

# Economic Opportunity, Racial Equity & the Criminal Justice System

*A private sector perspective on second chance hiring and more*



**Dr. Alex Camardelle**  
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Economic Studies



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Chief Investment Strategist,  
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Author of "Untapped Talent:  
How Second Chance Hiring  
Works for Your Business and the  
Community"



**Alex Ruder**  
Principal Adviser  
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**AUGUST 10, 2021 | 8:30 - 10:00 AM**



transforming our  
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and the Federal Reserve Bank of Atlanta



**Federal Reserve  
Bank of Atlanta**

**Thank you for joining  
us this morning.**

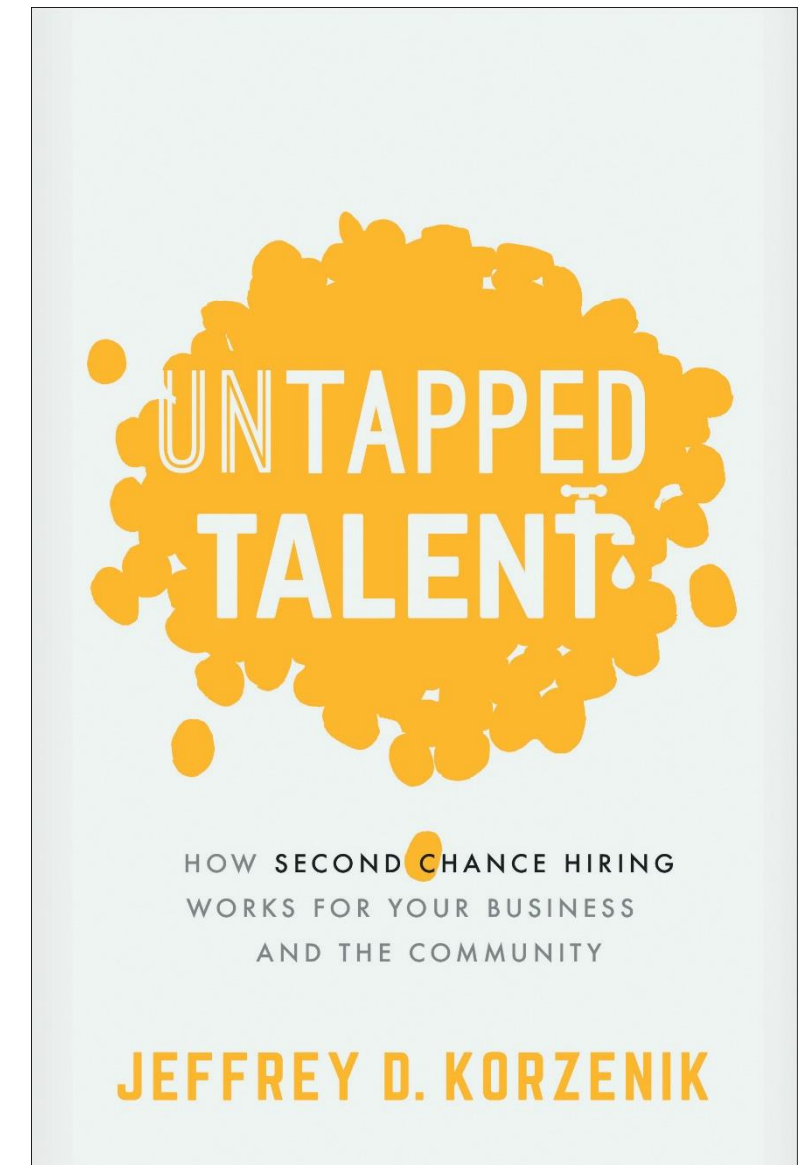
**The program will begin  
in a few minutes.**

# Jeffrey Korzenik

GEORGIA  
JUSTICE  
PROJECT

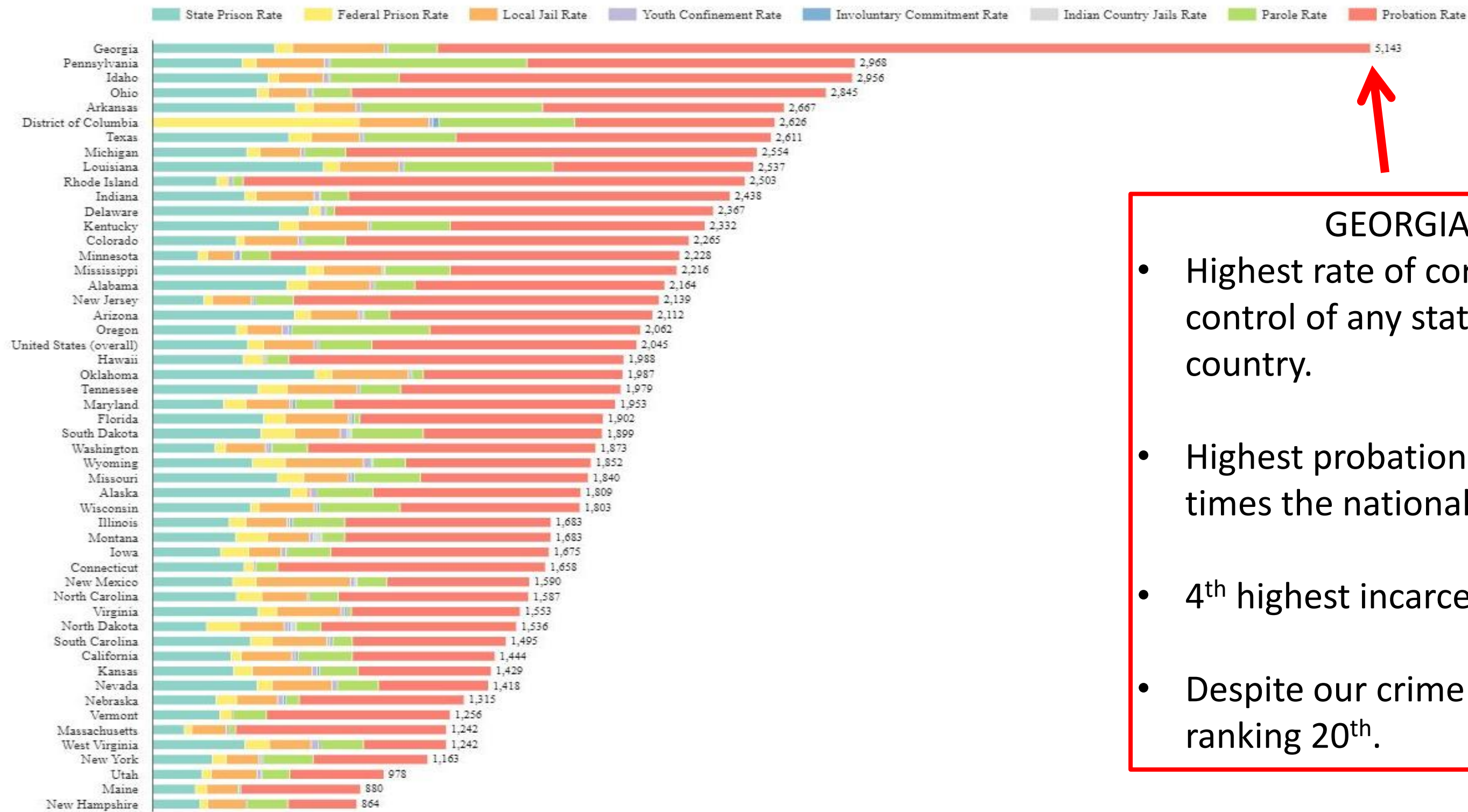
**Chief Investment Strategist,  
Fifth Third Bank  
&  
Author**

**Second Chance Hiring:  
The Business Case**





# Georgia has the Nation's Highest Rate of Correctional Control



## GEORGIA

- Highest rate of correctional control of any state in the country.
- Highest probation rate (three times the national average).
- 4<sup>th</sup> highest incarceration rate.
- Despite our crime rate ranking 20<sup>th</sup>.

GEORGIA  
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PROJECT

*"Correctional control" includes federal prisons, state prisons, local jails, youth confinement, Indian Country jails, involuntary commitment, parole and probation. Rates are per 100,000 total population in that state, D.C., or, for all 50 states and D.C. combined.*

# Alex Ruder

GEORGIA  
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**Principal Adviser,  
Community & Economic Development**



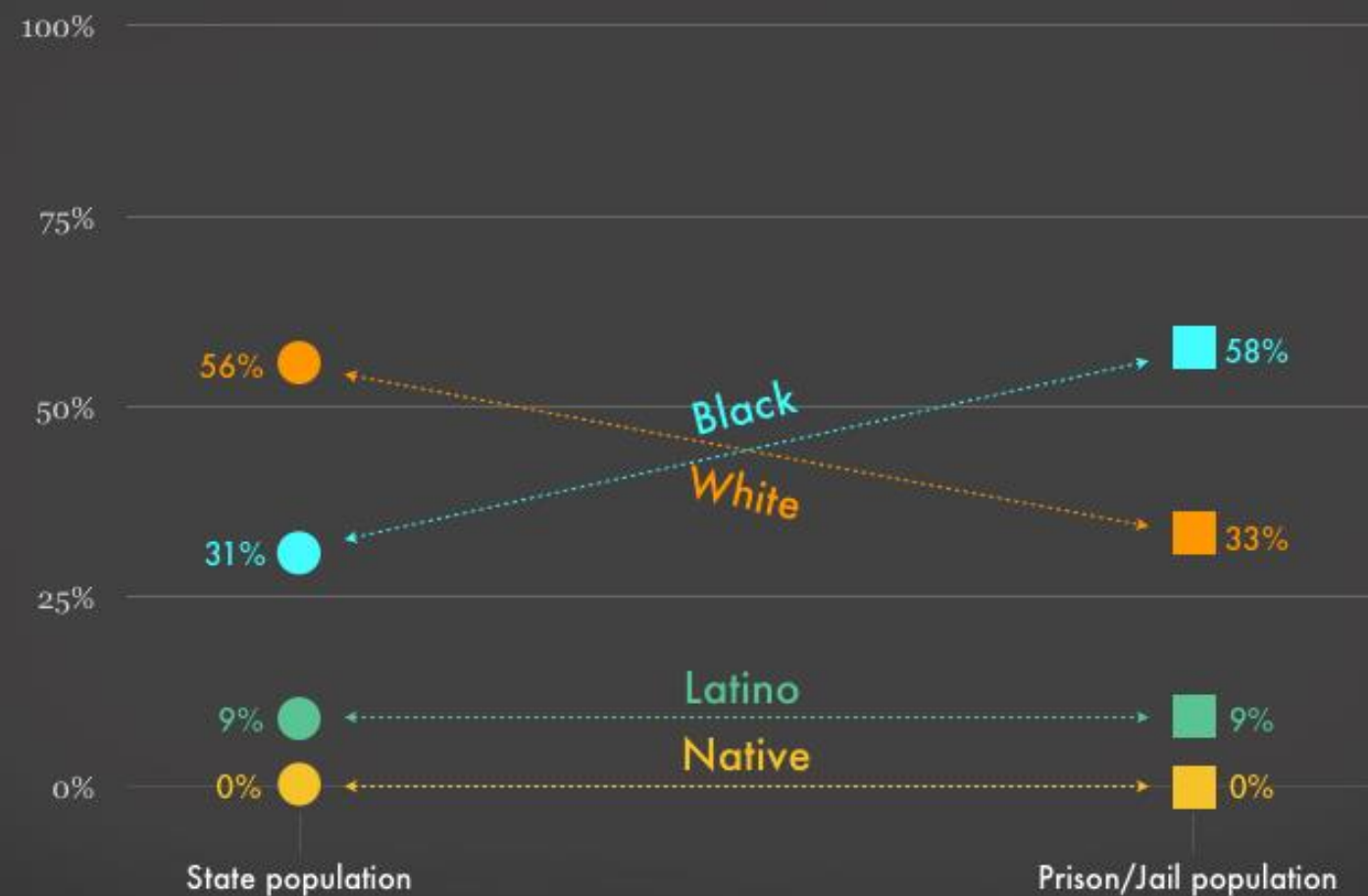
**Federal Reserve  
Bank *of* Atlanta**

**Reentry in the Workforce Development Context**

# Racial Disparities in Correctional Control

## Racial and ethnic disparities in prisons and jails in Georgia

Whites are underrepresented in the incarcerated population while Blacks and Latinos are overrepresented.



PRISON  
POLICY INITIATIVE

Compiled from 2010 Census, Summary File 1.

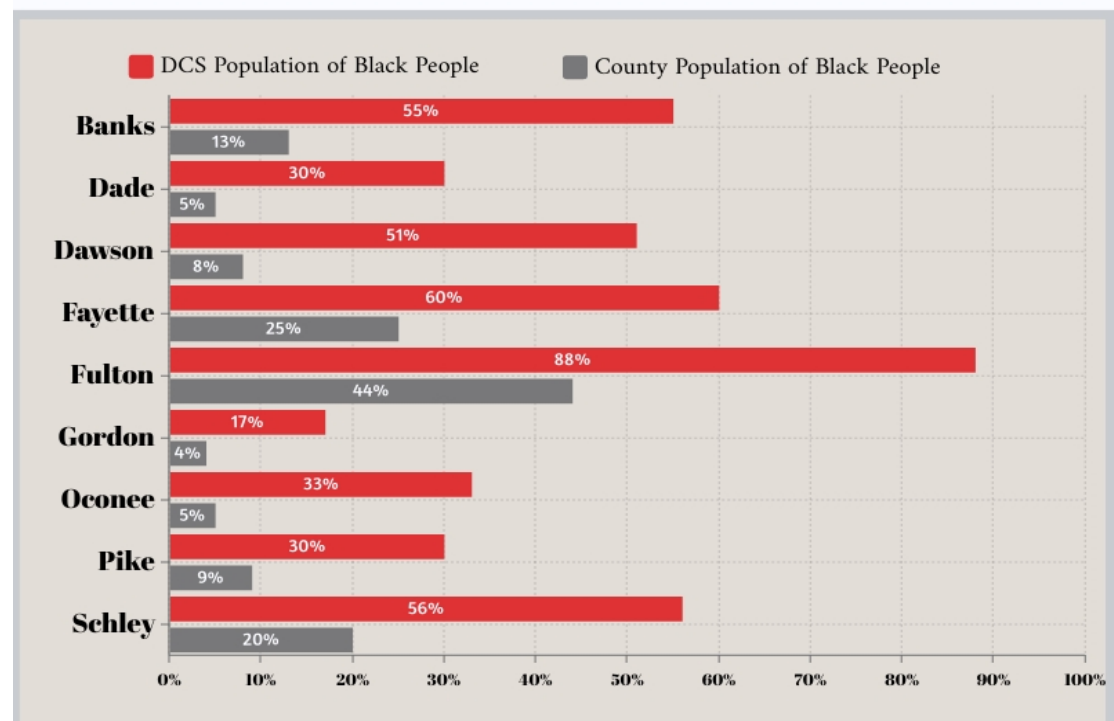
## Racial Disparities in Georgia's Probation System

203,463 Georgians are on probation

Black people make up 1/3 of Georgia's population

50% of Georgians on probation are Black

**IN EVERY SINGLE COUNTY, BLACK PEOPLE ARE OVERREPRESENTED IN GEORGIA'S PROBATION POPULATION.**



On average, **Black people are twice as likely to be supervised on probation than White People**

- **9x** more likely in Dawson and Oconee
- **8x** more likely in Fulton
- **5x** more likely in Banks, Dade, Fayette, Gordon, Pike and Schley



# Dr. Alex Camardelle

GEORGIA  
JUSTICE  
PROJECT



**Director of Workforce Policy**



**Advancing Racial Equity in the Workforce  
Through Reentry Policy**

# GEORGIA'S CRIMINAL JUSTICE SYSTEM



# Local Examples and Q & A

GEORGIA  
JUSTICE  
PROJECT

Moderated by

**JaKathryn Ross**

*Senior Director, Community Affairs*  
Georgia-Pacific  
& GJP Board Member



**Georgia-Pacific**

GEORGIA  
JUSTICE  
PROJECT

**Anne Blitch**

*Senior Counsel*

*The Coca-Cola Company*

**Craig Holmes**

*Senior Labor & Employment Counsel*





# Welcome



Federal Reserve  
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**Chapelle Davis**

**Senior Vice President & Chief Diversity Officer**

# **Criminal Justice & Employment in Georgia**

**Why this Conversation is Needed**

**Doug Ammar, Esq.**  
**Executive Director**

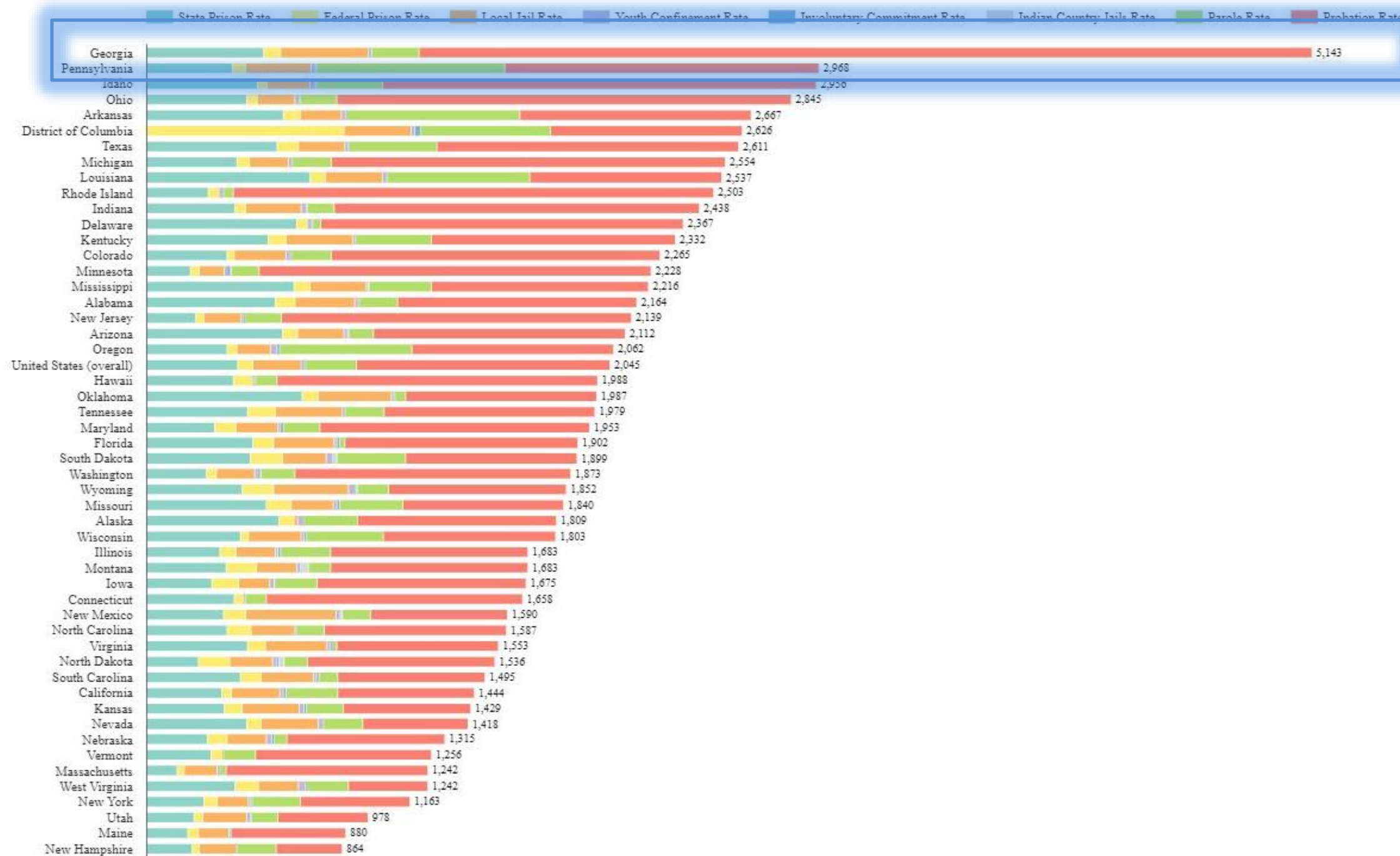




# GEORGIA'S CRIMINAL JUSTICE SYSTEM



# Georgia has the Country's Highest Rate of Correctional Control & Racial Disparities exist at every step in the process



"Correctional control" includes federal prisons, state prisons, local jails, youth confinement, Indian Country jails, involuntary commitment, parole and probation. Rates are per 100,000 total population in that state, D.C., or, for all 50 states and D.C. combined.

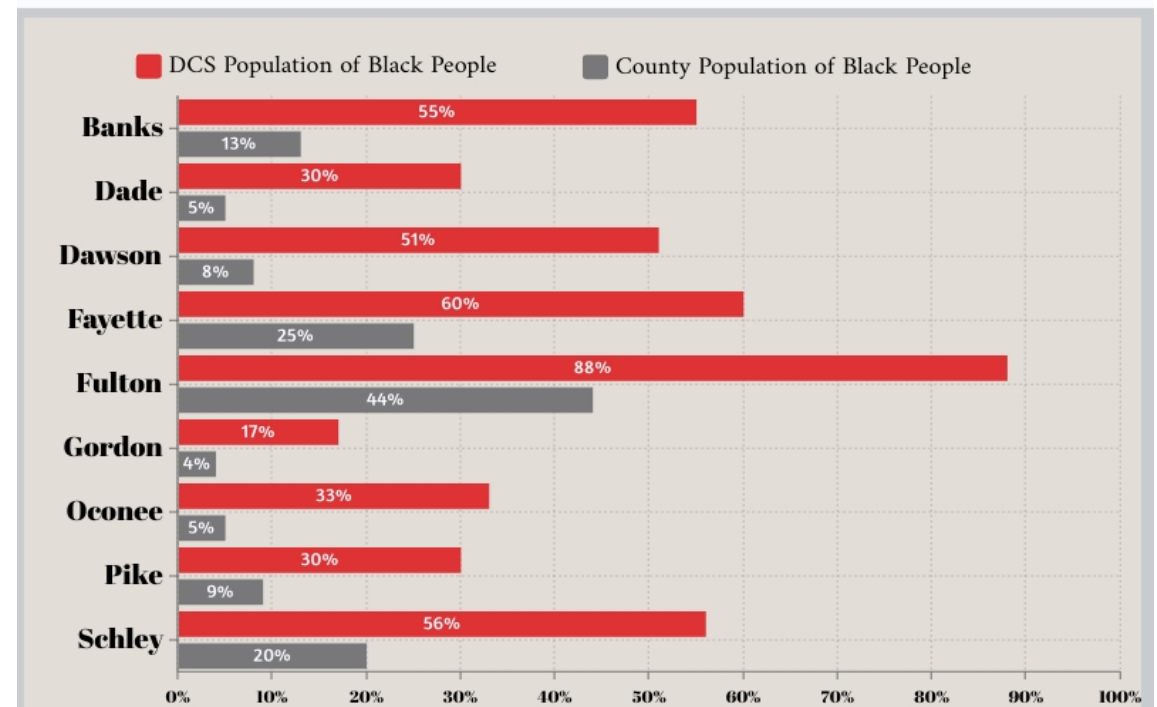
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# GEORGIA JUSTICE PROJECT'S INTERVENTION

## HOLISTIC CRIMINAL DEFENSE

- Legal representation with social services
- Long-term support for clients

## POLICY/21 LAWS CHANGED

- Expanded expungement – impacts 1.5 million Georgians
- Early probation termination – impacts up to 48K Georgians

## PRISON SUPPORT/REENTRY

- Reentry lawyering – Metro Reentry Facility (MRF)
- Fines & fees reform
- Probation termination

## RECORD RESTRICTION/EXPUNGEMENT

- Legal representation
- Restriction summits
- Expungement help desks



# Two Policy Victories in 2020-2021 with Bipartisan & Business Community Support

## **Senate Bill 288: EXPUNGEMENT**

(took effect Jan. 1, 2021)

- Previously, almost all convictions stayed on a person's record for life in Georgia

### **THE IMPACT:**

- 1.5 million Georgians newly eligible
- Misdemeanor and pardoned felony convictions
- Liability protections for employers

### **CORPORATE SUPPORT THAT MADE THE DIFFERENCE:**

Coca-Cola, Home Depot, McKenney's, Metro Atlanta Chamber, Newell Brands, UPS, Verizon

## **Senate Bill 105:**

### **EARLY TERMINATION OF PROBATION**

(took effect May 3, 2021)

- Georgia probation sentences are twice as long as the national average of 3 years. 40% of Georgia probation sentences exceed 10 years.

### **THE IMPACT:**

- 40,000 felony probationers qualify immediately
- Provides incentive and hope for people serving a long probation sentence
- Saves Georgia \$34 million per year



# Continuing the Conversation & Taking Steps Forward

## RESOURCES FOR COMPANIES

- Resources & recording of today's event
- Screening / hiring policies & practices

## PUBLIC POLICY CHANGE

- Engage with GJP's policy change work
  - Driver's License Suspensions
  - Occupational Licensing
  - Expanding Expungement

## SUPPORT GJP

- Volunteer in GJP's records clinic (attorneys)
- Volunteer in GJP's Work Matters program (HR)
- Financial (individually or corporate partnerships)

## SAVE THE DATE

- November 9<sup>th</sup> next employer event

**REACH OUT TO: Ann Colloton [Ann@GJP.org](mailto:Ann@GJP.org) 404-827-0027 ext. 248**

# The Business Case for Second Chance Hiring

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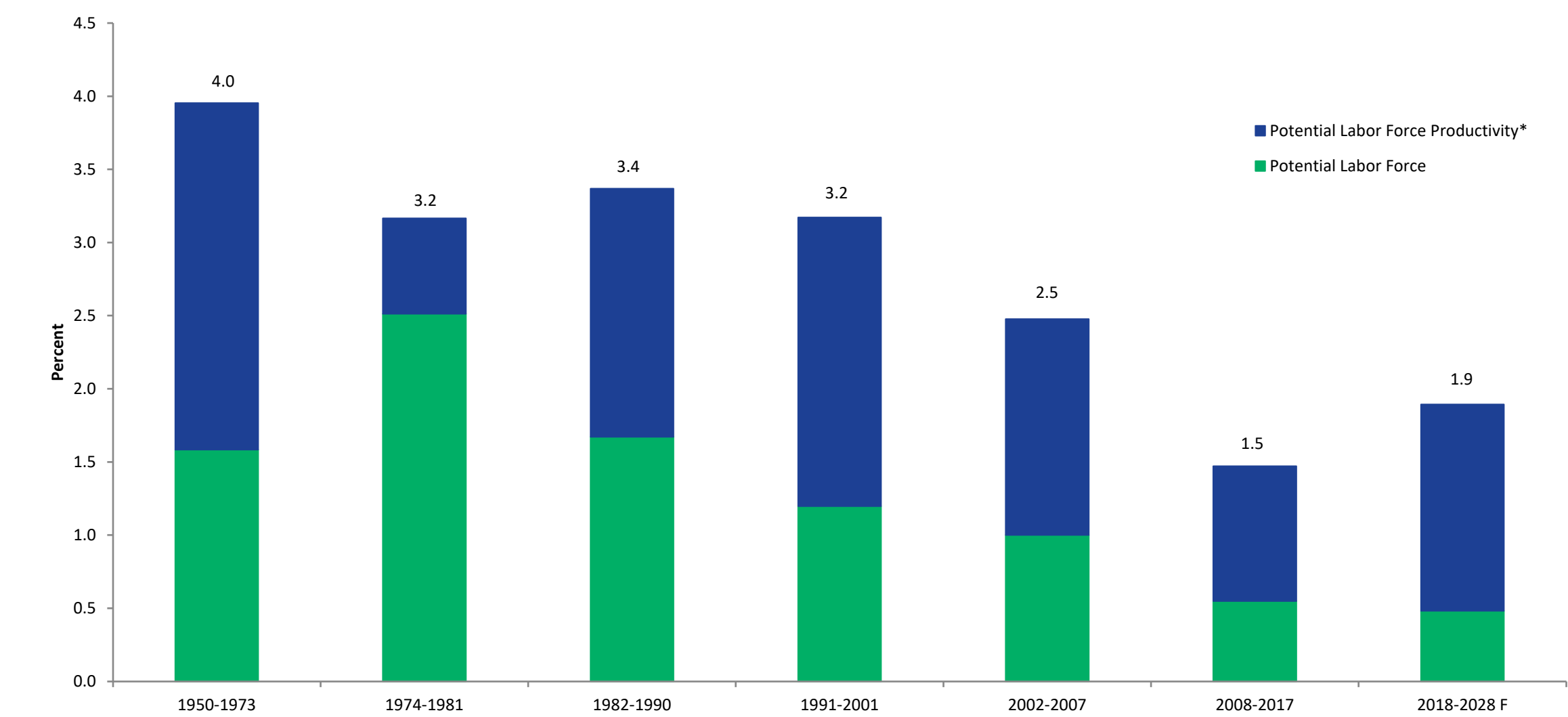
JEFF KORZENIK

AUTHOR

“UNTAPPED TALENT: HOW SECOND CHANCE HIRING WORKS FOR YOUR BUSINESS AND THE  
COMMUNITY” (HARPERCOLLINS LEADERSHIP, APRIL 2021)

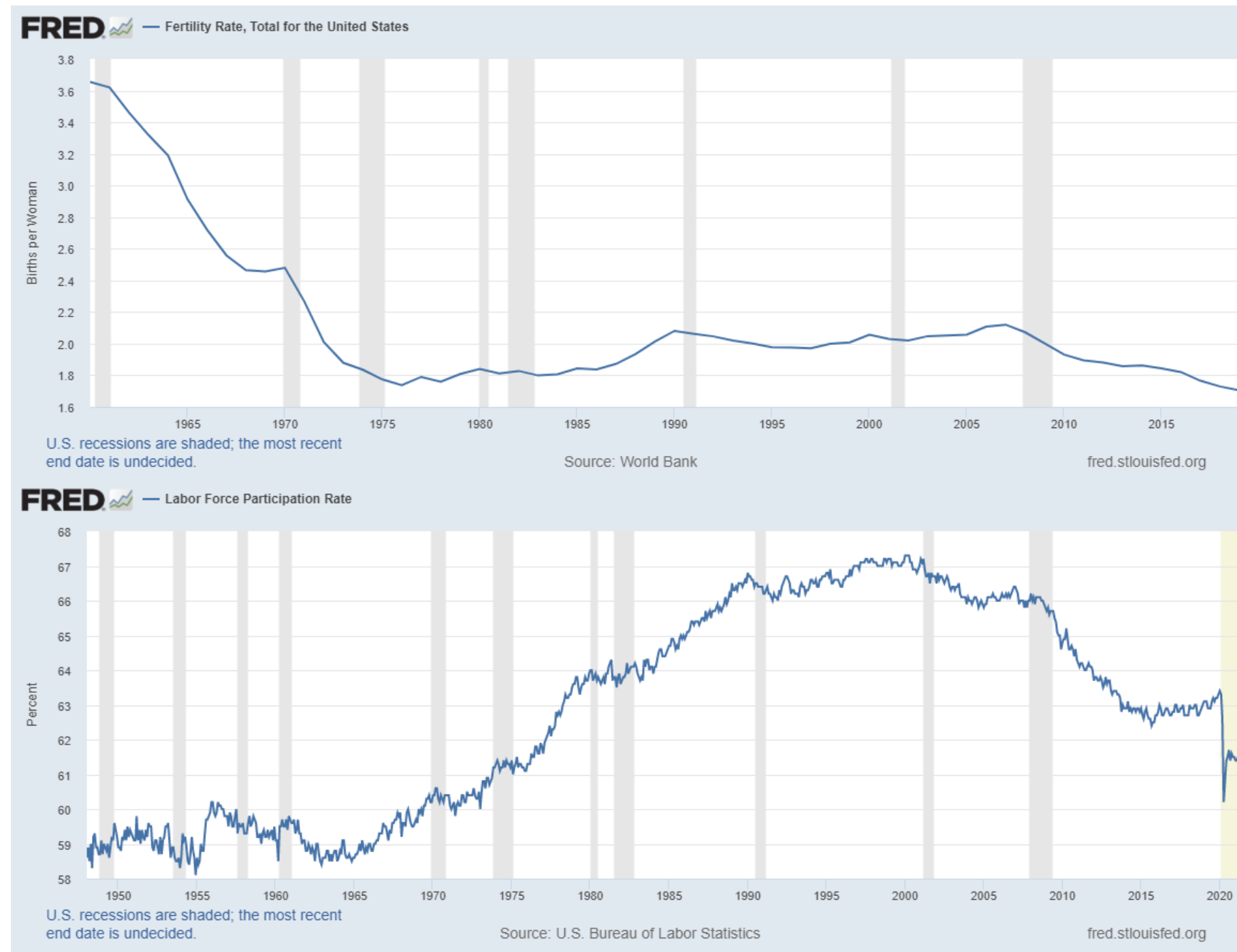


# The Economic Challenge



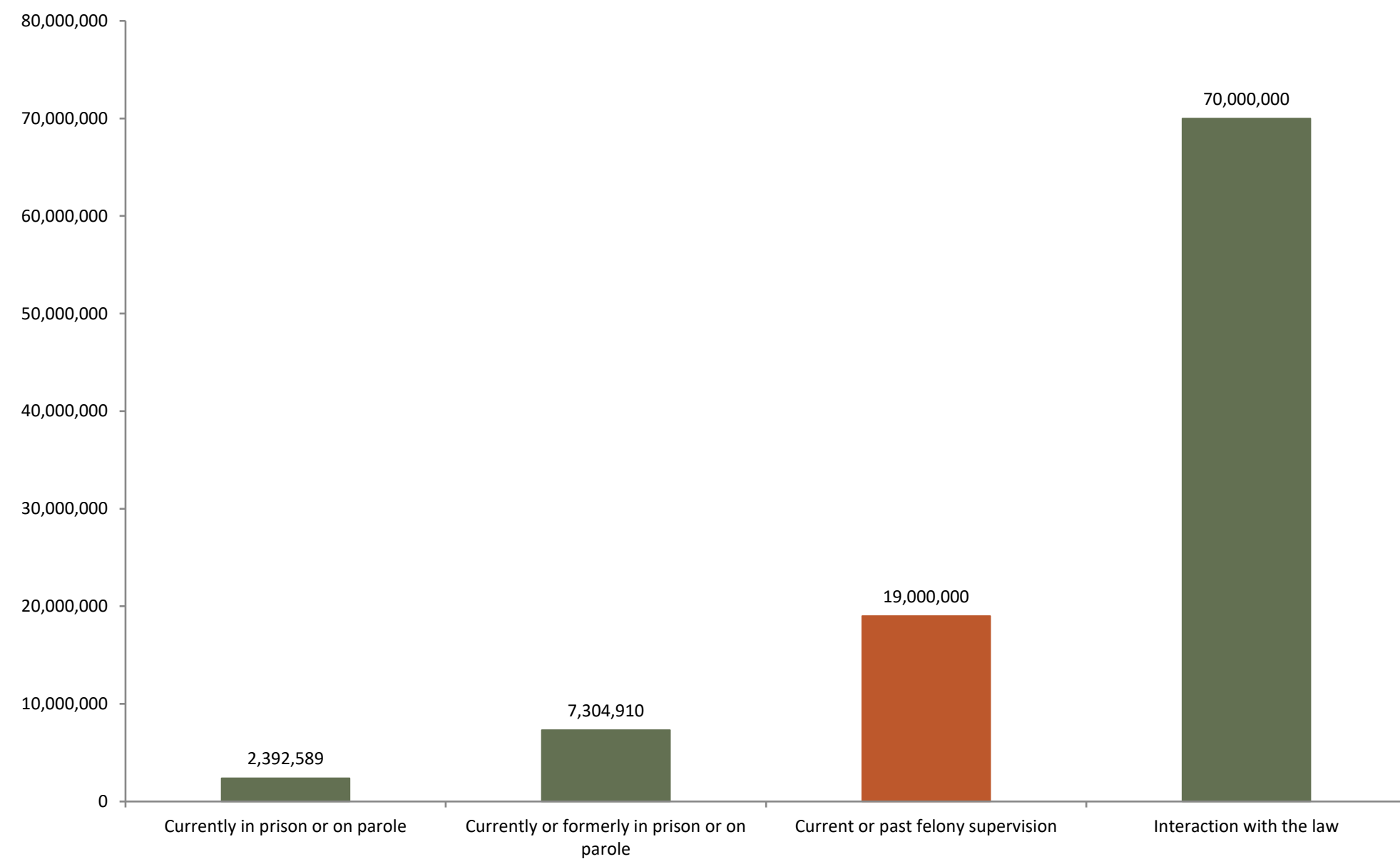
Source: Congressional Budget Office  
Compound annual growth rates over the specified periods calculated using calendar year data  
\*The ratio of potential GDP to the potential labor force

# The Workforce Challenge: Fertility & Participation



# A Talent Resource

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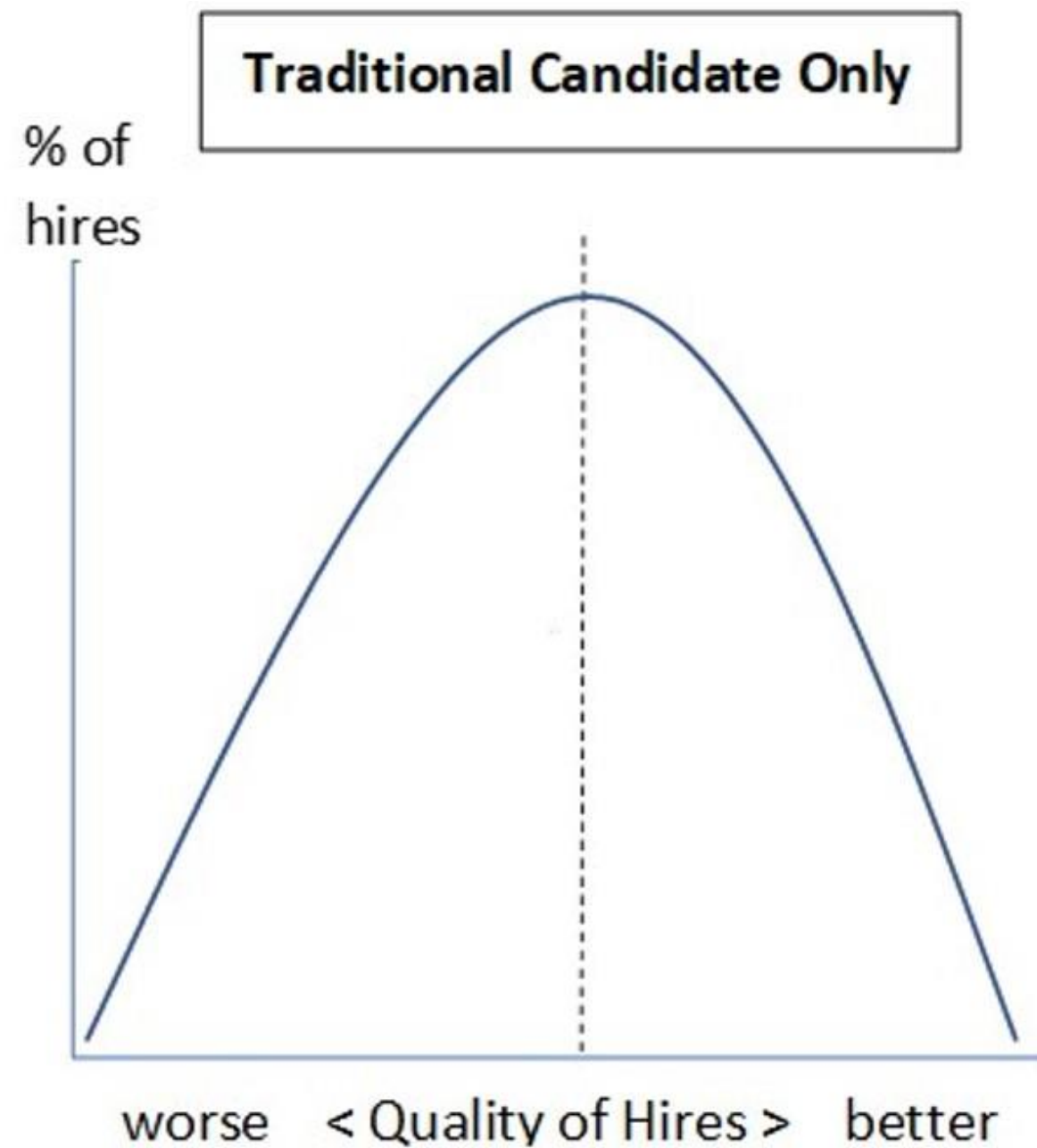
Source: University of Georgia, National Employment Law Project

Classification: Internal Use



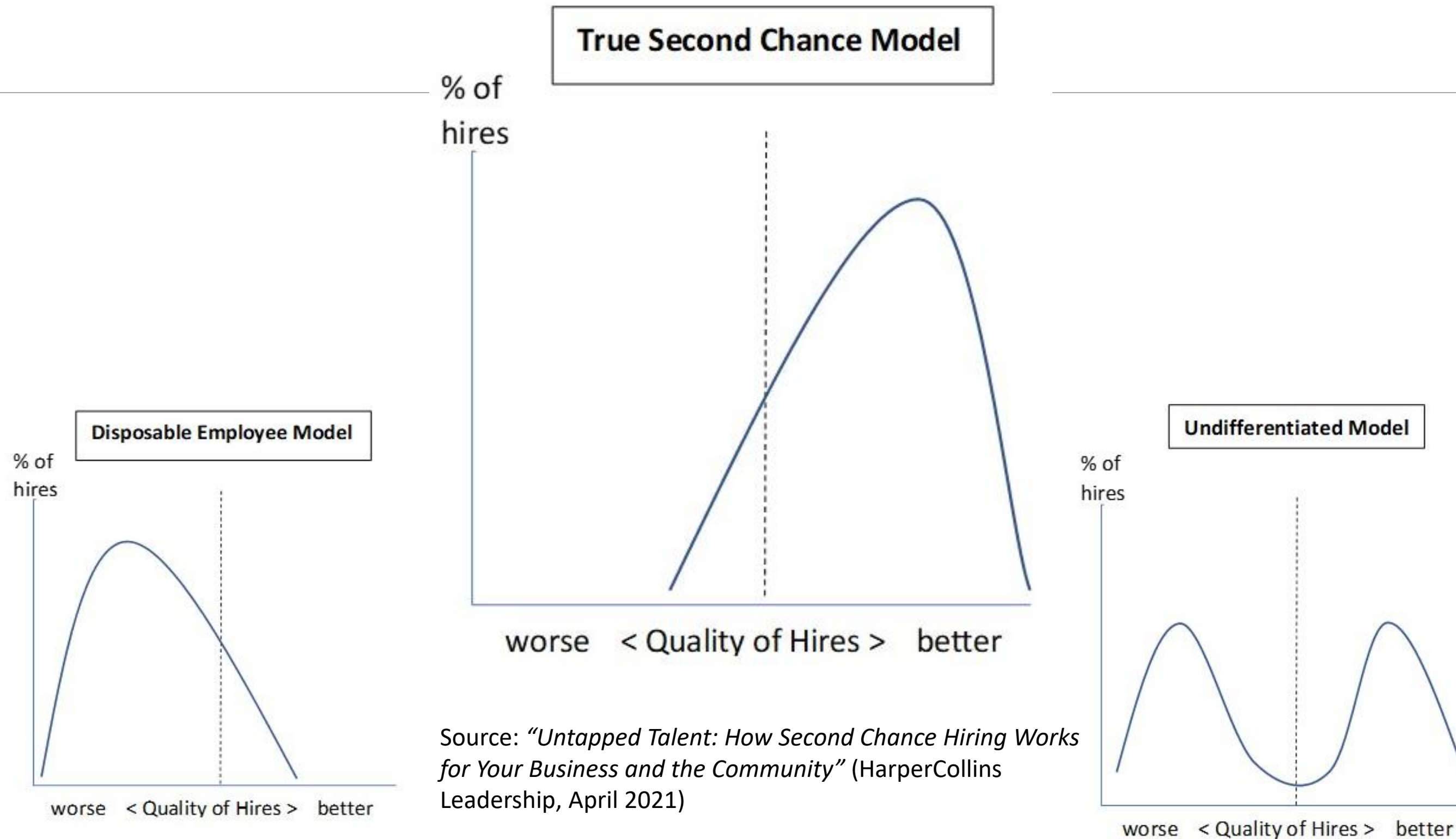
# The Models of Hiring

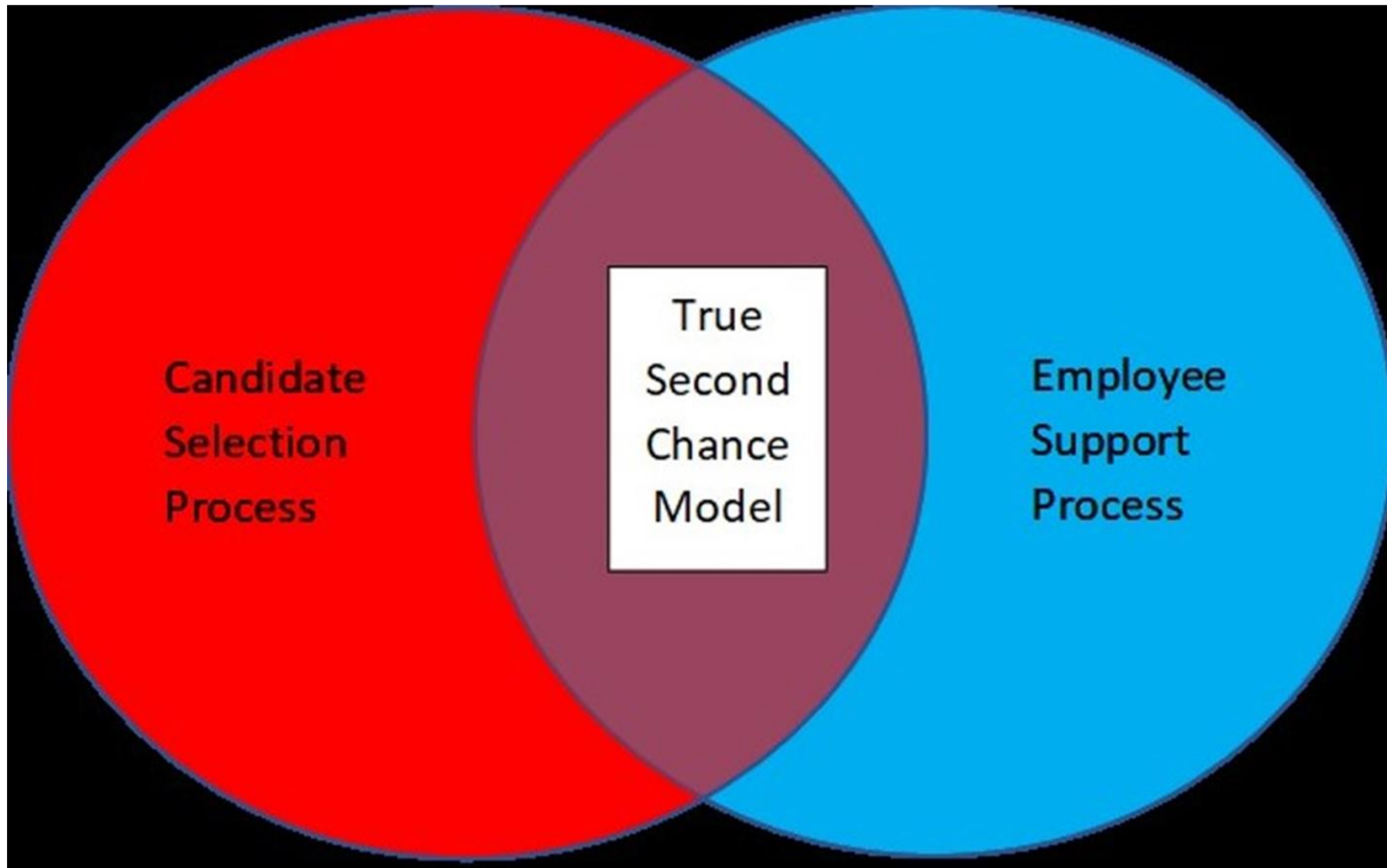
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Source: *"Untapped Talent: How Second Chance Hiring Works for Your Business and the Community"*  
(HarperCollins Leadership, April 2021)

# The Models of Second Chance Hiring





Source: "Untapped Talent: How Second Chance Hiring Works for Your Business and the Community" (HarperCollins Leadership, April 2021)



# Bridging the Box

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- Low-risk hires
- Know your felony
- Connect with second chance pioneers
- Connect with non-profit partners
- Review and eliminate vendor restrictions
- Offer amnesty

# The Workforce Context of Reentry Programs: The Employer Connection

Alex Ruder

August 10, 2021



Federal Reserve  
Bank *of* Atlanta

The views expressed are those of the presenter and do not necessarily reflect the views of the Federal Reserve Bank of Atlanta or the Federal Reserve System.

# Workforce Development Basics

Workforce development programs are designed to

- enhance the job skills of individuals in order to increase their employability
- identify job opportunities
- help job seekers obtain employment (GAO 2011)

**Workforce development programs promote economic opportunity.**



# Workforce Development in a Reentry Context

“No matter how well planned the reentry, any outcome that does not include employment and economic opportunity will likely not succeed.”

-- Korzenik (2021) *Untapped Talent*, p. 69

# Workforce Development in a Reentry Context

## **Employment and Training**

- Vocational training
- Job Search assistance
- Work-based learning
- Work release
- Transitional jobs

## **Case Management**

- Wraparound support
- Coaching
- Trauma-informed care

## **Cognitive Behavior Therapy**

- Motivational interviewing
- Growth mindset

# Success is Not Random: The True Second Chance Model

“To achieve the benefits of sourcing loyal and engaged employees...companies need to develop and implement two sets of processes”

## **1. Identify the job seekers who are ready for employment**

- “Finding the Right Non-Profit Partner”

## **2. Support job seekers’ continued employment**

- Housing, transportation, food
- Mentorship, financial coaching, job training



# What does the research say about reentry?



## Research Brief

Johanna Lacoe, Mathematica and Hannah Betesh, Social Policy Research Associates

## Supporting Reentry Employment and Success: A Summary of the Evidence for Adults and Young Adults

“Most prior studies of adult employment reentry programs do not consistently show effects due to variation in program models, implementation quality, and study designs.” (Lacoe and Betesh. 2019)

### Key Findings

This brief reviews research on employment, cognitive behavioral therapy (CBT), and case management models for justice-involved adults and young adults and finds:

- Most prior studies of adult employment reentry programs do not consistently show effects due to variation in program models, implementation quality, and study designs.
- Reentry programs specifically tailored to young adults often include job training or employment support, but evidence of employment impacts is limited.
- CBT interventions reduce recidivism for justice-involved adults, but impacts on young adults and on employment outcomes are unknown.
- The ongoing REO evaluation (2017-2022) has the potential to provide evidence on strategies to reduce recidivism and increase employment for justice-involved individuals.

# An Example: The Enhanced Transitional Jobs Demonstration (2018)

## Enhanced Transitional Jobs Demonstration (ETJD)

- Program in Atlanta, Milwaukee, San Francisco, Syracuse, Fort Worth, Indianapolis, New York.
- Approximately 7,000 participants
- Provided enhanced job services:
  - Historically, worker's transitional job was with the non-profit itself
  - ETJD aimed to place workers in private sector employment

# Implementation challenges from ETJD

## Program 1:

“The program deviated from the intended model in the types and diversity of second-stage jobs...there were a limited number of **employers** working with the program at this stage and those offered limited opportunity for advancement.”

## Program 2:

“The low placement rate occurred, in part, because...many programs struggled to identify subsidized positions with private-sector **employers**.”

## Program 3:

“The program operated as intended...However...there were challenges with case management services and cultivating **employers**, identifying job openings, and placing people in jobs.”



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# Conclusion

- The process and partners matter
- Understand the non-profit context (see page 86)
- Research the workforce program model and its implementation

# Conclusion

Thank you

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# References

Barden, Bret, Randall Juras, Cindy Redcross, Mary Farrell, and Dan Bloom. 2018. “New Perspectives on Creating Jobs: Final Impacts of the Next Generation of Subsidized Employment Programs.” The Enhanced Transitional Jobs Demonstration, Employment and Training Administration, United States Department of Labor

GAO. 2011. “Multiple Employment and Training Programs: Providing Information on Collocating Administrative Structures Could Promote Efficiencies.” Government Accountability Office Report GAO-11-92

Korzenik, Jeff. 2021. *Untapped Talent: How Second Chance Hiring Works for Your Business and the Community*. Harper Collins Leadership: New York, NY

Lacoe, Johanna and Hannah Betesh. 2019. “Supporting Reentry Employment and Success: A Summary of the Evidence for Adults and Young Adults.” Mathematica Policy Research and Social Policy Research Associates. Reentry Employment Opportunities Evaluation



# Race and Workforce Reentry

An anti-racist framework for approaching  
second-chance hiring

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Alex Camardelle, Ph.D.

August 10, 2021

[jointcenter.org](https://jointcenter.org)



## Our Mission



The Joint Center for Political and Economic Studies, America's Black think tank, provides compelling and actionable policy solutions to eradicate persistent and evolving barriers to the full freedom of Black people in America. We are the trusted forum for leading experts and scholars to participate in major public policy debates and promote ideas that advance Black communities. We use evidence-based research, analysis, convenings, and strategic communications to support Black communities and a network of allies.

# Workforce Policy



The Joint Center's workforce policy program centers Black workers in policy debates concerning the future of work, workforce development, and access to good jobs. Our work concentrates on creating solutions to help workers in Black communities as the economy changes.



# Historical Currents

“The history of the American Negro is the history of strife, -- this longing to attain self-consciousness manhood, to merge his double self into a better and truer self... he simply wishes to make it possible for a man to be both a Negro and an American, without being cursed and spit upon by his fellows, without having the doors of **opportunity** closed roughly in his face.”

- W.E.B. Du Bois, 1903



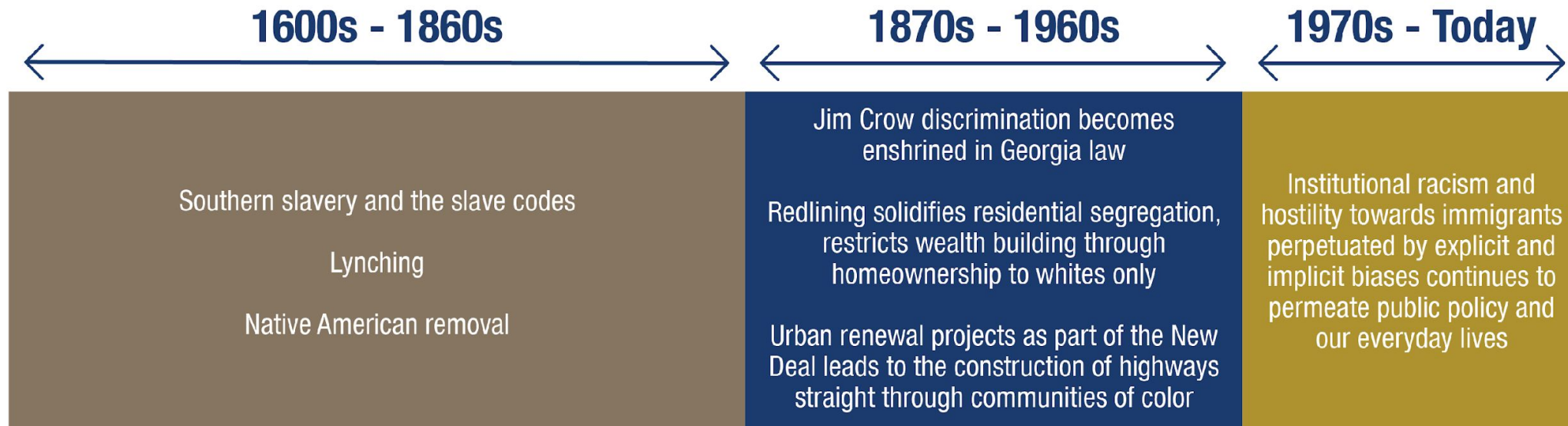
# Historical Currents

- **Slavery** was the legal institution of human enslavement of Black Americans in the 18<sup>th</sup> and 19<sup>th</sup> centuries after the U.S. gained independence and before the end of the American Civil War.
- **Black codes** were developed during slavery and were enforced long after emancipation, returning Black Americans to slavery-like conditions through forced labor and convict leasing systems that lasted into the 20<sup>th</sup> century
- **Jim Crow Laws** enforced racial segregation in the Southern United States and remained in force until 1965. During this period, Black Americans were relegated to second-class citizenship.
- **The New Jim Crow** refers to the U.S. criminal legal system's use of the War on Drugs as a primary tool for enforcing racial discrimination and repression, reinforcing the association between criminality and "Black."

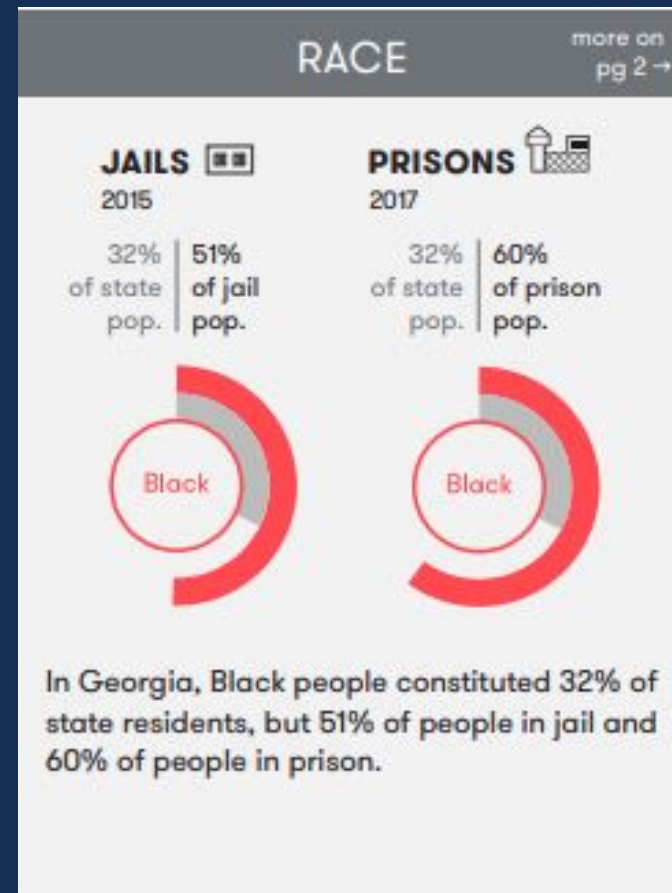


## The Racial Caste System

emerged from the enforcement of the color line through centuries of public policy – reinforced by policing and mass incarceration – which led to high levels of segregation between Black and white Americans across every U.S. institution



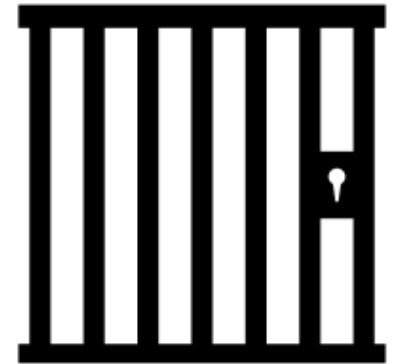
## Snapshot of Georgia's Black Incarcerated Population





# Historical Currents

- **Police:** many jurisdictions continue to experience significant racial disparities in police stops.
- **Prosecutors:** Prosecutors, driven by quotas, are more likely to charge people of color with crimes that carry heavier sentences than whites.
- **Judges:** Judges are more likely to **sentence** people of color than whites to prison and jail and to give them **longer sentences**, even after accounting for differences in crime severity and criminal history.



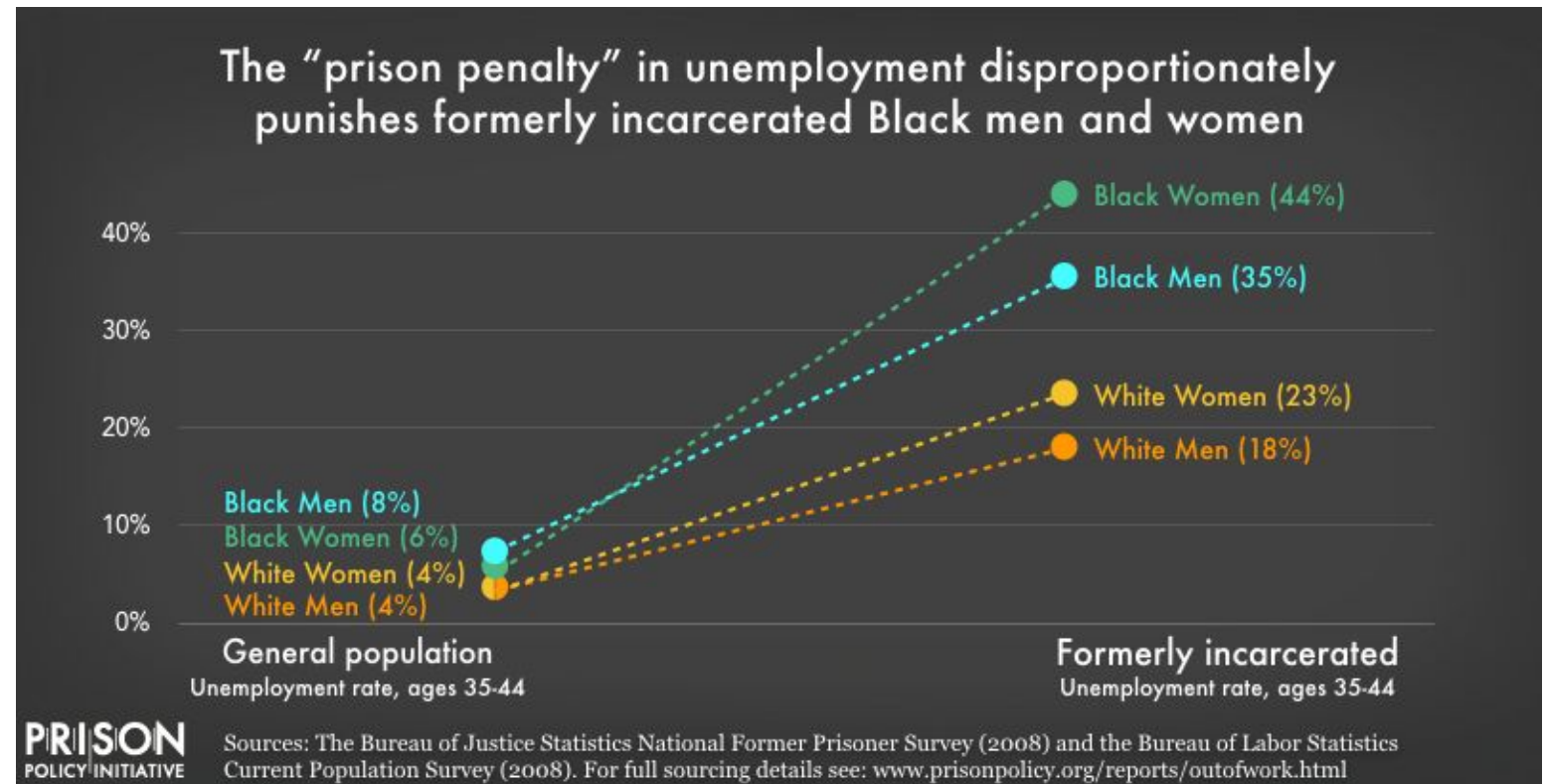


“For reasons largely unrelated to actual crime trends, the American penal system has emerged as a system of social control unparalleled in world history”

– Michelle Alexander

# Legal Discrimination and Reentry

- Once released from jails and prison, Black Americans are further stigmatized by the mainstream culture with the label and status of being “ex-offenders,” which is aggravated further by race
- Stigma, compounded by racial bias increases social isolation and reduces chances for economic inclusion in the workforce.



- The Civil Rights Act of 1964 supposedly made any form of discrimination illegal in U.S. society.
- It turns out, legal discrimination persisted in the labor market was bolstered by the shift to more stealth forms of racism, using the machinery of mass incarceration
- Today, the racial caste system “permanently locks a huge percentage of the Black community out of the mainstream society and economy

## Civil Rights Bill Becomes Law

Johnson Signs Civil Rights Bill Into  
Law in Ceremony at White House

# Legal Discrimination and Reentry

- Criminal records are used as a mechanism to sort workers within racial groups, giving preference to workers without a history of incarceration.
- Criminal legal institutions undermine access to jobs by disrupting employment, degrading skills, and “marking” people for stigmatization and exclusion based on past conviction, through both private employer screening and state occupational licensing restrictions
- Because Black Americans are treated disparately in policing and sentencing and thus are overrepresented in the prison system, the burden of a record weighs most heavily on Black communities.



# Legal Discrimination and Reentry

## Critical Evidence of Persistent Discrimination

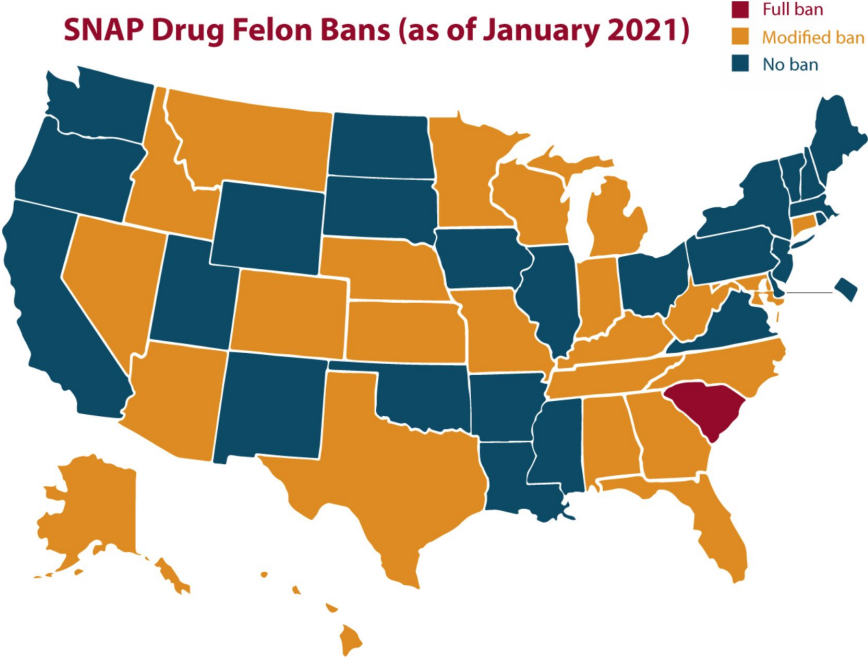
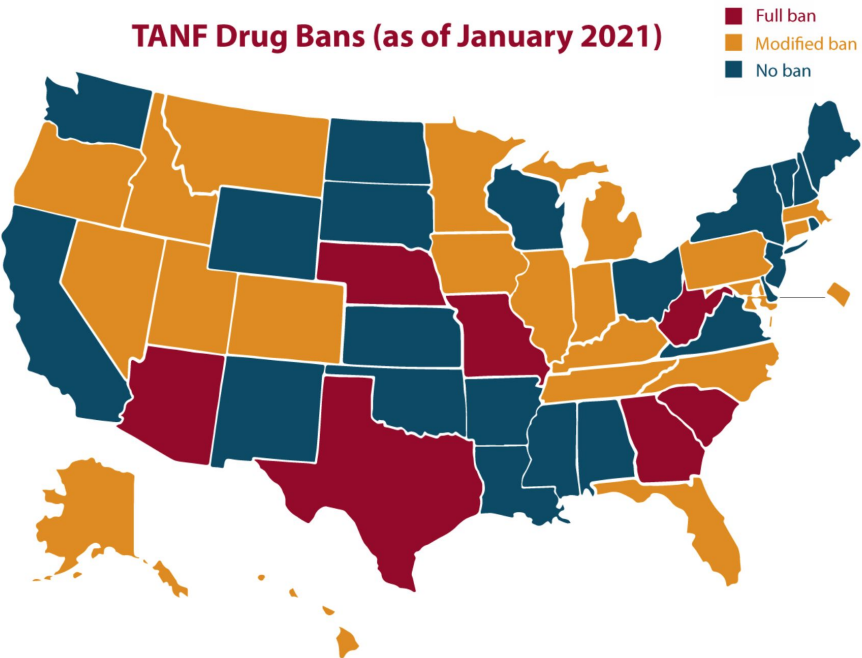
- White applicants receive 36% more callbacks than equally qualified Black applicants who apply for the same jobs.
- The EEOC finds that the use of convictions as a screening tool carries a disparate effect because Black Americans are convicted at higher rates
- Black job applicants with a record are half as likely as similarly qualified white applicants with a record to receive a callback or job offer
- White men with a criminal record are more likely to get interviewed for jobs than Black men with no criminal record.
- Employers who do not conduct background checks are likely to avoid specific groups—namely, undereducated black men—because they stereotype them as ex-offenders without evidence to the contrary





# Legal Discrimination and Reentry

Prohibitions on Work Supports Disproportionately Harm  
Returning Citizens Color

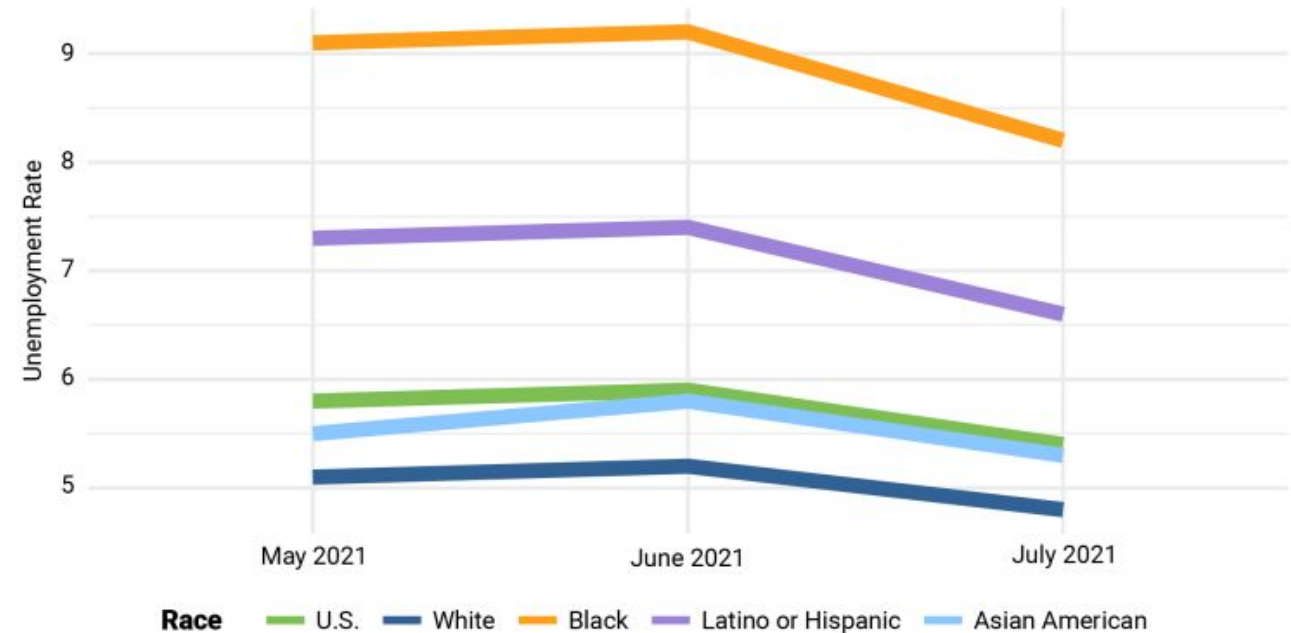


# The Urgency of Now

## July 2021 Jobs Report:

**Figure 2. Black and Latino or Hispanic workers see improved but still elevated unemployment rates**

Unemployment rate by race



Source: Brookings analysis of data from U.S. Bureau of Labor Statistics

- COVID-19 a massive setback for Black communities – even moreso for Black returning citizens
- Labor force participation rates down for Black workers in the last month
- Unemployment highest for Black workers – improved but not for good reasons
- Hiring discrimination make employment growth – and thus economic recovery – sluggish

- **Develop/implement clear and public second-chance hiring policies**
- **Implement individual assessments**
- **Target investment and recruiting in communities that have high rates of returning citizens, particularly in communities of color**
- **Partner with people of color who have direct experience in the criminal legal system to develop inclusive practices and policies regarding hiring, retention, and promotion**
- **Continuously evaluate your practices and policies to ensure they are having an impact**





# CONTACT US



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[jointcenter.org](http://jointcenter.org)