



GETTING TALENT BACK TO WORK

Helping Employers Confidently
Hire and Develop Individuals
with a Criminal Record

SHRM
Foundation

gettingtalentbacktowork.org

Getting Talent Back to Work Initiative and Certificate Program

Welcome to the Getting Talent Back to Work Certificate Program. The Getting Talent Back to Work initiative was launched by the SHRM Foundation in 2019 in response to the First Step Act to end outdated, noninclusive hiring practices for people with criminal histories. Every year, nearly 7,000 individuals are released from prison and re-enter society only to be met with barriers to rebuilding their lives, including a lack of gainful employment opportunities. In its commitment to reducing these barriers for second-chance populations, the SHRM Foundation has launched this Getting Talent Back to Work Certificate Program to empower HR professionals, hiring managers, and people managers to confidently evaluate, hire, and develop this segment of the workforce.

The ground-breaking Getting Talent Back to Work Certificate is the first of its kind and a key component to the SHRM Foundation's long-term charge to elevate and empower HR as a social force. As partners in this initiative, the SHRM Foundation and the HR community can influence large-scale systemic change for this critical population by spearheading workplace initiatives that offer second-chance populations a fair opportunity to gain employment.

This certificate program represents just one aspect of the Getting Talent Back to Work initiative. The SHRM Foundation invites you to join us as leaders in second-chance hiring by staying engaged with our current and upcoming initiatives, providing a robust suite of educational content and resources to strengthen the skills and abilities of HR professionals as we build a world of work that truly works for all.

As you complete this program, we encourage you to share the Getting Talent Back to Work Certificate and Digital Toolkit. Shared through word of mouth with colleagues and professionals, as we continue to build advocates and change makers within the HR community.

Sincerely,

Wendi Safstrom
Executive Director,
SHRM Foundation

This certificate program was made possible through the resources and talents of people and organizations across the United States.

SHRM Foundation wants to recognize the **Lumina Foundation** for its financial support of this important work. The Lumina Foundation continues to support innovative strategies to meet the nation's need for talent, and we are grateful for this partnership.

The **Center for Employment Opportunities (CEO)** authored this curriculum, leveraging its 30+ years working in re-entry employment to bring the most up-to-date guidance possible to the SHRM community.

We want to recognize and thank all those who brought critical knowledge and insights to this program, especially those individuals and employers who shared their personal stories:

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Purpose of This Workbook

Welcome to the Getting Talent Back to Work Certificate Program! This program aims to provide you with a framework for understanding second-chance hiring and to give you the necessary tools to implement effective and inclusive practices at your company.


This companion workbook is designed to accompany you throughout this course, offering opportunities for reflection, points of clarification, and additional resources to enhance your learning experience. As you watch the foundational videos, we encourage you to keep this workbook nearby for reflection, note-taking, and future reference.

As you hear inspiring stories from employers and from second-chance employees, we encourage you to use this workbook to write down key ideas, surprising facts, and questions to guide you as you consider your next steps in becoming a force for social change in the workplace.

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MODULE 1:

Getting Talent Back to Work— A Call to Action

Before you begin this certificate program, we want to invite you to take a moment to answer these TWO questions:

1. What motivated you to register for this program?

2. What does second-chance hiring mean to you?

Reflection Activity #1:

In your own words, describe the benefits of second-chance hiring and explain how you see this hiring practice benefiting your company.

Reflection Activity #2:


How has this module informed your thinking about the use of “people-first” language for individuals who have been impacted by the criminal justice system (also called the criminal legal system)?

- **Justice-Impacted People:** Includes people with criminal records as well as children or parents of people with records and others whose lives have been affected by the criminal legal system.
- **Person with a Criminal Record:** Includes people who have had interactions with the justice system that never led to a conviction (e.g., arrests).
- **Person with a Conviction:** Someone who has been found guilty of a crime.
- **Formerly Incarcerated Person:** Someone who has had his or her freedom revoked and who has served time in jail or prison. Not every person who has been incarcerated was convicted of a crime.

Video Viewing Notes

Key Points to Remember

- Second-chance employment is the practice of hiring the most qualified candidate for a position without basing the hiring decision on the candidate's conviction record.
- Many employers that embrace second-chance hiring are seeing real business benefits.
- We recommend using "people-first" language and avoiding words like "felon," "ex-con," or other terms that primarily define people by mistakes or choices they made.
- 70 million Americans have a criminal record. A criminal record represents a wide variety of encounters with the criminal legal system. A conviction record—the term we'll use in most of this training—refers only to crimes for which a person has pleaded or been found guilty.



MODULE 2:
**Criminal Justice
System 101**

Reflection Activity #1:

What questions do you still have about how the criminal legal system works?

What, if anything, surprised you about what you have learned so far?

Reflection Activity #2:

What types of rehabilitative opportunities or job training would be most valuable to your company? Is a technical certification important? Or are you seeking people with soft skills, emotional intelligence, or other knowledge that's less oriented around certification?

Reflection Activity #3:

Who do you know in your network—or your company’s network—who may be able to teach you more or be a resource on this topic?

Key Stats

- 70 million Americans have a criminal record.
- More than 600,000 people come home from prison every year in the U.S.
- 8% of Americans have been convicted of a felony.
- 3% of the U.S. population has been to prison; much higher numbers have been to jail.
- Mass incarceration has had an especially disproportionate impact on communities of color and communities with limited financial resources, especially Black communities.

Additional Resources for Deeper Learning

- Criminal Legal System and Mass Incarceration
 - Vera Institute of Justice
 - The New Jim Crow
 - Council on State Governments Justice Center
 - The Marshall Project
 - The Sentencing Project
- Training and education practices in prisons near you: Laying the Groundwork
- Life inside a U.S. prison: Ear Hustle Podcast
- Collateral consequences: National Inventory of Collateral Consequences of Conviction

[CLICK TO LEARN MORE](#)

Video Viewing Notes

Key Points to Remember

- The criminal justice system (also called the criminal legal system) includes multiple bodies—police, courts, prisons, jails, probation, parole, and more.
- The United States incarcerates people at a higher rate than almost any other country in the world. This trend began in the early 1970s and persists today. Mass incarceration has disproportionately harmed communities of color and people with limited financial resources. Black men, in particular, have been incarcerated at shockingly high rates.
- While people are incarcerated, they may complete training or perform a job that will have transferable skills when they're released, but opportunities vary in each facility.
- When people come home from incarceration, they're usually supervised by a probation or parole agent for a set period of time. They will need to follow a set of rules and may be subject to fines, fees, or other requirements.
- Even after people have finished their sentences, thousands of “collateral consequences” will affect them forever—their conviction may affect their access to housing, occupational licenses, certain jobs, or the opportunity to volunteer in their communities.

MODULE 3:
**Building Buy-In and
Initiating a Culture
Change**

Reflection Activity #1:

Which myths or misunderstandings about justice-impacted people will you need to overcome in yourself, your team, and your company?

Building buy-in around second-chance employment is key. Use this table to map out the people at your company who may support, oppose, or be undecided about pursuing a second-chance employment strategy.

Supporters	“Fence Sitters” or Undecideds	Opposers
Identify supporters:	Identify undecideds:	Identify opposers:
Why do they feel the way they do?	Why do they feel the way they do?	Why do they feel the way they do?
How can you deepen their support or engage them more?	What would it take for them to become supporters?	What do you want to do about this opposition?

Additional Resources for Deeper Learning

- General Resources for Building Buy-In
 - Dave’s Killer Bread case for second-chance hiring
 - Greyston Bakery Center for Open Hiring
 - “Making the Business Case” resources on Getting Talent Back to Work toolkit
- Managing Risks
 - Fair Credit Reporting Act Resources from SHRM
 - EEOC and FTC Enforcement Guidance on Arrest and Conviction Records in Employment Decisions Under Title VII
 - National Employment Law Project’s Ban the Box Guide
- Sector-Specific Resources
 - A Healthcare Employer Guide to Hiring People with Arrest and Conviction Records
 - Fair Chance Hiring in Philanthropy
 - Reducing Barriers to Employment in the Banking Industry for Qualified Individuals with Criminal Records

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Reflection Activity #2:

Which business cases will be most persuasive in your company?

- **Decreased Turnover:** Many employers saw turnover—and associated costs—decrease when they pursued second-chance hiring.
- **Employee Satisfaction:** Employees deeply value employers that commit themselves to their communities, their values, and social impact. In addition, 85% of people report that they’re willing to work with someone with a conviction.
- **Quality of Hires:** 82% of managers and 67% of HR professionals feel that the “quality of hire” for workers with criminal records is as high as or higher than that for workers without records.
- **Incentive Programs:** The Worker Opportunity Tax Credit (WOTC), the Federal Bonding Program, and state workforce subsidies are available to help with your business’s bottom line.
- Other:

Reflection Activity #3:

What are some key ideas or takeaways you want to remember after listening to employers that have successfully integrated second-chance hiring in their businesses?

Video Viewing Notes

Key Points to Remember

- Culture change starts from within. In addition to addressing biases held by the company, we all need to evaluate and adjust our own biases and misunderstandings.
- Many employers need to correct for myths and realities of second-chance hiring. In the vast majority of employers' experiences, the fears they had about hiring people with convictions were unfounded, and they saw a variety of business benefits.
- Three risk areas that employers may consider are Fair Credit Reporting Act (FCRA) violations, negligent hiring claims, and discrimination claims. Negligent hiring claims are rare but costly. Second-chance hiring policies can help employers avoid discrimination and FCRA issues.



MODULE 4:
Talent Acquisition

Reflection Activity #1:

Based on what you learned about this talent pool, how might second-chance employment help you achieve goals or execute your business strategy (e.g., “This can really help with our diversity, equity, and inclusion goals” or “This could help resolve turnover issues in location x”)?

Reflection Activity #2:

Use the table below to identify your current workforce partners that provide services to people with conviction records. If none exist, can you identify any possible future partners?

Service Providers	In Your Community?
Local Workforce Development Board	
Job Centers	
Community-Based Organizations	
Educational Institutions	
Nearby Jail or Prison	
Local Probation or Parole Leaders	
Government Officials	
Others	

Additional Resources for Deeper Learning

- Getting Talent Back to Work Toolkit for Talent Acquisition
- Reentry Services Directory from the National Reentry Resource Center
- Center for Employment Opportunities (CEO) is a national nonprofit that helps people transition into the workforce after incarceration. In addition to assisting with hiring, it offers consulting and training services.
- Envoy Growth Advisory, MindOpen Learning Strategies, Alex Love Consulting, and the Greyston Bakery Center for Open Hiring all offer consulting services to assist employers with advancing second-chance hiring.

[CLICK TO LEARN MORE](#)

Reflection Activity #3:

Take a look at the following example of a job announcement. Based on what you know about individuals with conviction records, how do you think this job announcement might encourage or discourage these individuals from applying for this position?

Task: Edit this job description to make it more inclusive to second-chance job seekers. What elements in the job announcement can be improved (added, deleted, reworded, etc.) to make it more inclusive? Once you're done, see how your changes compare to the suggestions we've provided in Appendix B.

Assistant Store Manager

Anytown, USA

Essential Job Responsibilities:

- Coach and support other team members
- Hire and train new employees for the sales floor or other departments (e.g., shipping and receiving)
- Maintain and monitor store inventory
- Ensure that the store is clean, safe, and presentable for customers
- Greet and assist customers as necessary when other sales associates are busy
- Conduct regular audits of the store's physical and practical condition to ensure quality
- Maintain product levels appropriately
- Generate and review daily sales report

Skills and Credentials:


- 5+ years of experience in a retail setting
- 1+ years of experience in a supervisory role preferred but not required
- High school diploma/GED required
- Ability to work a flexible schedule, including evenings and weekends
- Basic reading, writing, and accounting skills required
- Excellent customer service and communication skills needed

Go to Appendix B to see our suggested changes.

Video Viewing Notes

Key Points to Remember

- This is a diverse talent pool of millions of people—they come with every type of personality, background, and skill set.
- Because the criminal justice system has disproportionately impacted people of color and communities with limited resources, second-chance hiring is a great strategy for building a more diverse applicant pool.
- Second-chance job seekers are motivated and skilled. Some had the opportunity to complete training or serve in important jobs while they were incarcerated.
- By partnering directly with local groups—nonprofits, probation or parole agencies, or workforce boards—you can begin recruiting more people with convictions.
- Make sure to review your recruitment material. There may be language you could add to signal your commitment to re-entry hiring, or you may choose to remove language that could put off people with convictions.
- If you want to add some language to your diversity, equity, and inclusion statements, here are some options:
 - We welcome diversity and highly encourage applications from people of color and people with convictions.
 - We offer equal employment opportunities for all, regardless of race, religion [etc.] ... and conviction status.



MODULE 5: Interviewing

Reflection Activity #1:

In what ways is your interview process already inclusive? What makes you proud about the way you and your team are conducting inclusive interviews?

Reflection Activity #2:

The purpose of this activity is to help bring awareness to some of the struggles that second-chance applicants face and to help you consider how you might approach interviewing differently as a result. We provide you two different activity options. Feel free to choose one or both.

Active Option: Find a partner to role-play with. One person will play the candidate who discloses the conviction, and the other will play the interviewer. Then switch roles. Have a brief conversation about how it felt to play each role.

Introspective Option: Think about a mistake or mistakes you have made in your personal or professional life. Write them down. Now, think about how it would feel for you to talk about these mistakes multiple times as you interview for a new position. How much would you explain? How would you decide what details to share and which ones to exclude?

Reflection Activity #3:

After listening to the video, what ideas do you have for making the interview process at your company more inclusive of people with convictions? What steps will you take (and encourage your team to take) to set aside biases when interviewing applicants with conviction records?

Video Viewing Notes

Key Points to Remember

- The purpose of an interview is to pinpoint job skills that are essential to the position. We do not recommend exploring a person's conviction in an early interview—and many “ban-the-box” laws prohibit employers from asking until later in the process.
- Many people who spent time in jail or prison had education or work experiences while there. Those work experiences may be related to their career goals or may simply have been assigned. Regardless, applicants may minimize those experiences in their interview process because of the connection with their conviction.
- If someone discloses a conviction during an interview, there are a few ways to handle it. Two options we provided in the video are:
 - “Thank you for sharing that information with me. We’re committed to a fair hiring process here, and I can tell you more about how your record might be considered if you’d like to know. But there’s no need for you to tell me about your record now unless you want to share how it has helped prepare you for this job.”
 - “Our company respects your rights, and we follow the ban-the-box laws that require us to wait until later to discuss an applicant’s history. If you’re OK with it, we do not need to talk about your past right now. I want to make sure we’re focused on what’s most important here—your ability to do the job we’re hiring for.”



MODULE 6:
Hiring and Onboarding

Reflection Activity #1:

On a scale of 1 to 5, with 1 being not at all confident and 5 being entirely confident, how confident are you about your company's compliance with applicable laws like ban-the-box and the Fair Credit Reporting Act?

Reflection Activity #2:

After reflecting on the videos so far, how might you want to change your current policies and practices related to background checks? **Consider:**

- WHEN you pull background checks
- WHO sees the data on background checks and how those individuals are trained to read them
- WHAT you ask for from your background-check company
- WHICH POSITIONS require background checks and why that's the case
- Other

Describe the changes you believe should happen:

Reflection Activity #3:

After learning about probation and parole supervision, what are your thoughts on how to support employees in succeeding on the job and maintaining their freedom while under supervision?

Additional Resources for Deeper Learning

- SHRM resources for onboarding new employees
- While the resources listed below are industry-specific, they have additional information and areas of consideration:
 - A Healthcare Employer Guide to Hiring People with Arrest and Conviction Records
 - Fair Chance Hiring in Philanthropy
 - Reducing Barriers to Employment in the Banking Industry for Qualified Individuals with Criminal Records
- Fair Credit Reporting Act Resources from SHRM
- Background Checks: What Employers Need to Know | U.S. Equal Employment Opportunity Commission
- EEOC Enforcement Guidance on Arrest and Conviction Records in Employment Decisions Under Title VII
- National Employment Law Project's Ban the Box Guide
- History of Ban the Box Campaign

[CLICK TO LEARN MORE](#)

Video Viewing Notes

Key Points to Remember

- The process for hiring people with conviction records does not need to be different from the process for hiring people without such records. Allowing the process to be administered consistently is a good practice and is beneficial for ingrained inclusion.
- People recently released from incarceration have unique needs around accommodations related to their probation/parole supervision and speed of hiring. They need a job fast and may not be able to wait through a protracted process.
- If you choose to conduct background checks, two areas of legal guidance have been issued by the EEOC and through the Fair Credit Reporting Act.
- No one solution is right for all employers. Some options for making your background-check process more inclusive include the following:
 - Adopt “open hiring” by eliminating background checks altogether. (To learn more, visit the Greyston Center for Open Hiring.)
 - Limit how far into an applicant’s history you gather information and/or limit which convictions relate to your line of work.
 - Consider hiring an outside party to review the background check and make a determination. This allows the criminal record to remain 100% private and out of an applicant’s employee file.
 - Do not allow anyone except HR staff to see a person’s conviction history. Hiring managers usually don’t need to know about an employee’s record since it’s not relevant to the qualifications for performing the job.
 - Develop a standard practice for informing new employees when their background-check process has been completed. It can be a major source of stress for people who are waiting to hear.
 - For employees with any sort of criminal record, be transparent about who will have access to it or learn about the conviction.
- Following ban-the-box laws is the best legal choice and the respectful choice for applicants. Even if ban-the-box laws don’t apply to you, it’s a good idea to adopt an individualized assessment practice like the Nature–Time–Nature Test, which examines the nature of a person’s conviction, the amount of time that has passed since he or she was convicted, and the nature of the job for which the individual is applying.
- During onboarding and in the employee’s first year at your company, you don’t need to treat people with convictions any differently from other employees. Most HR best practices will still apply. We encourage you to talk with new employees about their commitments outside of work; for people under probation and parole supervision, seek to understand the rules they’re required to follow and make reasonable accommodations as necessary.



MODULE 7:
Talent Development

Reflection Activity #1:

Write down the types of talent development programs or opportunities that are currently in place at your company. Evaluate whether these programs are easily accessible to second-chance employees.

What are some new opportunities that you want to explore as a result of what you have learned so far?

Reflection Activity #2:

Some employees with convictions may face barriers to advancement because they're denied certain licenses or certifications. How might an HR professional address these issues—both for the individual and broader systems?


Additional Resources for Deeper Learning:

- Getting Talent Back to Work Toolkit for Talent Development
- Examples of professional development opportunities specifically for people with convictions:
 - JustLeadership USA
 - Unchained Scholars
 - Unlocked Futures

Video Viewing Notes

Key Points to Remember

- Take the time to talk with employees—or encourage supervisors to talk with their staff—about their professional goals.
- Many people with convictions have been told that they’ll be lucky to get an entry-level job and will never advance beyond that, or they may not know many people who have advanced professionally. Help cultivate a sense of what’s possible and support their dreams.
- Support employees who want to continue their education. This may mean subsidizing tuition, modifying work hours, or directing employees toward quality training programs.
- Some people with convictions will want to connect with people who share their experience, and others will want to avoid those settings and focus on blending in with everyone else. Respect their preference. If an individual is looking for development opportunities targeted toward people with convictions, JustLeadership USA is a good starting point.
- For most people, their conviction shouldn’t be a barrier to the career of their choice. For others, though, there may be barriers to earning certain licenses or certifications based on their record—this is one type of “collateral consequence.”



MODULE 8:
**Talent Retention
and Mobility**

Reflection Activity #1:

If your company is also working on other diversity, equity, and inclusion (DE&I) strategies, do any of them overlap with best practices in second-chance employment? Which ones?

Reflection Activity #2:

Which of your hiring managers are all-stars in DE&I talent retention and mobility? Might they be allies who can help you build a program to employ and retain individuals with conviction records?

Reflection Activity #3:

Take a moment to reflect on how employees learn about and pursue promotions. Where do you see opportunities for bias emerging in this process—for people with convictions, as well as for other groups of employees?

For situations where there are legal or regulatory barriers to the hiring or advancement of people with convictions, which roles or career pathways in your organization are affected? Which conviction categories are affected? Where can you learn more about these barriers?

Reflection Activity #4:

In what ways are your organization's talent retention, development, and mobility practices already inclusive? What makes you proud about the way you're doing this work?

What ideas do you have for making talent retention, development, and mobility more inclusive of people with convictions in your organization?

Additional Resources for Deeper Learning:

- Some colleges have support programs specifically for people with convictions. Corrections to College, for example, is a California initiative to assist with college enrollment and completion.
- JustLeadership USA offers training and development opportunities specifically for people with connections to the criminal legal system.
- SHRM's resources on DE&I will be useful and relevant in second-chance hiring. You can also find free resources from McKinsey, Boston Consulting Group (BCG), Deloitte, and many other sources.
- Most people will be eligible for federal student aid, but some will face restrictions.

Video Viewing Notes

Key Points to Remember

- Once someone is hired, treat him or her like you treat your other employees.
- Always let employees with conviction records have ownership over how and when to tell people about their conviction.
- Invest in employee belonging, including for people with convictions. Strong DE&I practices will benefit people with convictions.
- We encourage employers to adopt a more diverse set of employee benefits that will support many employees, including those with convictions. Ideas mentioned in the video include transportation subsidies, 0% cash advances, financial wellness coaching, and mental health resources.
- To support mobility, employers should take the time to audit their promotion practices. Where might second-chance employees be getting stuck or choosing not to apply? In some companies, background checks are reserved for certain senior positions; this may be another area to examine and possibly change practice.
- Routine one-on-one check-ins are critical. It's most important for the supervisor-employee relationship, but it's also important for other relationships throughout the company. Supervisors should talk with employees about short- and long-term goals, positions, or pathways within the company that interest the employees, and about relationships they should build in order to get where they want to be.
- Helping people to build professional networks inside and outside of your company is key. Many people with convictions have had their communities and networks disrupted—or had limited social capital to begin with.

MODULE 9:
**Employers and
Human Resource
Professionals as
a Force for Social
Change**

Reflection Activity #1:

What does social change mean to you?

Given what you've learned so far in this course, identify one area where you'd like to see social change.

Reflection Activity #2:

Of the five strategies mentioned in the video, which strategy could you adopt rather quickly?

Identify one employer in your community that has leveraged its power to create social change. What lessons can you learn from it?

	Which strategy could you adopt rather quickly? Explain.	Which would take longer to adopt but could lead to deep social change? Explain.
Advocating on behalf of your employee to their probation or parole officer		
Talking directly to government officials		
Making changes within your sector or industry		
Focusing on your corporate social-responsibility strategy		
Using your power to influence your network		

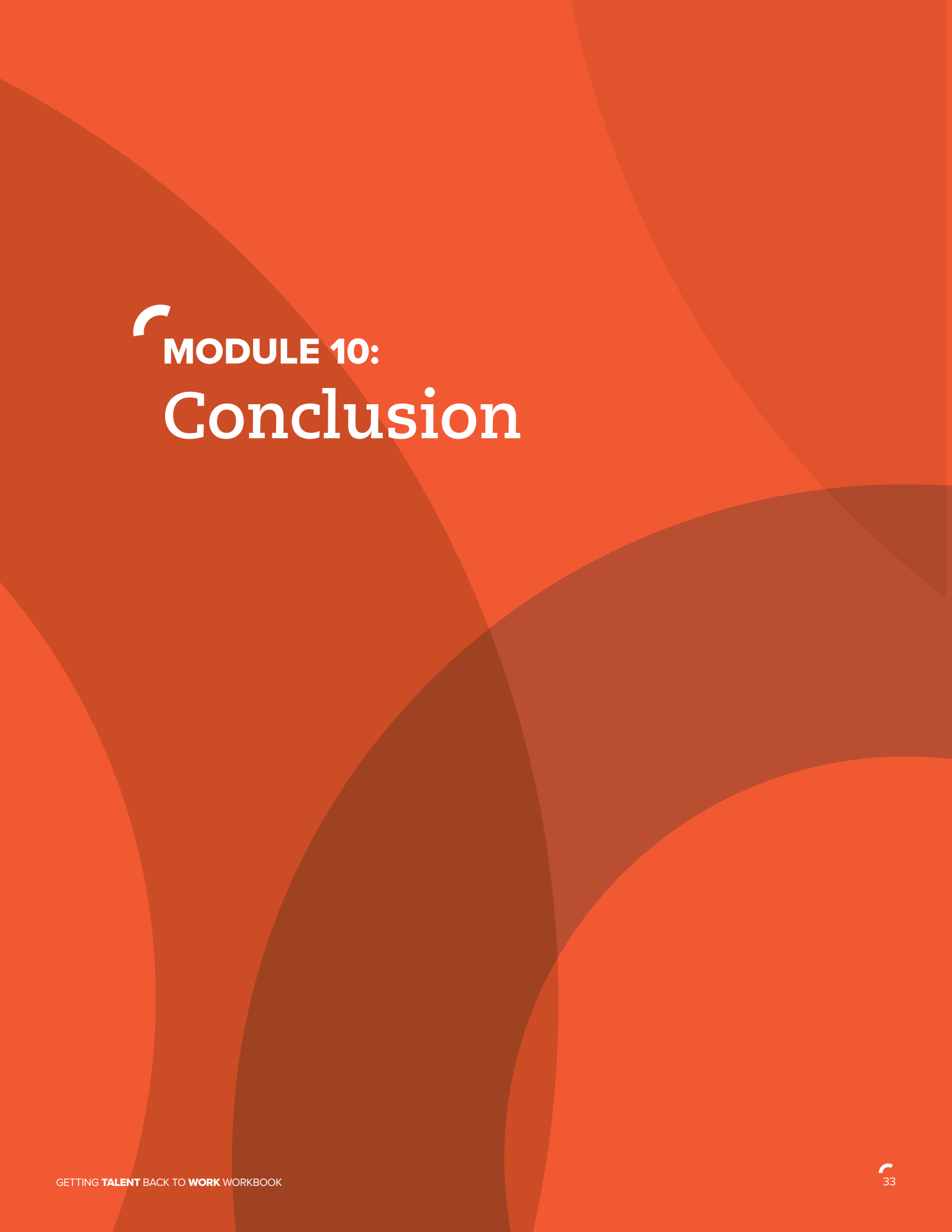
Additional Resources for Deeper Learning:

- Greyston Bakery Center for Open Hiring: Greyston Bakery is a pioneer in this work and has resources and services to help employers open their hiring processes.
- Dave's Killer Bread has led the way in developing a second-chance employment approach and is teaching others to do the same. Also see Dave's Killer Bread Foundation.
- JPMorgan Chase has championed changes in the financial sector, including publishing this report: Reducing Barriers to Employment in the Banking Industry for Qualified Individuals with Criminal Records.

Video Viewing Notes

Key Points to Remember

- If you see problems, you can help fix them.
- If you have employees whose probation or parole conditions are standing in the way of their success or your business' success, you can contact their parole or probation officer to ask for flexibility. Make sure to ask for your employees' permission first; if they ask you not to do so, respect that choice.
- You can talk directly with government officials about your efforts and any challenges you've experienced that could be improved by changes in government policy or practice.
- If there are practices within your industry or sector that you think are outdated or unjust, you can work to change them. A licensing board may be punitive, or a government policy may tie your hands on hiring the people you want to—these are areas where employers can speak up.
- If your company has a corporate social-responsibility strategy or gives back to the community in other ways, you can direct that work toward helping people with convictions.
- Finally, influence your network. Talk about your second-chance hiring efforts to help reduce the stigma associated with this group of job seekers.



MODULE 10:
Conclusion

The goals of the Getting Talent Back to Work initiative are to increase business opportunities; to mobilize our workforce; and to create workplaces that are more diverse, inclusive, and equitable. As HR professionals, your efforts toward these goals can have a lasting positive impact on people's lives. We have shown through this certificate program that talent is available and that hiring individuals with conviction records can lead to increased productivity; lower turnover; higher retention rates; and a workplace environment that models inclusion, diversity, and equity.

Reflection Questions:

1. How will completing this certificate program impact your role as an HR professional in Getting Talent Back to Work?

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2. Now that you have completed this certificate program, what's the first thing you want to tell ...

Your Boss?	
Your Colleagues?	
Your Team?	
The Supervisors and Managers in Your Organization?	

3. Imagine it is a year from today. How will your organization have changed as a result of what you have learned in the Getting Talent Back to Work Certificate Program?

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Video Viewing Notes

Reflection Questions:

1. How did you feel after hearing individuals with lived experiences tell their re-entry stories?

2. What surprised you about their stories?

3. What are some key ideas or experiences that you want to remember from this module that might influence your HR or business practice?



APPENDIX A:
**Resources for
Deeper Learning**

[CLICK TO LEARN MORE](#)

SHRM's Getting Talent Back to Work website offers a digital toolkit for additional learning and information on second-chance hiring. It contains a wealth of resources beyond what is included in this Appendix.

Groups That Can Help Your Company in Second-Chance Employment

- Dave's Killer Bread Foundation was founded specifically to help other businesses adopt second-chance employment strategies. It has published a toolkit on second-chance employment.
- Center for Employment Opportunities is a national nonprofit that helps people transition into the workforce after incarceration. In addition to assisting with hiring, it offers consulting and training services.
- Envoy Growth Advisory, MindOpen Learning Strategies, Alex Love Consulting, and the Greyston Bakery Center for Open Hiring all offer consulting services to assist employers with second-chance hiring.

Press Profiles of Re-entry Hiring Companies

- Action Carting
- The Body Shop
- JPMorgan Chase
- Johns Hopkins Hospital (including more-detailed data from its practice)

More About the Criminal Legal System

- Vera Institute of Justice
- Ear Hustle Podcast
- Council on State Governments Justice Center
- The Marshall Project
- The Sentencing Project
- National Inventory of Collateral Consequences of Conviction
- The New Jim Crow

Sector-Specific Resources

- A Healthcare Employer Guide to Hiring People with Arrest and Conviction Records
- Fair Chance Hiring in Philanthropy
- Reducing Barriers to Employment in the Banking Industry for Qualified Individuals with Criminal Records

Professional Development and Mobility

- JustLeadership USA offers training and development opportunities specifically for people with connections to the criminal legal system.
- SHRM's resources on DE&I will be useful and relevant in second-chance hiring. You can also find free resources from McKinsey, BCG, Deloitte, and many other sources.

Ban-the-Box and Background Checks

- National Employment Law Project Ban the Box Guide
- History of the Ban the Box Campaign
- Landmark research on discrimination linked to conviction records that informed the ban-the-box movement: video and original study
- EEOC Enforcement Guidance on Arrest and Conviction Records in Employment Decisions Under Title VII
- Background Checks: What Employers Need to Know | U.S. Equal Employment Opportunity Commission
- Fair Credit Reporting Act resources from SHRM

Education, Training, and Personal Development While Incarcerated

- Laying the Groundwork is a project by the Council on State Governments Justice Center to document prison-based education and training efforts across the country.
- Your state and county corrections agencies may discuss their offerings on their websites (e.g., check out New York's programs).
- The Ear Hustle Podcast is a media program that chronicles life in San Quentin State Prison in California. It covers a variety of topics, including the challenges faced during re-entry.

Miscellaneous:

- National Reentry Resource Center is a clearinghouse for information about improving the re-entry process for people coming home from prison.
- National Employment Law Project Fair Chance Hub: NELP can help interpret and navigate the legal landscape of second-chance hiring.
- ACLU "Back to Business" Project
- National H.I.R.E. Network: A project of the Legal Action Center, the National H.I.R.E. (Helping Individuals with criminal records Re-enter through Employment) Network has information for employers, individuals, workforce agencies, and advocacy groups.

Additional SHRM Resources:

- "Making the Business Case" resources on Getting Talent Back to Work Digital Toolkit.

APPENDIX B:
**Answer Key for
Job Posting Editing
Exercise from
Module 4: Talent
Acquisition**

*Original Job Posting from Module 4: Talent Acquisition
Reflection Exercise*

Assistant Store Manager

Anytown, USA

Essential Job Responsibilities:

- Coach and support other team members
- Hire and train new employees for the sales floor or other departments (e.g., shipping and receiving)
- Maintain and monitor store inventory
- Ensure that the store is clean, safe, and presentable for customers
- Greet and assist customers as necessary when other sales associates are busy
- Conduct regular audits of the store's physical and practical condition to ensure quality
- Maintain product levels appropriately
- Generate and review daily sales report

Skills and Credentials:

- 5+ years of experience in a retail setting
- 1+ years of experience in a supervisory role preferred but not required
- High school diploma/GED required
- Ability to work a flexible schedule, including evenings and weekends
- Basic reading, writing, and accounting skills required
- Excellent customer service and communication skills needed

*Revised Job Posting—Module 4: Talent Acquisition
Reflection Exercise*

Assistant Store Manager

Anytown, USA

Essential Job Responsibilities:

- Coach and support other team members
- Hire and train new employees for the sales floor or other departments (e.g., shipping and receiving)
- Maintain and monitor store inventory
- Ensure that the store is clean, safe, and presentable for customers
- Greet and assist customers as necessary when other sales associates are busy
- Conduct regular audits of the store's physical and practical condition to ensure quality
- Maintain product levels appropriately
- Generate and review daily sales report

Skills*

- **Previous experience in a retail setting**
- **Ability to work a flexible schedule, including evenings and weekends**
- **Excellent customer service and communication skills**
- **Leadership capabilities**
- **Passion for helping and supporting people**

**The specific references to number of years of experience and education requirements were removed, and certain traits important to fulfilling the job responsibilities were added.*