

# H-1B TECHHIRE

RESOURCE BRIEF

---

## The Business Case for Hiring Nontraditional Jobseekers

Data, Tips and Tools to Assist with TechHire Job Placement

### INTRODUCTION

In recent months, TechHire grantees have expressed a need for technical assistance to help them strengthen their employer partnerships so that they are better able to secure job placements for their students. This resource aims to equip TechHire and other H-1B grantees with knowledge and resources to effectively engage employers on the business case for hiring TechHire graduates. It sheds light on the ways in which broadening the hiring lens can lead to greater profits, a more diversified customer base, and greater opportunity to scale operations. It also highlights the approaches and strategies two TechHire grantees are using to support these jobseekers and effectively partner with employers to transition participants from training to employment.

Diversified hiring practices and expanded career pathways are becoming increasingly important as businesses nationwide respond to rising concerns over a lack of diversity in the workplace and growing labor shortages. It is projected that the United States will see a shortage of 5 million workers with postsecondary education and training by the end of this decade.<sup>1</sup> According to the Migration Policy Institute, these skill shortages will be felt most by the health care and science, technology, engineering, and mathematics (STEM) industries, as well as the skilled trades.<sup>2</sup> When employers open their hiring practices to talented, nontraditional labor pools, the benefits are enormous. From increased employee engagement and retention, to an infusion of new skills and knowledge, to expanded access to tax credits, hiring the nontraditional jobseeker is a benefit for both the employee and employer.

The U.S. Department of Labor's H-1B TechHire Partnership grants program seeks to increase diversity across H-1B industries by targeting individuals with Limited English Proficiency (LEP), people with disabilities, opportunity youth, and individuals exiting the justice system, in addition to incumbent and dislocated workers.<sup>3</sup> Specifically, the TechHire partnership supports these individuals through accelerated training and education to prepare them for entry into tech jobs in industries such as information technology (IT), advanced manufacturing, health care, education, and finance. TechHire grantees partner with employers in these industries to help ensure that people who complete training secure gainful, steady employment leading to self-sufficiency.

## INDIVIDUALS WITH LIMITED ENGLISH PROFICIENCY (LEP)

Individuals with LEP represent a growing and critical segment of the U.S. workforce, encompassing nearly 15.5 million working-age adults.<sup>4</sup> Despite their potential to ease anticipated labor shortages in the tech industry, this group of workers remains undertrained and underemployed.

While individuals with LEP represent a largely untapped workforce, many employers remain skeptical about hiring them. Companies may not be familiar with migrant worker programs, status requirements, or visas that are often associated with LEP individuals, or may lack the capacity to take on this administrative responsibility.<sup>5</sup> Some employers remain unsure of how best to support or invest in these employees, but others recognize that more inclusive hiring practices can provide their workforce with the diversity and innovation needed to succeed long term.

Employers tend to be hesitant about the quality and effectiveness of boot camp trainings and credentials such as those offered through TechHire, but are particularly skeptical of individuals with LEP, where they are more likely to discount their experience altogether.<sup>6</sup> Employers may not immediately recognize the skills and talents of prospective employees with LEP. Excluding LEP individuals from workforce opportunities, especially in the growing field of IT, perpetuates the “brain waste” of immigrant workers who are credentialed and ready to tap into a workforce that needs them.

Research shows that individuals with LEP holding certifications or licenses in various occupations, particularly those with nontraditional educational backgrounds, tend to have higher levels of labor-force participation, higher income, and lower rates of unemployment than their counterparts who lack certifications.<sup>7</sup> What this means is that skilled employees with LEP, even with nontraditional educational backgrounds and language barriers, may offer employers a unique commitment and the opportunity to increase retention across the company.

## ESL Training as a Business Model

Employers may have reservations about hiring individuals with LEP if they feel the risk will be cost heavy and time consuming, preferring employees to be trained quickly and hit the ground running. As a result, employers have found workarounds such as color- or number-coding tasks and illustrations to convey information quickly and inexpensively, precluding the need for any formal English language training.<sup>8</sup> While these workarounds may be a short-term solution, they ultimately do a disservice to employers by impeding their ability to improve retention and increase diversity. In fact, employers who offer customized English as a Second Language (ESL) training on site often experience high retention for these employees.<sup>9</sup> The integration of technical training with English language instruction has had measurable, positive impacts at

some U.S. manufacturing firms and these impacts are worth replicating for IT industries.<sup>10</sup> Several case studies report on promising practices of ESL integration in manufacturing firms that partnered with local community colleges to provide weekly ESL training customized to meet the employer and job content needs. In some cases, ESL training was offered on site, on the clock, and covered an introduction to the job duties, relevant vocabulary and concepts, and essential work-readiness tools conveyed through lectures, small group discussions, and classroom exercise instruction.<sup>11</sup> IT employers could find value in implementing similar strategies to customize classes that support their LEP employees and potentially lead to higher retention.

### **TechHire Montgomery Creates a Path to Employment for Individuals with Limited English Proficiency (LEP)**

TechHire Montgomery, an H-1B TechHire Partnership grantee hosted at Montgomery College in Germantown, Maryland, focuses on training participants in information support, IT services, and networking. As a large portion of the population they serve are individuals with LEP, support for them is woven into everything they do, from testing and training to employer engagement.

TechHire Montgomery helps build the case for hiring individuals with LEP by inviting employers for Q&A sessions with TechHire participants as an opportunity to interact in person and develop relationships as either current or prospective partners of the college. By engaging employers through thoughtful and candid conversations about the program and the employer's potential job openings, the employer partner and TechHire Montgomery can better deduce if those jobs are a right fit for those that complete TechHire training programs. Often times, open positions may not require significant English communication skills right away (e.g., installing new computers in offices or schools on a contract basis) and may be a great opportunity for a TechHire LEP graduate looking to get their foot in the door.

TechHire Montgomery also identifies employers where senior leadership has already demonstrated a commitment to increasing diversity to include nontraditional jobseekers, and which have hiring managers that practice inclusive career development techniques. For example, many of the college's TechHire graduates have entered Best Buy's three-step process, which starts employees off at the customer service level before moving them up to more tech-based positions. For Best Buy, hiring individuals with LEP as part of a transparent career path means employees are likely to stay with the company throughout those career transitions. An added benefit is that the consistent customer service interactions allow employees with LEP to practice their language and conversation skills on the job and through the job.

Above all else, TechHire Montgomery continues to support their graduates even after they have been hired. TechHire Montgomery offers a six-month post-training period for all TechHire participants to access the college's supportive services (the same services they had access to while in TechHire training). This benefits all parties involved because TechHire Montgomery can track the success of their participants, the employer can lean on the supportive systems of the college, and the TechHire graduate has continued support through their transition into employment.

## INDIVIDUALS WITH DISABILITIES

Across the country, only 29 percent of Americans of working age with disabilities participate in the workforce, compared to 75 percent of Americans of working age without a disability.<sup>12</sup> Alternatively, many individuals with disabilities already in the workforce have chosen to not disclose their disability, particularly if it is invisible. According to a recent study by the Center for Talent Innovation on Diversity and Inclusion, 62 percent of individuals working with a disability consider it invisible and not noticeable by other employees, and continue to avoid disclosure due to workplace discrimination and fear of getting fired.<sup>13</sup> Many employers still assume that someone's disability, visible or invisible, will immediately and overwhelmingly impede their performance, making them a risk.

Individuals with disabilities also represent an underutilized talent pool for employers. The U.S. Office of Disability Employment Policy categorizes persons with disabilities as the third-largest market segment in the United States.<sup>14</sup> In fact, if just an additional 1 percent of individuals with disabilities joined the labor force, gross domestic product would increase by \$25 million.<sup>15</sup> While many employers still remain skeptical of hiring individuals with a disability, there are many benefits including their unique ability to innovate on the job, increase workplace diversity, expand new customers, and, in some cases, help businesses outperform peers.

### Expanding Disability Diversity as a Mechanism for Business Growth and Success

Employers may hesitate to hire individuals with disabilities because of a perceived cost burden to support these workers. Managers may face pressure around short-term performance, particularly in the IT sector, and employers wonder if individuals with disabilities can also hit the ground running without requiring expensive support systems.<sup>16</sup> However, research shows that the perceived challenges around expanding workplace opportunities for individuals with disabilities do not outweigh the long-term benefits. According to a recent study by the Job Accommodation Network, nearly 60 percent of accommodations for individuals with disabilities cost nothing to integrate into the workplace, while the rest typically cost no more than \$500 per employee.<sup>17</sup> Frequently, employers and prospective employees do not take advantage of the opportunity to discuss workplace logistics, the strengths of the individuals, and reasonable accommodations that are often very affordable. Such accommodations may even open doors for increased innovation at the workplace as employers truly invest in more equitable hiring and employment practices in the workplace.

Individuals with disabilities are used to being creative at work in order to operate with efficiency and meet demands and deadlines. Their problem-solving skills, persistence, and willingness to experiment may offer businesses the innovation needed to grow and compete. To help employers better understand their disability inclusion measures, the Disability Equality Index was created to serve as a benchmarking tool for businesses. The DEI measures criteria across select best-practice categories including culture and leadership, support services, employment practices, and supplier diversity.<sup>18</sup> Employers with high scores for disability inclusion on the DEI were twice as likely as other businesses to outperform their peers in terms of total shareholder returns.

## Enhancing Disability Diversity as a Mechanism for Supplier Growth

Employers with disability diversity in their workforce may also experience an expanded supplier and customer base. Many employers have seen that a diverse supply base leads to a competitive advantage over other businesses.<sup>19</sup> Eighty-seven percent of consumers say they “agree” or “strongly agree” that they would prefer to give their business to companies that employ people with disabilities.<sup>20</sup> Additionally, studies show that companies allocating 20 percent or more of their spending to diverse suppliers attributed 10 to 15 percent of their annual sales to supplier diversity programs.<sup>21</sup> Businesses expanding their suppliers and customer base in this way build awareness about customer needs and demands, naturally giving them a competitive edge in the market. To put it simply, when employers expand their workforce, they open the doors to a larger customer and supply base as well.

## Preparing for the Future and Retaining New and Current Employees

Preparing for incoming employees with disabilities and making sure the work environment is supportive of their needs can help employers prepare for their own aging employee base who may experience a temporary or permanent disability during their time on the job. According to a recent report from Workplace Initiative focusing on Accelerating Disability Inclusion, 20 percent of workers will experience a disability lasting one year or more during their professional lives.<sup>22</sup> It is an added benefit for an employer to increase their support for individuals with disabilities, both visible and invisible, so they know how best to support existing employees who develop a disability either abruptly or over time.

Another key reason individuals with disabilities are such an important talent pool for employers to tap into is that they are able to reduce turnover as an employer offers more accommodations to support both current and incoming employees. A company with a well-developed disability inclusion program may experience up to a 30 percent reduction in staff turnover compared to companies without. As a result, associated turnover costs may decrease.<sup>23</sup>

## OPPORTUNITY YOUTH

Experience and education are popular hiring standards, and without them young adults can struggle to connect to the labor market. Finding a good job can be difficult for the 4.5 million opportunity youth, defined as young individuals not connected to school or work, and facing one or more barriers to enter into both.<sup>24</sup> <sup>25</sup> These barriers often stem from systemic and generational poverty, with youth of color facing the most barriers to successful entry into education and the workforce. As a result, employers often place negative stereotypes on these individuals, perceiving them as a risky investment or, worse, unmotivated.

The costs to business, consumers, and other taxpayers to help support the needs of unemployed and underemployed opportunity youth are enormous and continue to grow. When considering the full lifetime of these individuals, the taxpayer burden amounts to \$1.56 trillion, with social costs (subsidized housing, transportation, groceries, health care, and criminal justice) reaching \$4.75 trillion.<sup>26</sup> Employers can play a substantial role in driving down these costs while also boosting their business by expanding work opportunities to opportunity youth.

## Upskilling and Mentoring a Younger Workforce for the Future

Many employers see value in upskilling and training a younger, eager-to-learn workforce, while other companies may be interested in creating an entry point into the workforce through

mentorship. According to the National Mentorship Partnership, one out of every three youth ages 16-24 will not have any mentorship interaction by age 19, which can be especially detrimental to the future of opportunity youth as they attempt to join the workforce successfully.<sup>27</sup> Businesses who use mentorship to support and cultivate youth through workforce and career guidance often incorporate their styles through multifaceted in-person and online engagement.

Businesses may also support the onboarding of opportunity youth through apprenticeships that provide real-world workplace experience. Apprenticeships offer employers the opportunity to provide future workers with practical skills and an understanding of fundamental principles related to the industry. They also help expand the employers' pools of skilled workers, which is particularly valuable in fields where labor shortage is increasing and diversity is scarce.<sup>28</sup> Additionally, most successful youth apprenticeships involve partnerships with other educational institutions or nonprofit intermediaries. The collective effort of multiple partners helps employers share the responsibility of supporting youth and their needs while preparing them for the workforce.<sup>29</sup>

## Opportunity Youth and Technology

Many businesses, regardless of size, are able to offer resources and support to opportunity youth. However, they may also be in need of the unique skills and talents opportunity youth can bring to the table. In the IT industry, it's an added benefit that many opportunity youth bring strong digital literacy to the work place, transitioning quickly through onboarding processes and understanding complex in-house systems with ease.<sup>30</sup> As technology plays an increasingly important role in the overall image of a company, opportunity youth with strong tech and social media skills may help businesses to train employees, improve sales, and even expand branding and recruiting.<sup>31</sup>

### Enhance Your Diversity, Expand Your Benefits

Increased financial benefits may also be realized for employers hiring and training opportunity youth. For example, the Work Opportunity Tax Credit is a federal tax credit allowing employers who hire certain target individuals, typically individuals who face serious barriers to employment, to claim a tax credit equal to a portion of the wages paid to those individuals.<sup>1</sup> Target groups for WOTC include individuals with criminal records, Temporary Assistance for Needy Families recipients, SNAP benefit (formerly known as food stamps) recipients, as well as residents within "empowerment zones" designated by population size and poverty income indexes. While opportunity youth are not a specific target audience, employers can benefit regardless, as Opportunity Youth may fall into one or more of the eligible categories of the WOTC.

Individual states may also have training or wage subsidies that offer as much as \$5,000 for each qualifying targeted employee hired, which includes Opportunity Youth. For example, some states such as Pennsylvania, Washington, California, Georgia, and South Carolina offer employee incentive programs, Welfare to Work Tax Credits, or similar programs to support small to mid-sized employers engaging with the hiring of Opportunity Youth.<sup>2</sup> Additionally, targeted training incentives may exist state by state to encourage businesses to expand their hiring.<sup>3</sup>

<sup>1</sup> Benjamin Collins and Sarah Donovan, *The Work Opportunity Tax Credit* (Washington, DC: Congressional Research Service, 2018), <https://fas.org/sgp/crs/misc/R43729.pdf>.

<sup>2</sup> Collins and Donovan, *The Work Opportunity Tax Credit*.

<sup>3</sup> Collins and Donovan, *The Work Opportunity Tax Credit*.

## INDIVIDUALS WITH A CRIMINAL RECORD

The number of U.S. residents involved in the justice system is increasing, with nearly one-third of working age adults having a record of some kind.<sup>32</sup> Seventy-five percent of formerly incarcerated individuals in the United States remain unemployed for a year post-release.<sup>33</sup> This rate of unemployment may be due to policy barriers or the stigmatization of this group of untapped workers that exists nationwide. Societal stigmas, racial discrimination, and state and federal policy can make navigating the job market nearly impossible for individuals exiting the justice system. In fact, individuals with criminal records, particularly for African American and Latino/a men and women, have substantially lower probabilities of being hired than other nontraditional jobseekers without a record.<sup>34</sup>

Employment and successful reentry are inextricably linked, with joblessness being the leading predictor of recidivism.<sup>35</sup> From a cost standpoint, economists estimate that the gross national product loses between \$78 billion and \$87 billion dollars as a result of excluding individuals with criminal records from the job market.<sup>36</sup> With more than 640,000 individuals being released from prisons annually, many of whom are ready and eager to work or return to work, employers have a unique opportunity to tap into a critical and talented labor pool by casting aside biases and misconceptions, and expanding opportunities for individuals looking to reenter the workforce.

### Enhanced Retention, Lowered Turnover

Studies show that individuals reentering the workforce post-incarceration are likely to stay in jobs longer, thereby decreasing the cost of turnover for their employers. A recent study by Northwestern University found that employees with criminal records are less likely to quit a job and were no more likely to be fired than employees without a criminal history.<sup>37</sup> Since employment is the leading deterrent for re-imprisonment, having a criminal background makes an employee less likely to leave voluntarily and more likely to have a longer tenure.<sup>38</sup> Evidence also shows that individuals with criminal records stay in jobs longer and are far more motivated to perform because they often face more barriers to employment and have fewer employment options.<sup>39</sup>

Improved retention can also significantly reduce employers' recruitment and training costs for entry-level positions.<sup>40</sup> Community intermediaries, such as TechHire grantees, that help prepare individuals for reentry into the workforce, play an integral role in helping employers drive down recruitment costs and connect to new, diversified labor pools. Community-based nonprofits, governmental agencies, workforce development boards, and local community colleges are all examples of community intermediaries that assist vulnerable populations, such as individuals with a criminal record, in finding support services and workforce training that meets the needs of local employers. This can help alleviate employers' concerns about the perceived cost burden of recruiting and training on their own.<sup>41</sup>

### Advancing Corporate Social Responsibility

The benefits to hiring individuals with criminal records extend beyond meeting a bottom line. Hiring individuals with a criminal record also strengthens local economies, increases economic self-sufficiency, and improves the health and safety of communities. Employers have the opportunity to enhance their corporate social responsibility (CSR) by helping to decrease the amount of taxpayer dollars associated with incarceration costs and rehabilitation services. Studies show that expanding employment opportunities improves spending and economic conditions, particularly in communities that are most damaged by mass incarceration. For

example, a recent study in Washington State revealed that the benefit to taxpayers from a reduction in crime associated with job training and employment opportunities for just one individual with a criminal record who was previously incarcerated amounted to nearly \$3,000 per individual.<sup>42</sup> It is also worth noting that businesses that take their CSR seriously not only help enhance their communities, but consumers are more likely to purchase their product or utilize their services.<sup>43</sup>

### **State Technical College of Missouri’s Approach to Engaging Employers on Hiring Individuals with a Criminal Record**

State Technical College of Missouri (State Tech), an H-1B TechHire Partnership grantee, focuses on serving eligible participants throughout the state of Missouri through their *MOSstart* project. The *MOSstart* program seeks to primarily serve, train, and support previously incarcerated individuals by tailoring their boot camp model, intake process, assessment, training system, and supportive services to meet the unique needs of these participants. *MOSstart* offers services such as job training, job search assistance, math skills, and supportive services.

State Tech recruits individuals who demonstrate a willingness to take the steps necessary to complete their training and enter employment into an H-1B industry. They are able to assess this willingness through the intensive interview process they have every TechHire participant go through before entering training. This helps program staff engage with employers around the benefits of hiring the reentry population; they’re able to show employers the willingness and determination of their TechHire graduates because they’ve understood it from the beginning. *MOSstart* has a dedicated employment specialist who travels throughout Missouri to listen to and address employer concerns around hiring formerly incarcerated individuals and bring to light the progress, accomplishments, and experiences of *MOSstart* participants.

## **CONCLUSION**

As TechHire grantees head into the final year of performance, understanding and conveying to employers the business case for hiring TechHire graduates is imperative. Unless employers lean in to the value and richness that nontraditional jobseekers bring to the workplace, the lack of diversity and inclusion across tech jobs in H-1B industries will continue to stunt the growth of businesses nationwide. As businesses prepare themselves for the future of work, technological advancements, and skills gaps, tapping into the talent and potential of individuals with disabilities, individuals with criminal records, opportunity youth, and individuals with LEP presents an incredible opportunity. From helping companies increase retention and lower training and recruitment costs, to diversifying their customer base and harnessing the power of technology, hiring nontraditional jobseekers can help companies realize growth, profits, relationships, and opportunities they never thought possible.

## APPENDIX A – RESOURCE LIST

### Individuals with Limited English Proficiency

#### [CLINIC Legal, Inc. Creating a Workplace ELL Program Toolkit](#)

The Creating a Workplace ELL Program Toolkit provides employers with program planning documents, examples of currently operating workplace ELL (English language learner) programs, sample marketing materials, and other resources to assist in implementing a workplace ELL program.

### Individuals with Disabilities

#### [Workforce Solutions—Employer Toolkit, Disability Is Not a Lack of Ability](#)

The Employer Toolkit from Workforce Solutions helps guide employers through information on tax incentives, myth-busts, and accommodations to assist them with the hiring, training, and supervision of individuals with disabilities.

#### [National Industry Liaison Group \(NILG\) Disability Inclusion Toolkit](#)

The NILG Disability Inclusion Toolkit is an outcome of NILG's Alliance with the U.S. Department of Labor's Office of Disability Employment Policy. This toolkit is updated periodically and includes information on policies and practices related to disability inclusion that companies can adopt.

#### [Job Accommodation Network \(JAN\) Workplace Accommodation Toolkit](#)

The JAN Workplace Accommodation Toolkit is a centralized resource to assist employers with the process of recruiting, hiring, and employing persons with disabilities. The toolkit includes sample accommodation procedures, training presentations, role-play videos, examples of policies and forms from leading U.S. businesses, and more.

### Opportunity Youth

#### [Heartland Alliance National Initiatives Opportunity Youth Employment Toolkit](#)

The Heartland Alliance's Opportunity Youth Employment Toolkit offers resources for employers investing in expanding opportunities at the workplace for opportunity youth. It specifically includes research briefs, case studies, and other resources to help guide opportunity youth stakeholders.

#### [Creating Paths to Employment for Opportunity Youth](#)

This toolkit, developed by JFF, is designed to help community partners, such as community-based organizations and employers, work together to support youth on a path to stable careers.

### Individuals with a Criminal Record

#### [Greater Baltimore Committee Quick Guide to Hiring Returning Citizens—Benefits, Resources, and Programs](#)

This guide, prepared by the Greater Baltimore Committee's Coalition for a Second Chance, provides employers with various benefits, resources, and program guidance on how and why they should hire and support returning citizens or individuals with a criminal record.

#### [Best Practice Standards: The Proper Use of Criminal Records in Hiring](#)

This Best Practice guide from the National Work Rights Institute, Lawyers' Committee for Civil Rights, and the National Hire Network outlines specific strategies, resources, and considerations geared for employers when hiring and supervising individuals with a criminal record. It also covers best practices for screening and conducting background checks, as well as a thorough outline on how to weigh prior convictions or incarceration against the job at hand.

## ENDNOTES

- <sup>1</sup> Jeanne Batalova and Michael Fix, *Credentials for the Future: Mapping the Potential for Immigrant-Origin Adults in the United States* (Washington, DC: Migration Policy Institute, 2019), <https://www.migrationpolicy.org/research/credentials-immigrant-origin-adults-united-states>.
- <sup>2</sup> Jeanne Batalova and Michael Fix, *Tapping the Talents of Highly Skilled Immigrants in the United States: Takeaways from Experts Summit* (Washington, DC: Migration Policy Institute, 2018), <https://www.migrationpolicy.org/research/tapping-talents-highly-skilled-immigrants-united-states-takeaways-experts-summit>.
- <sup>3</sup> Young people between the ages of 16 and 24 who are neither enrolled in school nor participating in the labor market.
- <sup>4</sup> Heide Spruck Wrigley, Elise Richer, Karin Martinson, Hitomi Kubo, and Julie Strawn, *The Language of Opportunity: Expanding Employment Prospects for Individuals with Limited English Skills* (Washington, DC: CLASP, 2003), <https://www.clasp.org/sites/default/files/public/resources-and-publications/files/0150.pdf>.
- <sup>5</sup> Jeanne Batalova and Michael Fix, *Tapping the Talents of Highly Skilled Immigrants in the United States: Takeaways from Experts Summit*
- <sup>6</sup> Batalova and Fix, *Credentials for the Future*.
- <sup>7</sup> Batalova and Fix, *Credentials for the Future*.
- <sup>8</sup> *Improving Workplace Opportunities for Limited English-Speaking Workers: An Overview of Practice in the Manufacturing Sector* (Washington, DC: National Association of Manufacturers; Boston: Jobs for the Future, 2006), <https://jfforg-prod-prime.s3.amazonaws.com/media/documents/ImprovWplaceELL.pdf>.
- <sup>9</sup> Wrigley et al., *The Language of Opportunity*.
- <sup>10</sup> National Association of Manufacturers and Jobs for the Future, *Improving Workplace Opportunities*.
- <sup>11</sup> National Association of Manufacturers and Jobs for the Future, *Improving Workplace Opportunities*.
- <sup>12</sup> *Getting to Equal 2018: The Disability Inclusion Advantage* (Boston: Accenture, 2018), <https://www.accenture.com/acnmedia/PDF-89/Accenture-Disability-Inclusion-Research-Report.pdf>.
- <sup>13</sup> Laura Sherbin, Julia Taylor Kennedy, Pooja Jain-Link, and Kennedy Ihezue, *Disabilities and Inclusion: US Findings* (New York: Center for Talent Innovation, 2017), [https://www.talentinnovation.org/private/assets/DisabilitiesInclusion\\_KeyFindings-CTI.pdf](https://www.talentinnovation.org/private/assets/DisabilitiesInclusion_KeyFindings-CTI.pdf).
- <sup>14</sup> *Getting to Equal 2018*.
- <sup>15</sup> *Getting to Equal 2018*.
- <sup>16</sup> Alexis D. Henry, Kathleen Petkauskos, Jason Stanislawzyk, and Jay Vogt, "Employer-recommended strategies to increase opportunities for people with disabilities," *Journal of Vocational Rehabilitation* 41 (December 2013): 237-248, [http://www.worksupport.com/documents/jvr\\_employer\\_recommended\\_strategies.pdf](http://www.worksupport.com/documents/jvr_employer_recommended_strategies.pdf).
- <sup>17</sup> "Accommodation and Compliance: Low Cost, High Impact," Benefits and Costs of Accommodation, Job Accommodation Network, n.d., <https://askjan.org/topics/costs.cfm>.
- <sup>18</sup> Accenture, *Getting to Equal 2018*.
- <sup>19</sup> Gwendolyn Whitfield, "Supplier Diversity and Competitive Advantage: New Opportunities in Emerging Domestic Markets," *Graziadio Business Review* 11, no. 3 (2008), <https://gbr.pepperdine.edu/2010/08/supplier-diversity-and-competitive-advantage-new-opportunities-in-emerging-domestic-markets/>.

- <sup>20</sup> Meg O’Connell, James Emmett, and Deb Russell, *Disability Employment and Inclusion: Your Guide to Success* (N.p.: Workplace Initiative, 2016), [https://workplaceinitiative.org/wp-content/uploads/2017/02/Disability-Employment-and-Inclusion\\_Your-Guide-to-Success.pdf](https://workplaceinitiative.org/wp-content/uploads/2017/02/Disability-Employment-and-Inclusion_Your-Guide-to-Success.pdf).
- <sup>21</sup> Whitfield, “Supplier Diversity and Competitive Advantage.”
- <sup>22</sup> Whitfield, “Supplier Diversity and Competitive Advantage.”
- <sup>23</sup> Whitfield, “Supplier Diversity and Competitive Advantage.”
- <sup>24</sup> Lewis, Kristen, *Making the Connection: Transportation and Youth Disconnection*, (Measure of America of the Social Science Research Council, April 2019)
- <sup>25</sup> Clive Belfield, Henry Levin, and Rachel Rosen, *The Economic Value of Opportunity Youth* (Washington, DC: Corporation for National and Community Service, 2012), <https://files.eric.ed.gov/fulltext/ED528650.pdf>.
- <sup>26</sup> Belfield, Levin, and Rosen, *The Economic Value of Opportunity Youth*.
- <sup>27</sup> *Mentoring: at the crossroads of education, business and community: The power and promise of private sector engagement in youth mentoring* (New York: Ernst & Young; Boston: MENTOR: The National Mentoring Partnership, 2015), [https://www.mentoring.org/new-site/wp-content/uploads/2015/09/EY\\_Full\\_Report-1.pdf](https://www.mentoring.org/new-site/wp-content/uploads/2015/09/EY_Full_Report-1.pdf).
- <sup>28</sup> *The Benefits and Costs of Apprenticeship: A Business Perspective* (Cleveland: Case Western Reserve University; Washington, DC: U.S. Department of Commerce, 2016), <https://files.eric.ed.gov/fulltext/ED572260.pdf>.
- <sup>29</sup> *The Benefits and Costs of Apprenticeship*.
- <sup>30</sup> Bennett and Hall, *Employing Opportunity Youth*.
- <sup>31</sup> Bennett and Hall, *Employing Opportunity Youth*.
- <sup>32</sup> *Workers with Criminal Records* (Alexandria, VA: Society for Human Resource Management; Arlington, VA: Charles Koch Institute, 2018), <https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/SHRM-CKI%20Workers%20with%20Criminal%20Records%20Issue%20Brief%202018-05-17.pdf>.
- <sup>33</sup> *Back to Business: How Hiring Formerly Incarcerated Job Seekers Benefits Your Company* (New York: ACLU, 2017), [https://www.aclu.org/sites/default/files/field\\_document/060917-trone-reportweb\\_0.pdf](https://www.aclu.org/sites/default/files/field_document/060917-trone-reportweb_0.pdf).
- <sup>34</sup> *Incentivizing Employers to Hire Ex-Offenders* (Santa Monica: RAND Corporation, 2018), [https://www.rand.org/content/dam/rand/pubs/research\\_briefs/RB10000/RB10003/RAND\\_RB10003.pdf](https://www.rand.org/content/dam/rand/pubs/research_briefs/RB10000/RB10003/RAND_RB10003.pdf).
- <sup>35</sup> *Back to Business*; Lucius Couloute and Daniel Kopf, “Out of Prison & Out of Work: Unemployment among formerly incarcerated people,” *Prison Policy Initiative*, July 2018, <https://www.prisonpolicy.org/reports/outofwork.html>.
- <sup>36</sup> Cherrie Bucknore and Alan Barber, *The Price We Pay: Economic Costs of Barriers to Employment for Former Prisoners and People Convicted of Felonies* (Washington, DC: Center for Economic and Policy Research, 2016), <http://cepr.net/images/stories/reports/employment-prisoners-felonies-2016-06.pdf>.
- <sup>37</sup> Amy Korte, “Ex-offenders Less Likely to Quit Their Jobs, No More Likely to Be Fired than Other Employees,” *Illinois Policy*, December 2, 2016, <https://www.illinoispolicy.org/ex-offenders-less-likely-to-quit-their-jobs-no-more-likely-to-be-fired-than-other-employees/>.
- <sup>38</sup> “Northwestern University study finds ex-offender job retention rates longer than those without records,” *Jails to Jobs*, July 20, 2017, <https://www.jailstojobs.org/northwestern-university-study-finds-ex-offender-job-retention-is-longer-than-those-without-records/>.
- <sup>39</sup> *Back to Business*.
- <sup>40</sup> *Back to Business*.

---

<sup>41</sup> Sodiqa Williams et al., *A Healthcare Employer Guide to Hiring People with Arrest and Conviction Records: Seizing the Opportunity to Tap a Large, Diverse Workforce* (New York: National Employment Law Project; Chicago: Safer Foundation, 2016), <https://www.nelp.org/wp-content/uploads/NELP-Safer-Toolkit-Healthcare-Employer-Guide-Hiring-People-with-Arrest-Conviction-Records.pdf>.

<sup>42</sup> Elizabeth K. Drake, Steve Aos, and Marna G. Miller, "Evidence-Based Public Policy Options to Reduce Crime and Criminal Justice Costs: Implications in Washington State," *Victims and Offenders* 4 (2009): 170-196, [http://www.wsipp.wa.gov/ReportFile/1033/Wsipp\\_Evidence-Based-Public-Policy-Options-to-Reduce-Crime-and-Criminal-Justice-Costs-Implications-in-Washington-State\\_Full-Report.pdf](http://www.wsipp.wa.gov/ReportFile/1033/Wsipp_Evidence-Based-Public-Policy-Options-to-Reduce-Crime-and-Criminal-Justice-Costs-Implications-in-Washington-State_Full-Report.pdf).

<sup>43</sup> "2017 Cone Communications CSR Study," Cone Communications, last modified May 2017, <http://www.conecomm.com/research-blog/2017-csr-study#download-the-research>.

*This H-1B TechHire brief was developed by JFF (Contract DOL-ETA-17-F-00005) and its partners Maher & Maher and ICF on behalf of the U.S. Department of Labor, Employment and Training Administration.*