need of job skill development in Northwest Arkansas, Barcelona, and other areas of the world have faced an adversity that got them to where they are. These adversities could be immigration, poverty, disabilities, incarceration, and more. In order to ensure the job skills learned are sustained, they must first focus on themselves and find the motivation and growth to work towards a sustainable income.

With Magdelene being a nonprofit, a lot of the funding must come from donations. This part of the model could potentially prevent scalability if some communities aren't as apt to make donations to local development and rehabilitation centers. The Northwest Arkansas Area has a community that has willing and substantial donors that might not carry throughout the entire nation or world. Nonprofits can struggle with scalability if they aren't receiving substantial donations or government funding. This doesn't lessen the impact in the given area, but it could cause difficulty for growth to new areas that have different circumstances. Magdelene has managed to overcome the hurdle and create a new program expansion in the year of 2021. This expansion is a new home that can house up to four women that have graduated through the three-step program and need a place to start their new lives²⁴. Not only does this expansion allow the organization to help house and provide programs for now twelve women, but it also helps to lessen the difficulty of finding housing for some of these women. They can provide their own housing facility, close to the organization, that will allow these women a sense of independence in their new lives. The women in the expansion house will now have to pay rent and learn the budgeting of their money. This housing will provide a safe and trustworthy place for women to put their new job and money skills to life. In this new initiative, they are tackling the scalability aspect and creating new property to help these women and potentially expand even farther in the future.

Section 10 – Comparative Impact Assessment of Both Areas

In this study we will compare Trinijove in Barcelona and Magdelene Serenity House in Northwest Arkansas. Both of these Job Skill Development programs have benefitted the lives of many and their continual efforts to improve the community have been seen. Here we will compare the community impact, the scalability of each initiative, the sustainability, and scalability of both organizations. In comparing these organizations located in two very different areas of the world, we must consider the plans and initiatives of both organizations, along with the current economy, unemployment, housing and job skill development community within the locations. It must also be noted that while both of these organizations impact and work to improve Job Skill Development, Trinijove has a broader clientel of those they are helping. Magdelene Serenity House caters specifically to women who have been recently incarcerated and/or dealt with substance abuse issues. Trinijove has no restriction on those they help. These people can be male or female, convicted felons, immigrants, mentally or physically disabled, or just in need of help with job skill development. This is not to say that Magdelene Serenity House is any less important or valued in the community, it just quantitatively and demographically does not have the same reach. In the same manner of establishing foundational differences in the organization, Trinijove works exclusively on job development from a technical standpoint and job placement, while Magdelene works from the ground level of mental and physical recovery to housing and finally job skill development and placement. This can make the process more time

²⁴ <https://lovehealsnwa.org/>

consuming, as well. Magdelene's program is two years and only a fraction of that is working on the job search. This is because of Magdelene's important step-by-step growth initiatives. While Trinijove may quantitatively place more applicants into jobs, Trinijove is housing them, providing rehabilitation services, providing dental work, searching for longterm housing, and prioritizing their physical and mental wellbeing. That is why their number of women helped is going to be lower than Trinijove.

Apart from foundational organizational differences, the environment in which these organizations are located must be addressed, as well. As discussed prior, Barcelona is much more densely populated and the housing market is generally more expensive. In the same note, unemployment is higher in Barcelona while Northwest Arkansas' main issue is the matter of underemployment. People may have jobs but these jobs aren't paying them enough to sustain income and potentially remain above the poverty line. Additionally, Barcelona is a city that has a large amount of service, food, retail, hotel, and other entry-level jobs. This mainly comes from the fact that it is a large tourist city. These industries are typically where those in need of job skill development will find opportunity. They are high growth, easy to learn, and they will receive higher pay in these jobs than they might in the same job in Northwest Arkansas, due to Northwest Arkansas' underemployment issue. Similarly, Barcelona is a city that doesn't require a high amount of monthly income to maintain housing and transportation. Many women that Magdelene help, don't have any form of transportation and the must be provided to them. In Barcelona, there is a large number of public transport opportunities and the city itself is more compact, giving the newly employed a better chance of finding a job that they can get themselves to at a low cost. In the same sense, Barcelona is also known for being typically healthier and having significantly lower rates of obesity and disease than most of the United States. One of Magdelene's costs come with transporting women to and from their jobs and Trinijove doesn't have that as a necessary cost, nor something they will need their clientel to save money for. Additionally, most of the applicants in both Barcelona and Northwest Arkansas develop the necessary skills to be placed in lower level jobs. Low level jobs are jobs that typically require a lower education in comparison to other jobs, provide a lower income, and don't have the same individual growth opportunity as jobs that come with having a higher education. As discussed previously, these are the jobs that are typically available to women coming out of incarceration because they must disclose their criminal record to potential employers. For example, these lower level jobs can include janitorial work, trash collection services, food services, and more. A lot of these jobs are currently considered "essential workers" in light of COVID-19, meaning they are currently in high demand and offering more employment opportunities to those looking. This means that they will need to learn money management and budget for the cost of living in their respective cities. Trinijove has to take into account the slightly high cost of living in Barcelona and include that in their money management training. Although, most lower level jobs in Barcelona will also offer higher wages than those in Northwest Arkansas. Northwest Arkansas' wages and cost of living is lower than Barcelona, but the cost of living is growing each year.

With all of the different functional organization factors and location differences in play, we see different impacts. Magdelene Serenty House impacts quantitatively less women at a time, potentially twelve in 2021 with their new expansion. But, the impact they create is arguably more substantial to each woman on a personal level, as well as long term. As discussed, Magdelene starts from the basics of mental and physical health before working on job skill development. This builds a reliable foundation for their remaining phases. Without a reliable

mental and physical base, it can be difficult for those who have gone through these programs to maintain their jobs if they have underlying issues to worry about. This therefore allows Magdelene Serenity House to have a more sustainable social impact²⁵ for the women that they have helped. Trinijove works primarily on job skill development and money management education, without the foundation of primary and mental health. This does still result in the acquisition of jobs, but it can be argued that those going into the jobs might not be as emotionally and physically prepared for a large change in lifestyle. That being said, they number of those helped can be greater because not as many resources are being used on each individual. They can allocate their time to more clientel and overall job placements will be more numerous than the number coming from Magdelene. Therefore helping a larger amount of people doesn't necessarily mean there is a greater impact because that impact might not be as sustainable in the long run if those who have gone through the program haven't learned how to take care of their mental and physical health in a work environment. Impacts can be determined by key performance indicators. These should be measures to determine what kind of impacts are being made and how substantial they are. Measuring how each organization effects: lifestyle, community, individuals quality of life, and health impacts. Measuring these key performance indicators will give each organization an idea of exactly what kind of impact they are making and how to measure each aspect of it. For example, Magdelene Serenity House could measure how many women become more mentally and physically healthy after being in the organization. Trinijove could also use key performance indicators by measuring the employability rates after clients graduate from their program and how this effects their lifestyle.

When measuring sustainable social impact we are looking at how this effects the community. In regard to the community surrounding the individuals who have gone through both Trinijove and Magdelene Serenity House, there are positive impacts of both. The community gain new functioning members of society that are contributing to the local economy. If we measure based on number of those put into work, Trinijove helps more people on average in a year than Magdelene Serenity House. Therefore, it could be argued that this is a greater social impact on the community because more people are going out into society, jobs are being filled, and unemployment in the long run could lessen. On the other hand, Magdelene is still creating social impact. Although they might not have an impact that is numerically as great as Trinijove, the overall impact on the individuals lives is arguably greater. They are helping to improve mental health, physical health, family relationships, and overcome addictions all while finding new jobs for these women in need. This has a more sustainable social impact even if it might not be as large in terms of community. We see these social impacts and benefits play out through the Social Wealth Economic Indicators developed by the Center for Partnership Studies. These indicators don't just measure success and community growth through economic factors, such as gross Domestic Profit. These indicators focus moreso on the health and wellbeing of women and children in a community. It's important to note that not all community impact can be measured through the traditional economic indicators. With increased investment into our social wealth, communities see benefits that rival G.D.P. measurements. Women and children are more likely to be in safe and stable environments, thereby positively impacting the community they reside in and long-term benefetting their local economy. This can be done with rehabilitation and job skill development programs for women and youths. Making sure the majority of our populations is in

²⁵ Social impact can be defined as the positive effect from an organization onto the overall wellbeing and quality of life in a community.

a place to take care of their own wellbeing will, in turn, create and economic benefit. For example, communities that make rehabilitation centers and advance care for those in need, are more likely to increase social wealth and therefore have more citizens that are contributing to the community, both economically and socially. The women aren't just in new jobs and fueling the local economy, they are healthy and able to take care of themselves or other family members. Therefore, Trinijove may have a more numerous social impact, but Magdelene's impact is the most likely to be sustainable in the long run because of their ground up approach. If Magdelene's initiatives were to be put on a larger scale, with the same phased plan it would have a larger and sustainable social impact. With Magdelene Serenity House being a newer Job Skill Development and rehabilitation of former inmates program, it is important to find an opportunity to measure their impact.

In an ideal situation Magdelene Serenity House would be able to scale to the size of Trinijove and potentially see more substantial impact with their long term benefits that they already have. That being said, the cost that Magdelene puts in to running a job skill program, housing women, providing mental, dental, and physical checks, and providing transportation significantly surpass the costs of Trinijove. The benefit these women see is longer-term than that at Trinijove due to the intensive assistance and care the women are getting in all aspects of their new life. In this we have tracked the key metrics of both and can verify that those coming out of Magdelene Serenity House often seeing a longer impact. Trinijove's clients due still see a great impact and have success in finding jobs in their given industrys, but they also aren't provided housing nor health work, and don't have a need for transportation. This puts their costs down lower than Magdelene Serenity House, as well as their benefits. What we look at now is if the difference in cost and benefit is greater at Trinijove or Magdelene Serenity House in terms of scalability. Magdelene will run in to more difficulties scaling their organization due to the intense cost that would need to be put in to cater to those who have recently been released from prison. These added costs may give greater individual returns for each person, but in terms of numbers it will remain less than Trinijove. In the same sense, Trinijove will have an easier time scaling because they don't need to maintain profit for housing, dental work, and the other services that Magdelene Serenity House is providing. Therefore, Trinijove may see a more scalable and cost efficient impact in the Barcelona area, but Magdelene Serenity House will see a longer-term individual impact that is sustainable to their clients.

That being said, organizations are often faced with the dilemma of scaling up or scaling out. When scaling up, an organization is simply using their current initiatives and business plan and expanding it to other areas or making it available to a larger clientel. Scaling out on the other hand, means expanding upon the current business model and creating new initiatives that will appeal to other markets or in diffefrent ways. Since Trinijove has a broad base of market and appeals to many different industries already, scaling up would be the best option. Hiring more employees, expanding to different areas, and becoming an overall larger organization would be a good way to create a larger mark because they have created a general and broad business plan. Magdelene Serenity House has a niche market of women who have recently been incarcerated. Their initiatives and 3-step plan could be applied to other groups, and therefore scale out. Applying Mgadelene's model to those who have recently immigrated or other groups that are often overlooked would be an opportunity to scale out.

In terms of necessary measurable variables for Magdelene Serenity House to use when measuring impact there are two important variables. The first variable is comparing employment year over year through the national average of those who have been recently incarcerated. In

order to make these comparison's Magdelene must take the success rate of those who have gone through their program and compare it to former inmates that haven't been a part of any job skill or rehabilitation program. In the year 2018, forty four percent of recently released inmates returned to prison within just one year of their release, sixty eight percent after three years, and seventy nine percent after six years.²⁶ These statistics, paired with the current unemployment rate of prisoners being around twenty three percent higher than the national average, is a necessary benchmark to compare to the women coming out of Magdelene Serenity House²⁷. Magdelene will see how sustainable the jobs these women are getting compared to the national average of post-incarceration employment, as well as the ability to compare sustainability of jobs given to the women year over year. Comparing their own personal growth against the national average will show what margin they are improving by nationally and within their own organization.

The second variable Magdelene can use to measure impact is the financial stability and wages of the women leaving their program. This being both their first wage offered, as well as their growth throughout the months or years in employment. Measuring the marginal growth of each woman's pay and savings and then comparing that to the year before will give them an idea of how much impact they are seeing. If these women are able to grow profits enough and Magdelene takes note of this, they can see if these women are working their way above the regional poverty line. This would be a means to measure their economic impact. Using wages, savings, and unemployment rate coming out of Magdelene will give the organization a tangible number on how much of an impact their initiatives are making, as well as their growth over the years. Trinijove could use this same impact assessment in the Barcelona area by measuring only wages and growth of each individual that goes through the programs.

Lastly, it is possible to measure impact in terms of Social Return on Investment. Keeping women and men incarcerated can often cost taxpayers a significant amount of money every year. If Magdelene Serenity House was able to measure the amount of women who seek employment after incarceration, both through the organization and outside, and compare their likelihood of recidivism to those who have not found employment. With this being studied, we can measure the amount of taxpayer money saved by preventing reincarceration through rehabilitation organizations for the recently incarcerated. This would allow a quantitative measurement of the dollars saved from employment through Magdelene Serenity House and organizations similar to it, compared to the cost they put forth in providing these services to the recently incarcerated.

With all of these impacts being measured, there is a greater possibility to compare the financial and economic impact of each organization in their area. As noted before, Magdelene sees greater sustainability in their social impact, but Trinijove sees a larger number of clients coming in and out with a job. Both initiatives are extremely successful in their own ways. It depends on if the company is reaching for the goal of individual sustainability or number of clients placed in jobs.

²⁶ <https://www.bjs.gov/index.cfm?ty=pbdetail&iid=6266>

²⁷ <https://www.prisonlegalnews.org/news/2018/sep/4/27-percent-unemployment-jobs-crisis-hits-ex-prisoners-hardest/>

Section 11 - Compare strategies and successes between organizations (based on the impact assessment)

Trinijove and Magdelene Serenity House are both built on successful initiatives that have proven to impact the lives of many, as well as their communities. In this section we will discuss “best” practices between the two, identifying reasons for which they are so successful. Trinijove’s definition of success within their mission is to provide clients access to jobs that benefit them, as well as the employers. Magdelene Serenity House’s goal is to rebuild the lives of those women who have recently been released from prison. This analysis will also provide insight as to if these practices could prove to be successfully implemented in other parts of the world. While both of these organizations have successful initiatives and areas of improvement, some initiatives are specific to certain communities or people. Although they can be scalable solutions, they aren’t all universal to different areas of the world. First, we will explore Trinijove, their best initiatives, and why they are successful.

Trinijove Best Practices

Trinijove is extremely efficient and effective in their initiatives to place their clients in careers with growth opportunities that they have a particular interest in. These placements include occupations listed in Section 3. It is important for those in need of Job Skill Development to be placed in jobs that are sustainable to their region. For example, Trinijove often places applicants in jobs that are in high demand in the Barcelona area. This job placement is a direct result of the relationships Trinijove has built with businesses in the community. These are typically jobs found in the hospitality, tourism, and service industries. Working at hotels, tourism sites, and airports might not be as high in demand in areas such as Northwest Arkansas because Northwest Arkansas does not attract as many tourists as the Barcelona area. The success in this particular step in Trinijove’s initiatives is appealing to their area and the industries that are in demand. This allows those who are searching for job skill development to have a higher chance of being placed in a reliable job, while maintaining an opportunity for growth within the industry. This is because Trinijove has managed to create reliable and growing relationships with organizations. Although Barcelona’s unemployment rate is high, these relationships that have been built allow the clients of Trinijove to benefit from connections that will lead to a job. We also see effectiveness in the technical training provided to the clients through Trinijove and the Job Board. Before the clients enter into their new place of employment, they are given extensive training on how to use these new technical skills, as well as manage the money they will be making in the near future. This allows the newly employed to be fully prepared for their life changes, before they even begin at their new job.

With all Job Skill Development work, money management training, and job placement, Trinijove is still able to turn a profit. This is due to their reliability as an organization, as well as their ability to keep connections with the businesses they are providing with employees. Providing organizations with the impressive number of employees allows Trinijove to maintain a trustworthy relationship with these organizations while providing their clients with sustainable income. Therefore, Trinijove’s best strategies are their technical preparation of their clients that strengthens their relationship with the companies hiring their clients. This creates a positive cycle of feeding prepared employees into these companies, and in turn companies coming back for more reliable new employees from Trinijove. Without the high-level and effective technical training that every client is given, as well as the appeal to high opportune industry jobs, Trinijove wouldn’t see the success that they currently have.

On the other hand, Trinijove has growth potential in the preparation they give their clients before continuing on with the job skill development training and overall job placement. It can be argued that if Trinijove followed the similar practice of ensuring mental and physical health in their clients before providing them with job skill training, the long term sustainability of these careers could be even greater. That being said, creating more in depth phases that are similar to Magdelene Serenity House would lessen the total number of clients Trinijove could help at a time would lessen, as would their overall profit. The success of Trinijove comes from the fact that they have an efficiency aspect that focuses on the training and job placement of their individuals. The in-depth focus on overall health that Magdelene has would hinder that efficiency. Both Magdelene Serenity House and Trinijove help a vulnerable market that can include immigrants, victims of human trafficking, addicts, or those who have been incarcerated. This can be cause for the in-depth focus on health.

Magdelene Best Practices

Magdelene Serenity House comes at Job Skill Development from a different, more holistic strategy. The first phase of Magdelene Serenity House's initiatives is the most important because all other phases are built off of it. They find success in the women that leave their home because they have bettered these women from the ground up. Building an initial foundation for these women to heal from the trauma they have seen, both in prison and out, is the only way they can move forward and get to the point where finding a job can be an attainable goal. Magdelene Serenity House creates an environment of compassion that enables these women to take a new path of life, starting with health and ending with sustainable employment. This practice allows them to find success with women who have recently been incarcerated because it doesn't force them to develop skills and find a job immediately after their release. This initiative allows them to build upon their desire to learn new skills, find a job they can be successful in.

The holistic approach that Magdelene Serenity House takes is the main reason they find sustainable impact and success from the women who leave there. Providing these women with health checks, transportation, housing, job application help, and housing applications means that they will be ready for their transition back into the real world. On the other hand, it hinders the quantitative growth of Magdelene Serenity House. Their goal is not to half-hazardly help as many people as possible, but rather fully develop and change the lives of the smaller group of women that they can. This allows Magdelene Serenity House to be sustainable, along with the women that leave there. But, it will provide hardship in scalability and the option to grow into other developed areas.

It can be argued, that not all social innovation projects need to have the aspect of scalability. Making a change in a particular community is still making a change. There doesn't need to be immense global impact for a social initiative to be deemed "successful". At the same time, communities and individuals are benefitting from social innovation. Lives are being changed and people are seeing new hope. If the models are scalable, this change can be seen in other communities and the impact can turn global, one community at a time. A lot of the ability to move to different states or cities, will lie in the social wealth of each community, as mentioned in Section Six. Moving to a new community will heavily depend on how willing they are to encourage and help the recently incarcerated in their transition back into society. It will also be hard to scale without proper funding, given that Magdelene Serenity House has expenses ranging from transportation costs to dental work. Without the ability that Trinijove has to turn a profit and push out numbers of potential new employees in readily available tourism jobs, Magdelene

Serenity House will face difficulty in scalability. With M.H.S.'s success being found in their ground up approach and the phasing being designed to cover all basic needs of the women they are helping, scalability might not be the main goal. The success they are choosing to measure comes from each individual woman and the new life they are finding, rather than building up their numbers as much as possible and letting the faults slip through the cracks.

In terms of success, both organizations have found it immensely because their definitions of success are different. Magdelene has found success in their goal of making large, yet individual impacts, on the lives of a smaller number of recently incarcerated women. This is more time consuming and costly, but also more sustainable and the only way to ensure these women a new life. Trinijove has found success because they have built relationships with the organizations that are providing their clients with employment and providing these organizations with employees who are willing and ready to enter the industry. This, in addition to their ability to turn profit gives them a potentially better chance and entering into new areas. It doesn't rely as much on the compassion and social wealth of the community because social innovation has allowed them to move past some of the barriers of cost that Magdelene Serenity House faces. There is still a need for donors in both organizations. Magdelene's size and reputability has given them access to more substantial grants. They also do not have to face the costs that Magdelene does in their first phase: health, dental, and therapy care.

Section 12 – Application to Businesses

Throughout this process, Trinijove and Magdelene Serenity House have both created impact on Job Skill development in their respective communities. This is due to the hard work and dedication of their shareholders, donors, volunteers, employees, and community members. Without these organizations, there would be many people without a job, homeless, reincarcerated, or living a much different life than they are today. Communities would have a lot less hope for job skill development progress. It is hard to measure who has made a greater impact without acknowledging that impact looks different for each of these organizations.

In terms of Magdelene Serenity House, based on their three phase program and their housing suited for up to eight women per term, their impact is aimed to make a sustainable and long term change for a smaller number of people at a time. The benefits that the women who go through the program are seeing have potential to be more long term. Without an insurance of mental health, physical health, and overall individual competence, maintaining their new job would be much more difficult giving that they lived in incarceration up until that time. After discussing the three phase plan, analyzing the different impacts that Magdelene Serenity House has made, and their expansion plan, it can be said that Magdelene Serenity House has made a lasting impact on the community. Diminishing the bias against those who have faced incarceration, helping them turn their lives into functioning parts of our society, and seeing success in the women that leave to find a sustainable life ahead of them, are just a few of the impacts Magdelene Serenity House has seen. This impact isn't global and it is limited to eight women at a time, currently. That is not to say that this impact isn't existent. The fact that Magdelene Serenity House has a more focused and in-depth model means that they can help individuals in a more substantial way, but must limit the amount of people they can help at a time. Because of the expenses they are putting in to each woman, they will reap more long term benefits. This also means they will need more funding from donors and beneficiaries. Northwest Arkansas is already opening up to this social innovation, given the fact the M.H.S. can now expand it's doors to house more women.

In determining Magdelene Serenity House's best overall practice, it's needless to say their in-depth work on basic needs is what sets them apart. They don't just see themselves as Job Skill Development Program, but rather a home and resource that will completely change the lives of the women that enter. Although this "best overall practice" is costlier, it can be expanded upon with the proper funding and donations from the community. Northwest Arkansas is a place of abundant resources and home to a large amount of multinational companies. Funding and sponsorship from these companies would present Magdelene Serenity House with new opportunities for expansion and potential the ability to provide even more housing, resources, and job skill development to women in need. This would allow Magdelene Serenity to have a long term and in-depth impact that they already have, along with the new opportunity to strengthen their number of women able to go through the program.

Next, we look at the very different best practice of Trinijove. Trinijove functions more exclusively than Magdelene Serenity House, as a job skill development program for those who have faced adversity's such as new immigration, poverty, addiction, and more. They do not offer the same health and housing resources that Magdelene Serenity House offers. Trinijove does not start at the bottom of Maslow's Hierarchy of needs and work to the point where these clients have a strong foundation before beginning the search for a job, to the point that M.S.H. does. That being said, Trinijove has the best practice of ensuring strong and sustainable relationships with these organizations to ensure proper training and placement for their clients and allow for an environment that provides the clients with the opportunity to grow in their employment. These relationships also provide Trinijove with the necessary connections and accessibility to pass a larger number of people through the program and into jobs that the organizations have available. The businesses that Trinijove works closely with are also benefitting in this scenario. They are being given trustworthy employees and a constant pool of potential employees through Trinijove. This practice allows a mutually beneficial situation between Trinijove and the companies they work with, providing a sustainable system between employers, job skill development, and new employees.

Due to the practices stated, we see great impact in both Northwest Arkansas, as well as Barcelona. It is important to note that just because an organization has a greater quantitative impact, in terms of amount of people going through the organization, does not mean its impact is any more or less important than an organization that isn't able to provide the same number. From a ground level perspective, looking at cases from an individual perspective, we see more impact for those coming out of Magdelene Serenity House. These women have received an immense amount of care ranging from dental work, to transportation, to money management classes, and more. The impact Magdelene Serenity House has on each individual life is nearly unmatched. This inhibits them from providing the numbers that Trinijove is able to produce, but allows their work to have a better chance of being sustainable to each individual. On the other hand, Trinijove may have a larger and more quantitatively impressive impact on the community as a whole. They are pushing out more potential employees who are prepared for the job market and have gone through necessary training. This, in turn, is lessening unemployment in the area to a larger degree than Magdelene Serenity House is able to provide, but without as much impact on each individual. In order for Magdelene Serenity House to scale to the size of Trinijove and build relationship comparable to the relationship that Trinijove has with their businesses would require a substantial amount of funding. That's because Magdelene Serenity House collects significantly more costs than Trinijove: housing, health, transportation, and more. Therefore, both of these organizations are making an impact in their own ways. This is not to say Trinijove does not see

vulnerable populations. Magdelene Serenity House does specify an appeal to women who have recently been incarcerated, but Trinijove also sees vulnerable groups. Trinijove could potentially be helping the esteem and mental health of their clients, just by allowing them an opportunity to find employment and make their own income. Often times, Trinijove's clients will come from difficult situations such as immigration or homelessness and their first priority could be to find a job. In this aspect it could be a case by case dependence. Although one may effect the general community at a larger scale, the other impacts the individual in a more sustainable way. In some cases, there has to be a choice between in-depth individual impact and seeing a larger number of people going through the program, unless there is an extreme amount of start-up funding.

Conclusion

In today's society, a lot of business is on a global scale. Global trade, multinational companies, manufacturing, and even human resources cross between borders everyday. This allows for a more interconnected and knowledgable world. It is important to learn from other countries and other ways of doing business in order to find what we are doing right, or even what we could do better. In terms of job skill development programs, these two organizations are doing work that is making real change in their communities. Global resources provide us with the insight to find what way we can make changes to better peoples lives, or beat out the competitor. We often see businesses looking globally to learn from the competition, but it's not as common for companies to look globally to see how they can make change through social innovation or job skill development programs. It is important to note the differences in each community: economically, politically, and otherwise.

Without knowing the reasoning behind Job Skill Development initiatives, you cannot properly analyze what will work in differing communities. For example, Trinijove has built relationships with a large amount of hotel and tourism companies that allow them to provide employees with that type of job training. If Magdelene Serenity House was to exactly mimic this practice, they wouldn't see the same resort because Northwest Arkansas doesn't have as large of a demand for tourism. In the same sense if Trinijove were to immediately starting using the same phases as Magdlene Serenity House, they wouldn't turn as much profit due to the larger costs that go along with it. Knowing why these initiatives work and how they are applied in cohesion with their community is important for any job skill development program to know.

Job skill development is more than just filling jobs for those who have been unable to find employment. These organizations have made connections with businesses and communities that create a positive domino affect for everyone involved. The fact that access to public transportation can affect job skill development and, in turn, affect someone ability to find a job or pay their rent shows how interconnected all aspects of a community are with job skill development and the programs that work to provide to those who are in need of this training. In another sense, the ability to rent if one waws formerly incarcerated will have an affect on one's ability to maintain a job, which would be especially difficult if they're unsure of where to live. These are just a few examples of how interconnected job skill development is within it's community and the reliance it can have on different aspects.

Companies looking to contribute to job skill development must know this, as well. They are not just benefitting the individuals going through the programs. They are also benefitting the entire community. Looking solely at how many people go through the program or how many jobs are filled is not enough. Companies must look at individual initiatives, types of training programs, and sustainability of this training. Magdelene Serenity House and Trinijove are two

good examples of how job skill development can look extremely different in two different areas of the world. That's not to say there are not ways for programs to be a middle ground between the two. Creating good relationships with businesses while providing in-depth care to clients will require more expenses because these businesses will expect a larger amount of employees to be coming out of the organization to fill necessary employment spots. Expanding to the point where organizations can provide in-depth care and housing to the amount of people the businesses will want access to will require more expenses and therefore more funding. This study emphasizes and analyzes, not only the importance of job skill development, but also the need for strategy and design in all aspects of social innovation or job skill development. Strategies and initiatives can vary depending on many factors: size, location, goals, and stakeholders. It is important to know the overarching goal and those who will be affected in order to determine the exact initiatives and steps needed to create an impactful and sustainable model. Some may require more funding or not be able to fulfill as many employment opportunities at a time, but that's not to say they are any less impactful. Job Skill Development Programs are a process of initiatives that are built on the foundation of an overall growth in an individual. It can be looked at on a larger scale in terms that there are benefits to employers, unemployment, and the community, but at its core there needs to be a growth at the individual level. Therefore job skill development success can be measured in both ways: looking at one's individual growth or looking at the amount of jobs filled. Trinijove and Magdalene Serenity House are examples of both of these. Both organizations create their impacts in their own way and allow for a sustainable growth that can be measured in the same, or different manners.

In conclusion, this study has compared two different organizations in two different areas of opportunity, Barcelona and Northwest Arkansas. We see these organizations looking at job skill development in two different ways. Trinijove valued quantity, hoping to help as many people as possible in the area and find them secure jobs as efficient as possible. Magdalene Serenity House took a more holistic approach, starting from the basis of mental and physical health and building to the point of job skill development and housing. This opens up the questions: is quantity of those helped more important than providing a well rounded and ground up approach? Does the benefit of providing a life-changing holistic opportunity for women outweigh the cost of housing, dental work, physical and mental health checks, and transportation? These will be answered by the true mission of the organization, as well as the area and communities in which the organization resides. External factors play a huge part in the many facets of job skill development. Using the area in which each organization is located as an advantage, rather than a barrier will open up many opportunities. For example, Barcelona has public transportation at low costs and a large tourism industry. Trinijove was able to use this to their advantage. There are several externalities that play into job skill development, as well as the success or downfalls of the organization. Transportation, cost of living, industry opportunities, housing abilities, and more can be a challenge that must be overcome or an opportunity that can be used to one's advantage. With job skill development organizations, and even social innovation in general, strategy is needed. It's important to look at every aspect of the community and see where the strategy would be affected or even helped.

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