

Employer Progress on Recruiting and Hiring the Long-Term Unemployed

October 2014



Companies that signed on to best practices for recruiting and hiring the long-term unemployed in January are already reporting progress

- In January, the Administration engaged with America's businesses to develop best practices for hiring and recruiting the long-term unemployed to ensure that these candidates receive a fair shot during the hiring process
- Over 80 of the nation's largest businesses have signed on to implement these best practices, including 20 members of the Fortune 50, as well as over 200 small- and medium-sized businesses
- Many of these employers are already reporting that applying those best practices in their businesses has led to positive progress in opening doors to hire the long-term unemployed
- And that these practices not only support unemployed Americans in getting back to work, but enable the employers implementing them to improve their talent pool

They are making progress along three dimensions

1 Changes to Screening and Advertising Practices

Companies have changed their screening and recruiting practices to make them more performance-based and inclusive

2 Partnerships with Local Organizations to Get the Long-Term Unemployed Back to Work

Companies are working with an expanded set of talent channels to help them select qualified long-term unemployed candidates. These channels include community colleges, American job centers and non-profits focused on long-term unemployment hiring

3 Commitment to Spread Long-Term Unemployed Hiring Best Practices Nationwide

Companies are making a commitment to work together to spread best practices for recruiting and hiring the long-term unemployed

1 Changes to Screening and Advertising Practices

Companies have changed their screening and recruiting practices to make them more performance-based and inclusive

Examples of Progress

Frontier Communications' use of innovative screening approaches

- Have hired over 250 long-term unemployed people since January 2014, representing about 20 percent of Frontier's hires
 - Long-term unemployed hiring increased by 17 percent after Frontier began video interviewing in February
 - Video interviewing helps to remove biases against the unemployed that may arise in resume screens
-

Comcast pilots alternative hiring approaches

- Piloting program that hires on a competency-based model for customer-facing roles.
 - The process now relies less on a resume, or recent work experience, and instead looks almost entirely at the behavioral attributes that will make someone successful in a role
 - As a result, 10 percent of hires in Comcast's new classes were previously unemployed
-

Procter & Gamble targets job ads to reach unemployed job seekers

- P&G is explicitly advertising that qualified unemployed individuals will not be disadvantaged solely based on their unemployment status
- Updated EEO statement to clarify that they do not discriminate based on current employment status, and shared Best Practices company-wide to reinforce inclusive hiring

2 Partnerships with Local Organizations to Get the Long-Term Unemployed Back to Work—Expanding talent channels

Companies are working with an expanded set of talent channels to help them select qualified long-term unemployed candidates. These channels include community colleges, American job centers and non-profits focused on long-term unemployment hiring

Examples of Progress

True Blue, University of Chicago, and JP Morgan Chase partner with Skills for Chicagoland's Future

- Employers in Chicago area partnering with Skills for Chicagoland's Future—about 70% of individuals Skills for Chicagoland's Future places in jobs have been unemployed for more than 6 months
- True Blue (formerly Seaton) has hired 105 unemployed workers into full-time jobs in their Chicago recruiting center through this partnership
- University of Chicago has made commitments to hire 40 individuals in 2014 through partnership
- Through its five-year, \$250 million New Skills at Work initiative, JPMorgan Chase is providing ongoing support for local and national training organizations serving the long-term unemployed through its Foundation including Skills for Chicagoland Future, the WorkPlace, Per Scholas, and Year Up, among others. Graduates of these programs have successfully applied for internships and full-time positions at JP Morgan Chase.

Delta casts a wide net through local non-profit partnerships

- Recruiters and hiring managers have been reminded about how to review and understand lengthy periods of unemployment in an application, and were informed that it is not a point of consideration for Delta's jobs
- Has also formed multiple partnerships with organizations that facilitate the hiring of long-term unemployed job seekers, and help us cast a wide net when seeking qualified potential applicants including local organizations such as Step IT Up America and New Hope Enterprises

Qualcomm expands internships and coaching for long-term unemployed

- Qualcomm is creating a program that will launch in 2015 specifically for long-term unemployed individuals that provides internships as well as advice and coaching on topics such as networking, interviewing and personality discovery
- This program is based on Qualcomm's Corporate Integration Program for Warrior Veterans

Principal Financial starts Veteran's hiring initiative

- Principal Financial has joined other Iowa businesses in hiring Veterans through the Home Base Iowa Initiative and chairs the initiative
- For example, Principal championed the Home Base Iowa career fair held in April, to help veterans from across 5 the mid-west find jobs in Iowa.

2 Partnerships with Local Organizations to Get the Long-Term Unemployed Back to Work—Targeted outreach to job seekers

Companies are working with an expanded set of talent channels to help them select qualified long-term unemployed candidates. These channels include community colleges, American job centers and non-profits focused on long-term unemployment hiring

Examples of Progress

KPMG launches outreach to recruit long-term unemployed

- Has participated extensively in career fairs and training programs for the unemployed and Veterans
 - Although the national unemployment rate is 3.4 % in the accounting industry, through their outreach and recruiting efforts, KPMG was able to hire approximately 300 individuals from the long-term unemployed population, 9 percent of their total hires for fiscal year 2014
-

CVS helps jobseekers access careers in the broader community

- As an example of CVS' commitment to hiring the long-term unemployed, recruiters in Rhode Island have volunteered their time with a local job club to provide mock interviews and other career counseling advice to the unemployed
 - As a part of this CVS has been able to identify strong candidates and has hired 22 long-term unemployed individuals from this initiative
-

EJ Ajax and Co. makes big push to hire long-term unemployed

- Since January 2014, 76 percent of EJ Ajax and Co's new hires have been long-term unemployed or underemployed. The company has also made efforts to hire returning Veterans and ex-offenders.
 - EJ Ajax is part of the Executive Committee of Business Leaders United for Workforce Partnerships, which includes ~500 employer partners advocating for employer-driven workforce partnerships and increased delivery of job-driven credentials
-

PG&E partners with community colleges and non-profits to train vets

- PG&E is expanding its PowerPathways program—an initiative that partners with local community colleges and non-profits to get people trained for and into careers in the utility industry—with two community colleges focused specifically on the long-term unemployed and veterans
- So far they have placed 14 students into good jobs at PG&E and other companies

3 Commitment to Spread Long-Term Unemployed Hiring Best Practices Nationwide

Companies commit to work together with other engaged institutions to spread best practices for recruiting and hiring the long-term unemployed

Deloitte, Rockefeller, and their initial employer launch partners – AT&T, Bank of America, CVS, Prudential, Sodexo, US Bank, and Wells Fargo – are making a commitment to work together with other engaged institutions to:

- Assess and improve effectiveness of **talent sourcing practices** in identifying strong candidates regardless of employment status
- Work with **talent channels that include the long-term unemployed**
- Support growth of **proven approaches to help long-term unemployed get back to work** (e.g., non-profit partnerships, and American Job Center programs)
- Contribute to **job seekers' understanding of how to navigate the job search process** by providing feedback and coaching to applicants at multiple points in the recruiting and hiring process
- **Share their success stories and best practices** with peer companies including suppliers and customers

These initial employer launch partners receive over 10 million job applications annually, and they will invite the business community to join them

3 Commitment to Spread Long-Term Unemployed Hiring Best Practices Nationwide

Companies are making a commitment to work together with other engaged institutions to spread best practices for recruiting and hiring the long-term unemployed

Initial company commitments

Bank of America launch of Career Resource Center for long-term unemployed job seekers

- Bank of America will publish Rockefeller/Deloitte jobseeker handbook on career resources web pages including the Career Resource Center launching next month
 - These sites are targeted for people who have applied to B of A, but not received a job. They will also make the Rockefeller/Deloitte jobseeker handbook accessible for military candidates.
-

Sodexo distribution of job-seeker handbook

- Sodexo will add the Rockefeller/Deloitte jobseeker handbook to their job seeker tips site
 - This page is sent to candidates that are not hired and linked to through their career blog, career newsletters, and other materials
-

CVS amends policies and trains managers to not discriminate against long-term unemployed

- CVS is amending its AAA/EEO policy to include a commitment to not discriminate based on job status
- They will also add long-term unemployment as part of their manager hiring toolkit so managers are trained on how not to discriminate or judge gaps in the resume and candidate's out of work