

Tap Overlooked Talent To Build Your Workforce

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ALTERNATIVE STAFFING ALLIANCE

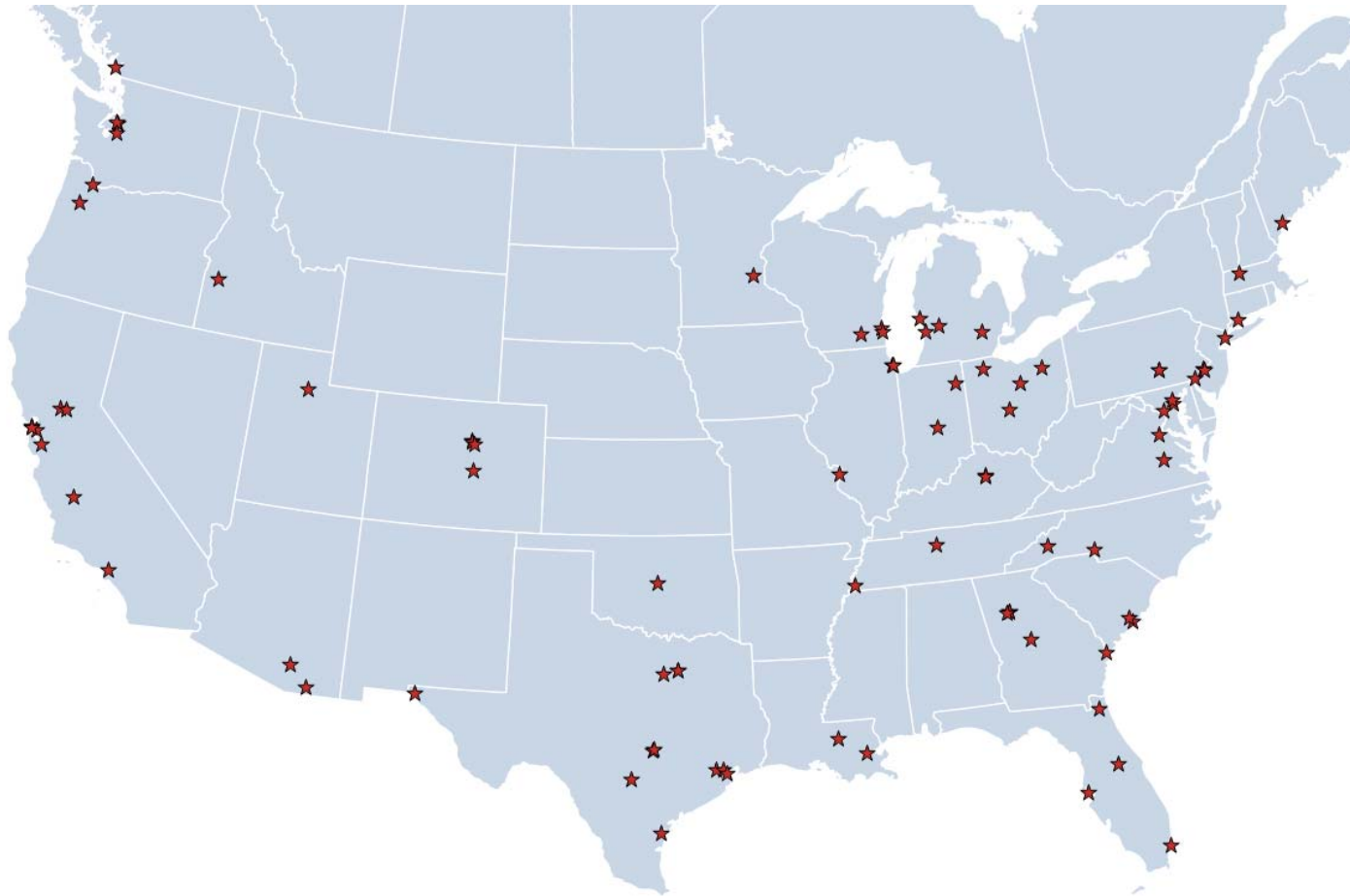
People-Based, Market-Driven

What is Alternative Staffing?

Staffing businesses that
recruit disadvantaged job
seekers and provide services
that support their success.

*"After three months, I got taken on full time.
I don't know how I would have gotten
started [without the ASO].
I couldn't get in anywhere with
no experience."*

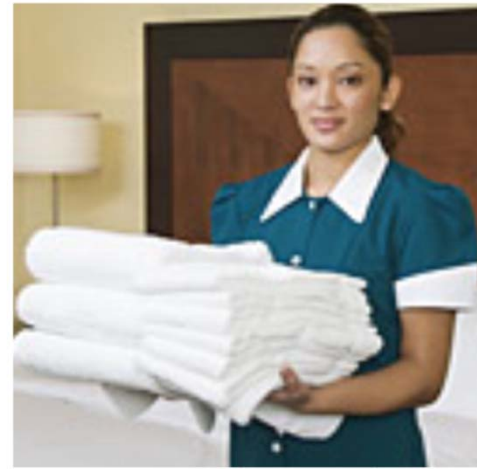
Alternative Staffing Field of Practice



Top Industries Served by ASOs



**Warehouse /
Manufacturing**



Hospitality



**Building
Services**



Government

Job Seekers with Criminal Records

- 70 million people have an arrest or conviction record, or **1 in 3 working age adults**
- Men with a criminal record account for about 34% of unemployed prime working age men (ages 25 to 54).
- Only 4.5% of arrests involve violent crimes (2014)
- Nearly half of US children have at least one parent with a record

Workplace Performance

People with Criminal Records



US military study:

- Among 1.3 million enlistees, members with felony convictions were **promoted faster** and no more likely to be discharged.
(University of Massachusetts Amherst and Harvard University, 2016)

Analysis of performance data from millions of private sector employees (2014):



- Employees with criminal records were found to be **1% to 1.5% more productive** than their counterparts without criminal records.

Workplace Performance People with Criminal Records



2009 study of almost 500 ex-offender hires showed **higher retention rates** after first 40 months than a matched group of nonoffenders. No “problematic” terminations were ex-offenders.



At 200-person food distribution center, ex-offenders came to comprise 20% of company's workforce due to candidates' **tremendous work ethic** and **low turnover** rate – 10% compared to 40% of other workers.

Best Practices

Hiring People with Criminal Records

Use a workforce intermediary to screen and refer candidates

Consider candidates case-by-case, and balance their records against multiple factors:

- What is type of offense and pattern?
- How long ago did the crime occur? How old were they?
- What have they done since then to rectify what happened?
- What skills, experience and credentials did they obtain while incarcerated?

Other Considerations

Hiring People with Criminal Records

Post-incarceration, workers need flexibility and support

- For reentry candidates, absence is less a behavior issue than the need to keep court-mandated appointments.
- Candidates who have served long-term sentences are adapting from survival mode and readjusting to workplace cultures built on trust and teamwork.
- Transportation is often a major barrier to employment

What Business Leaders Should Know

"Work is an opportunity for people to earn success and the **loyalty factor is huge.**"

"We often hear '*I tried it once and it didn't work out.*' We've all hired people that didn't work out. **Stay open-minded and find people who are the best match for the job.**"

"These individuals must develop **strong problem-solving skills** to figure out how to get along in prison ... they've already demonstrated the **ability to persevere and overcome adversity.**"

"Consider what becomes of these individuals if the business community doesn't hire them. **Without opportunities, people will revert to crime.**"

Job Seekers with Disabilities

- 15.7 million Americans ages 16-64 have a disability
- Of these, less than 30% are in the labor force, and 564,000 are defined as unemployed
- People with disabilities are more likely to be employed part-time (34% compared to 18% of those without a disability)
- People with disabilities are more likely to work in service occupations and in production, transportation and material moving occupations than those with no disability.

Workplace Performance People with Disabilities



"We studied all the data; we published it. The performance was the same. The **safety was better**. [The distribution centers] had **better retention**; they had **less turnover**," and we found "**better culture** across the company."

– Randy Lewis, former Senior VP



People with disabilities are 40% of FlexiCenter manufacturing workforce. Benefits include: **increased productivity**, **zero safety or quality incidents**, **90% reduction in turnover**, **significant improvement in morale**, **reduced hiring costs**, **reduced training costs**, and **increased "goodwill" in Maine**.

– Dave Bartage, Plant Finance Manager

Workplace Performance People with Disabilities



"They are committed and passionate workers. They go to work every day with a smile on their face. They love it. This is their life. And that attitude is contagious."

– Leo Vercollone, president

Best Practices

Hiring People with Disabilities

Use a workforce intermediary to screen and refer candidates

Train workforce about disability awareness. Managers' attitudes play a huge role in the retention of people with disabilities.

Consider workplace flexibility accommodations:

- Periodic rest breaks; flexible rather than scheduled break times
- Worker rotation
- Flexible start/end schedules to take advantage of workers most productive times.
- Part-time work or job sharing

What Business Leaders Should Know

“Most employers don’t need to make any accommodations.”

“Never assume what people can and can’t do. Broaden how you screen applicants.”
Walgreen’s has learned to “ask the person.”

“Banish ‘them’ and ‘us’ thinking.”

“HR has to be the enabler, it cannot be the driver.” Find [people] on the operations side who [are] responsible for the results.”

Next Steps

Find local partners who can refer qualified candidates.

- Visit our website or contact me to find Alternative Staffing suppliers.
- Contact state and local Workforce Development agencies for referrals to local Goodwill organizations, reentry organizations, vocational rehabilitation programs.

Be thoughtful about your company's culture; consider whether your staff would benefit from diversity/disability awareness training.

Next Steps

Learn more from these resources:

- [Back to Business: How Hiring Formerly Incarcerated Job Seekers Benefits Your Company](#)
- [Dave's Killer Bread Foundation](#)
- [EEOC Employer Best Practices](#)
- [Employing People with Disabilities Toolkit](#)
- [US Business Leadership Network](#)
Helps businesses leverage disability inclusion to drive performance

For More Information

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SELJAN Case Study

3.4%

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