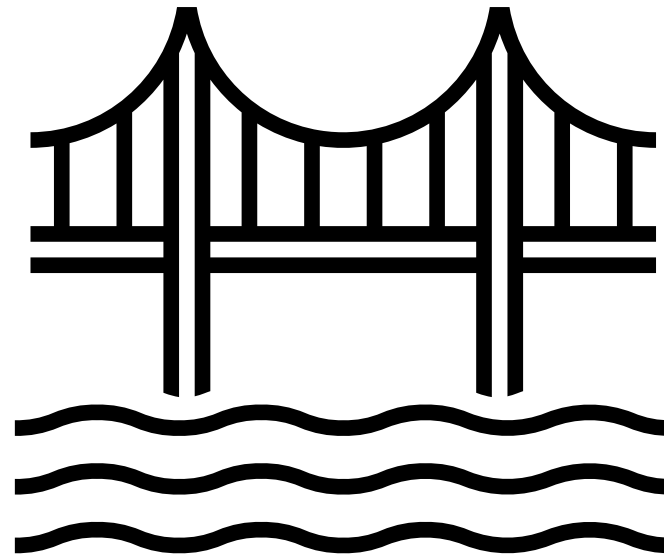


CORNELL  
UNIVERSITY  
BRIDGE TO  
EMPLOYMENT  
PROGRAM

Our mission is to support the recruitment, hiring, retention and advancement of untapped talent in the Tompkins County community and beyond.



# History

## **Cornell conducted a University-wide review in 2021**

- Brought together teams from across the institution - focused on inclusivity and casting a wider net across HR practices
- Examined jobs and systems to surface practices and processes for examination and new approaches
- Conducted community focus groups – “difficulty gaining employment”
- Recommended internal and external initiatives – one being Bridge to Employment
- Hired staff investing % of time – starting in 2023
- CJEI and HR collaborated in development of BtE:RR
- Program still in its infancy

# Who / What does untapped talent look like?

- People who have repeatedly applied and have not been hired
- People who have experienced barriers and yet have significant skills and expertise to contribute

## Barriers might include:

- gaps in employment or minimal experience
- addiction recovery
- first language other than English
- needing job accommodations
- reliable transportation
- child care
- degree(s) and experience from countries other than the US

# How can Bridge to Employment help people from untapped talent pools?



# Practices Employers Can Implement to Support Hiring, Retention and Advancement of Untapped Talent

## **HIRING**

- Ensure applications are accessible (language, literacy, technology, assistance)
- Examine hiring processes; look at demographics; notice makeup of management vs staff
- Tell your story . . . Let job seekers know you are committed to Fair Chance hiring; you want untapped talent in your workplace; you are equipped to support
- Partner with community organizations to promote job openings to local job seekers; hold Job Fairs and conduct interviews in the community
- Restorative Record

## **RETENTION**

- Assess & adjust policies + procedures
- Train HR, managers and staff in inclusivity and belonging
- Demonstrate value for employees at all levels; promote resources to support employee success and wellbeing inside and outside of work

## **ADVANCEMENT**

- Invest in professional development of employees at all levels - classes, workshops, trainings, certifications; ensure it is ACCESSIBLE
- Use performance evaluation process to support advancement; support growth and movement within organization (gigs, mentorship); ensure buy-in from management
- Develop leadership, coaching and mentoring programs

# Benefits of Hiring Untapped Talent

## COMMUNITY BENEFITS

- Opportunities for all
- Reduced recidivism (with justice impacted)
- Increased economic growth
- Break cycles of poverty and crime



# Benefits of Hiring Untapped Talent

## EMPLOYER BENEFITS

- Increased retention / reduced turnover
- Increased engagement – strong loyalty, commitment; 2<sup>nd</sup> chance
- Diverse thinking, lived experience and knowledge in workplace
- Support from workforce development programs / govt (ie; Workforce Development, WOTC, Federal Bonding)
- Investment in health and well-being of the larger community in which the business/organization resides



# COMMUNITY PARTNERS

- While organizations can examine and improve their internal hiring practices, meaningful change happens through partnerships.
- Bridge to Employment works because of the relationships we've built with community organizations who are helping connect individuals to opportunity and supporting them along the way.
- Today's panel brings together some of those partners to share their perspectives on what this work looks like in practice.

# PANELISTS

**Jodi Anderson Jr.**

Director of Technological Innovation

Center for Applied Research on Work

Cornell University ILR School - Criminal Justice and Employment Initiative

[jwa85@cornell.edu](mailto:jwa85@cornell.edu)

**Leigh Bacher**

Programs Coordinator

Ithaca Welcomes Refugees

[leighb@ithacawelcomesrefugees.org](mailto:leighb@ithacawelcomesrefugees.org)

**Dave Sanders**

Executive Director

OAR (Opportunities, Alternatives and Resources)

[Dsanders.oar@gmail.com](mailto:Dsanders.oar@gmail.com)

**Jacquelyn Mouillesseaux**

[Bridge to Employment](#), Cornell University

[jm2775@cornell.edu](mailto:jm2775@cornell.edu)