



UNTAPPED TALENT

HOW SECOND CHANCE HIRING
WORKS FOR YOUR BUSINESS
AND THE COMMUNITY

JEFFREY D. KORZENIK

A PDF COMPANION TO THE AUDIOBOOK

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INTRODUCTION

THE NEXT DECADE OF BUSINESS LEADERSHIP

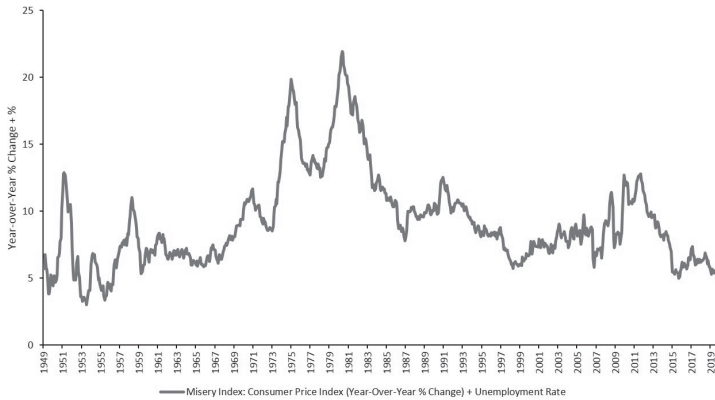


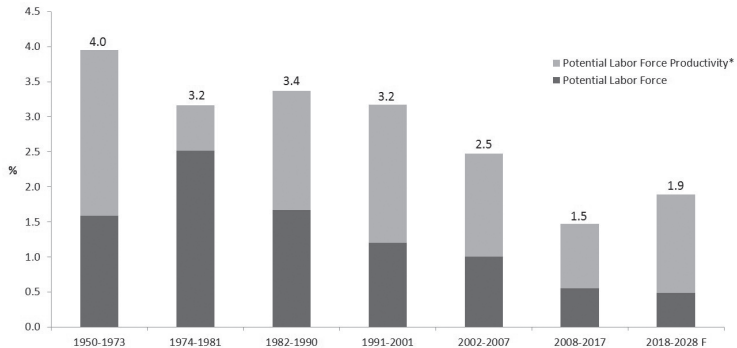
Figure 1: The Misery Index



Figure 2: US Birth Rates



THE HEART OF GROWTH



Source: Congressional Budget Office
Compound annual growth rates over the specified periods calculated using calendar year data
*The ratio of potential GDP to the potential labor force

Figure 3: US Potential GDP Growth

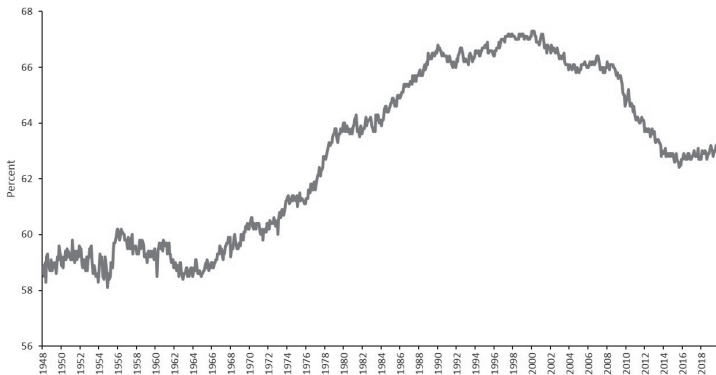


Figure 4: US Labor Force Participation Rate



Figure 5: Average Duration of Unemployment

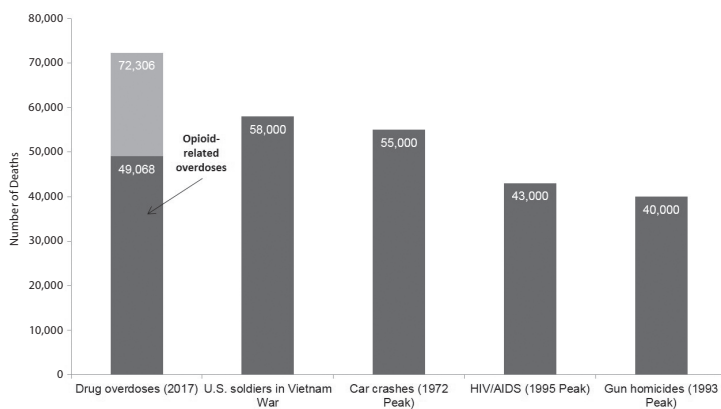


Figure 6: The Opioid Tragedy

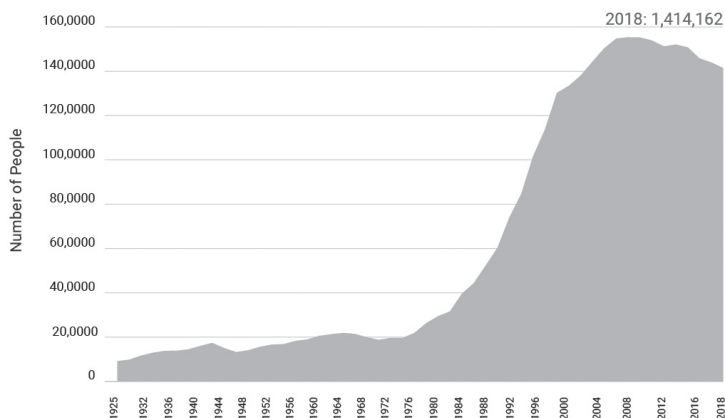
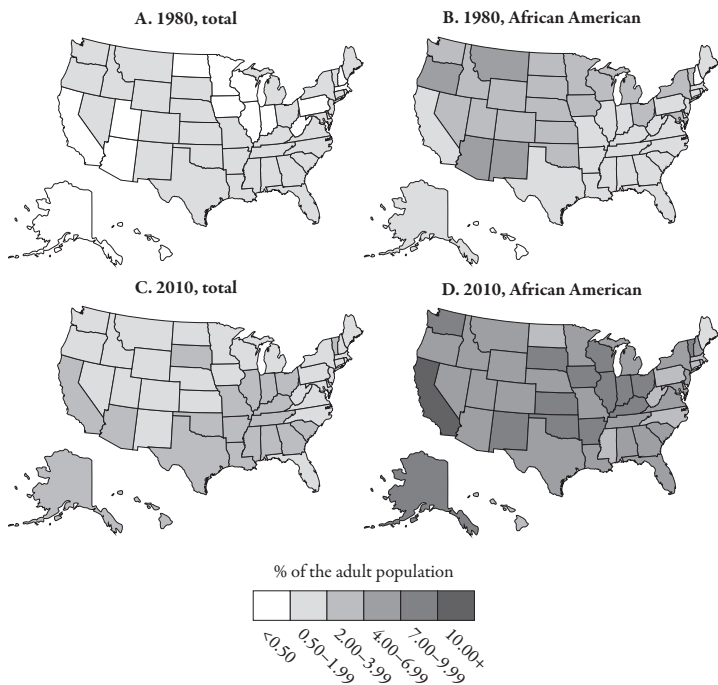


Figure 7: US State and Federal Prison Population 1925–2018



Percentage of US adult population with prison records by state and race, 1980-2010

Figure 8: Disparate Impact of Incarceration

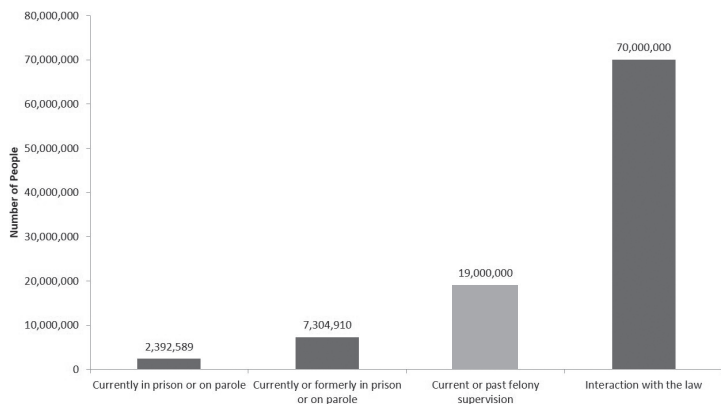


Figure 9: Criminal Justice Impact



SUCCESS IS NOT RANDOM

VISUALIZING THE MODELS OF SECOND CHANCE HIRING

Like many people in business, I rely heavily on graphs as easy ways to visualize complex data. The charts below reflect not hard data but are derived from conversations with hundreds of businesspeople over the years. They offer a way to conceptualize different modes of second chance employment, showing how the addition of second chance employees compares in quality to a traditional workforce.

TRADITIONAL CANDIDATE ONLY



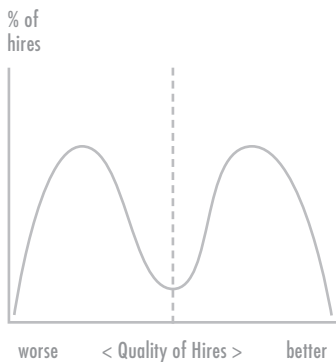
Companies that employ only traditional candidates have an average level of employee quality and a distribution of better and worse performers.

DISPOSABLE EMPLOYEE MODEL

Companies that add second chance hires but are driven by the primary goal of cheap labor are neither highly selective nor do they invest in retention and development of employees. Second chance hires in this model generally perform worse than traditional hires.



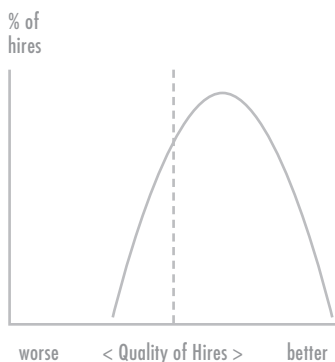
TRADITIONAL CANDIDATE ONLY



The final model, the True Second Chance Model, shows the full potential of hiring people with criminal records. Sourced and supported right, these are hires who more than repay the investment in adopting this model. They offer employers high engagement, low turnover, and strong productivity.

The most common experience is businesses that are selective in their hiring but make no accommodation for the special needs often associated with people with criminal records. They follow the Undifferentiated Model. Those employees who succeed display the typical attributes of successful second chance hires: grit, determination, and loyalty. But without support, poor outcomes are just as likely: hires who have poor attendance, struggle with relationships with coworkers or supervisors, or relapse into substance abuse.

TRUE SECOND CHANCE MODEL



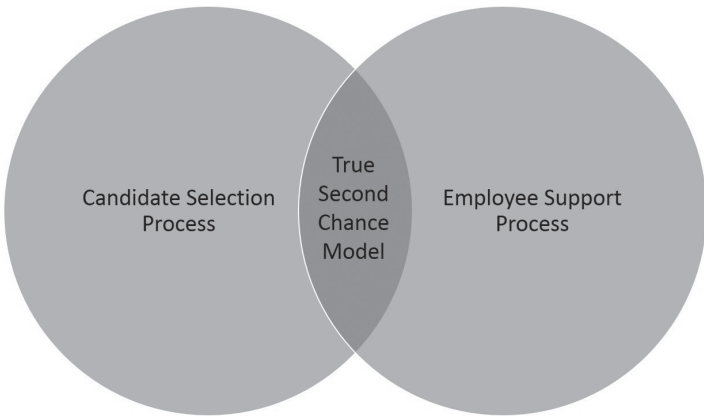


Figure 10: The Building Blocks of Success



POLICIES FOR A SECOND CHANCE AND A THRIVING ECONOMY

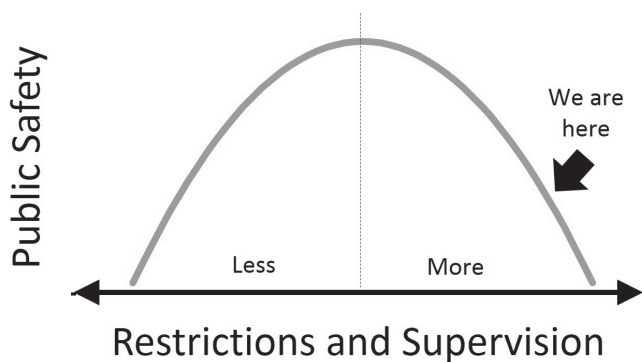


Figure 11: The Tradeoff Curve

APPENDIX A

JBM APPLICANT SCREENING



Applicant Name: _____	Inmate Number: _____
Date of Interview: _____	Case Worker: _____
Area of Relocation: _____	Shift Preferred: _____
Position Considered For: _____	Potential Out Date: _____
Reliable Transportation? _____	Stable Housing? _____
Referral Source: _____ _____	Charges: _____ _____
How did you get here? What led to your incarceration? _____ _____ _____	

What makes you interested in JBM/position with us?

What are your top skills and/or strengths?

Do you have work experience? Externally or internally?

☐ OPI Experience

What does success look like to you?

Who is in your circle of support? Who is a healthy member, and who is not?

What have you learned about yourself while being incarcerated?

Classes/Certifications Completed

What are your triggers? How do you cope with your triggers?

How will you live differently? What is your relapse prevention plan?

APPENDIX B

ODRC RECRUITING DOCUMENT



JBM PACKAGING

ODRC PRESENTATION FAQs

THANK YOU SO MUCH for partnering with us to bring employment opportunities to your current institution population. We are a privately owned manufacturing plant located in Lebanon, Ohio (greater Cincinnati region). We are looking forward to our upcoming recruiting visit at your institution. Here is a list of FAQs in order to help you prepare for our time together.

What can you expect from us?

- ▶ Two representatives from our HR team with “All Access” passes will come to present and interview
- ▶ We will provide all of our own materials and handouts
- ▶ The attached PowerPoint presentation (please let us know in advance if technology is not available)

What is a typical schedule?

- ▶ First hour—group presentation and questions
- ▶ Second and third (if needed) hour—individual speed interviews with interested candidates (approximately ten to fifteen minutes a piece)

Who are we looking to recruit?

- ▶ Individuals committed to change
- ▶ Individuals that are within six months of release
- ▶ Individuals who are returning or relocating to one of the following counties: Warren, Hamilton, Clinton, Butler, Greene, Montgomery, or Clermont
- ▶ Individuals who are detail-oriented, quality-focused, and able to stand for long periods of time
- ▶ Individuals who are mechanically inclined (ideal but not necessary)
- ▶ See jbjobs.com for more information on open positions and requirements

Who are we NOT able to recruit at this time?

- ▶ Individuals who have prior convictions involving domestic violence
- ▶ Individuals who have prior convictions involving sexual acts
- ▶ Individuals who have prior convictions involving aggravated murder
- ▶ Individuals who have prior convictions involving extreme violence

*Note: we do also consider candidates case by case, especially if they are referred.

What do we expect from you?

- ▶ Appropriately passed inmates based upon the given criteria
- ▶ A room large enough to comfortably seat the expected audience
- ▶ A semi-private location to conduct interviews (ideally with three chairs and a table)
- ▶ The provided PowerPoint presentation pulled up and displayed for use if possible
- ▶ A sign-in sheet

What can you expect after we leave?

- ▶ Follow-up by Ashley Caudill regarding qualified candidates with assigned case managers

APPENDIX C

FAIR CHANCE COACHING DOCUMENTS



FAIR CHANCE COACHING COMMITMENT

Team Member:

Hire Date:

Welcome to JBM Packaging!

As your **Change Coach**, I want to **CONGRATULATE** you on taking an awesome next step not only in your career but also in your own personal journey toward a better life!

At JBM, we are all committed to providing “Better Solutions,” working toward “**Better Lives**,” and positively contributing to a “Better World.”

Our **Fair Chance Coaching** program is one-on-one coaching time with me, designed to deliver an extremely high level of accountability, loving support, and the right system, in order for **YOU** to make empowered decisions and to take bold action toward **overcoming barriers** and **achieving the goals** that **YOU** set for your life.

Saying “**YES**” to this coaching opportunity means showing up for yourself in a completely new way, mentally, spiritually, and physically.

This is the key to achieving everything you want in addition to asking for support and being open to new ways of thinking. PLUS, being willing to be challenged to go outside your comfort zone will help you to achieve your goals that much faster.

In order for you to get the most out of the Fair Chance Coaching experience, will you agree to make the following commitments?

Your commitment to the Fair Chance Coaching Program includes the following:

- ▶ To attend all weekly coaching calls or in-person meetings on time during your scheduled time for at least six months unless otherwise determined by the coach
- ▶ To be present in our time together and free from distractions
- ▶ To be authentic, honest, and open to a new way of living
- ▶ To let me know about any personal situations that may interfere with our time together
- ▶ To let it be OK not to know all the answers
- ▶ To be willing to take risks, try new things, and stretch beyond your current understanding, even if it means that you will fail
- ▶ To give yourself permission to fail but not to give up—show *grit*
- ▶ To take *ownership* and be responsible for your own results, which includes proactively asking for support, scheduling appointments, and using available resources

- ▶ To be patient with yourself and just focus on the next one right thing
- ▶ To see every barrier as an opportunity and approach difficulties with a *growth mindset*
- ▶ To be willing to move from a victim to a victor
- ▶ To celebrate every win, achievement, and step forward (including the little ones)

My commitment to you includes the following:

- ▶ To believe in you and your ability to overcome
- ▶ To share in-depth information and knowledge with you so you can move forward
- ▶ To allow you to be 100 percent authentic and fully YOU
- ▶ To hold you accountable for the steps you commit to make
- ▶ To be in integrity and honesty at all times
- ▶ To hold high standards for you and for myself
- ▶ To be a safe place for you to fall and get your words out
- ▶ To *collaborate* and work WITH you to create *innovative* and creative action steps
- ▶ To approach barriers WITH you and help you to find solutions and/or resources
- ▶ To come alongside and help you to be the best version of yourself
- ▶ To encourage your *passion for a better world*
- ▶ To celebrate with you your every win, achievement, and step forward (*especially* the little ones)

In order to get the most out of our Fair Chance Coaching experience, I will agree to make the above commitments:

- ▶ Coach Name: _____

- ▶ Signature: _____
- ▶ Date: _____
- ▶ TM Name: _____
- ▶ Signature: _____
- ▶ Date: _____

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JBM FAIR CHANCE “BETTER LIVES” PLAN



Contact Information

TM Name: _____	Date: _____
Contact Number: _____	
Contact Email: _____	
Shift: _____	
Emergency Contact: _____	



Relapse Prevention

	Signs of Trouble	Plan of Action
Emotional Relapse		
Mental Relapse		
Physical Relapse		



Support System

	Name	Contact Info
Supportive Professional		
Supportive Peer		
Supportive Mentor		
Supportive Family Member		
Other		



Planning Ahead

	Possible Problem Scenarios	Plan of Action
1		
2		
3		



Short-term Goals

	Goal	Action Step
1		
2		
3		



Long-term Goals

	Goal	Action Step
1		
2		
3		



Office Information

TM Signature: _____	Date: _____
Change Coach Signature: _____	Date: _____



FAIR CHANCE WEEKLY CHECK-IN

Team Member: _____	Date: _____
1. On a scale of 1 to 10, how firmly planted and comfortable do you feel? Why? _____ _____ _____	
2. What went well this week? _____ _____ _____	
3. What could have gone better this week? _____ _____ _____	
4. How did you cope with challenges this week? _____ _____ _____	
5. Who did you reach out to for support and accountability this week? _____ _____ _____	
6. What have you done to fill your bucket this week? _____ _____ _____	

7. What "One Step" are you willing to make this week toward a "healthier" you?

8. Who could help to hold you accountable to make this one step?

9. What roadblocks do you anticipate getting in the way of that step?

10. How can I help/support you this week?

APPENDIX D

RESOURCES

THE CRIMINAL JUSTICE SYSTEM is a vast and complex topic. There are thousands of potential resources, including websites, books, and podcasts. The list of links provided below, far from exhaustive, includes resources of particular relevance as well as resources mentioned in this book. Stay tuned—this list will be updated on my website: <https://www.jeffkorzenik.com>.

Background Reading and Information on the Criminal Justice System

Alexandra Natapoff, *Punishment without Crime: How Our Massive Misdemeanor System Traps the Innocent and Makes America More Unequal*, New York: Basic Books, 2018.

Decarceration Nation podcast: <https://decarcerationnation.com/>.

John Forman Jr., *Locking Up Our Own: Crime and Punishment in Black America*, New York: Farrar, Strauss and Giroux, 2017.

John Pfaff, *Locked In: The True Causes of Mass Incarceration, and How to Achieve Real Reform*, New York: Basic Books, 2017.

National Inventory of the Collateral Consequences of Conviction, National Institute of Justice: <https://nij.ojp.gov/topics/articles/national-inventory-collateral-consequences-conviction>.

Prison Policy Initiative: <https://www.prisonpolicy.org/>.

US Bureau of Justice Statistics: <https://www.bjs.gov/>.

Nonprofit Partners

American Jobs Center Locator: <https://www.careeronestop.org/LocalHelp/AmericanJobCenters/american-job-centers.aspx>.

Goodwill Industries Reentry Program: <https://www.goodwill.org/goodwill-for-you/services-for-formerly-incarcerated-individuals/>.

Lionheart Foundation “State-by-State List of Re-Entry Programs for Prisoners”: <https://lionheart.org/prison/state-by-state-listing-of-re-entry-programs-for-prisoners/>.

Other listings of reentry programs by state:

Exoffenders: <https://exoffenders.net/reentry-programs-assistance/>.

Jobs for Felons Hub: <https://www.jobsforfelonshub.com/reentry-programs/>.

ReentryWorks.com: <http://www.reentryworks.com/employment/Links.aspx>.

For additional local resources, simply search for “reentry organizations” in your geography.

Implementation Guidance

Checkr, “Getting Started with Fair Chance: Hire, Onboard and Engage” course: <https://learn.checkr.com/getting-started-with-fair-chance>.

Collateral Consequences Resource Center, Restoration of Rights Project (state-by-state guidance on relief from collateral consequences): <https://ccresourcecenter.org/restoration/>.

Dave’s Killer Bread Foundation Second Chance Playbook: <https://www.dkbfoundation.org/playbook-3/>.

National Employment Law Project, “A Healthcare Employer Guide to Hiring People with Arrest and Conviction Records”: <https://www.nelp.org/wp-content/uploads/NELP-Safer-Toolkit-Healthcare-Employer-Guide-Hiring-People-with-Arrest-Conviction-Records.pdf>.

SHRM Foundation, Getting Talent Back to Work Digital Toolkit: <https://www.gettingtalentbacktowork.org/>.

US Equal Employment Opportunity Commission: <https://www.eeoc.gov/laws/guidance/enforcement-guidance-consideration-arrest-and-conviction-records-employment-decisions>.

Second Chance Staffing and Job Boards

70 Million Jobs: <https://www.70millionjobs.com/>.

Cornbread Hustle (Dallas): <https://cornbreadhustle.com/>.

First Step Staffing (Atlanta; Nashville; Philadelphia; Duluth, GA; California):
<https://firststepstaffing.com/>.

Honest Jobs: <https://honestjobs.co/>.

MaineWorks (Portland): <https://www.maineworks.us/>.

The Arts and a Second Chance Society

Die Jim Crow records: <https://www.diejimcrow.com/>.

Shakespeare in Prison Network: <https://shakespeare.nd.edu/service/shakespeare-in-prisons/>.

The Justice Arts Coalition: <https://thejusticeartscoalition.org/>.

Second Chance Restaurants and Food Businesses

All Square (Minneapolis): <https://www.allsquarempls.com/restaurant>.

beelove honey and honey-infused cosmetics: <https://beelovebuzz.com/>.

Blue Sky Bakery & Cafe (Chicago): <https://www.blue-sky-bakery.org/>.

Cala (San Francisco): <https://www.calarestaurant.com/>.

Café Reconcile (New Orleans): <https://www.cafereconcile.org/>.

Delancey Street Restaurant (San Francisco): <http://www.delanceystreetfoundation.org/enterrestaurant.php>.

DV8 Kitchen (Lexington, KY): <https://dv8kitchen.com/>.

EDWINS Restaurant (Cleveland): <https://edwinsrestaurant.org/>.

Homegirl Cafe (Los Angeles): <https://homeboyindustries.org/social-enterprises/cafe/>.

Hot Chicken Takeover (Columbus, OH): <https://hotchickentakeover.com/>.

I Have a Bean Coffee: <https://www.ihaveabean.com/>.

Social OTR (Cincinnati): <https://socialotr.com/>.

The King's Kitchen (Charlotte, NC): <https://kingskitchen.org/>.