

the **SHIFT** awards

Innovations in hiring, training, pathways

2019 WINNING INNOVATIONS

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THE SHIFT AWARDS

We see a shift happening: in the way organizations assess, identify, and develop talent, thus creating new opportunities for the existing and potential workforce.

The **SHIFT Awards** are designed to recognize employers who are shifting from traditional hiring, assessment, training and advancement methods to create new paths to employment, training and economic opportunities. These new paths may:

- ◆ Focus on invisible or otherwise overlooked populations
- ◆ Determine new and more relevant job requirements that expand opportunities to more candidates
- ◆ Create new methods of assessing candidate skill sets
- ◆ Provide innovative learning pathways to skill up current employees and candidates
- ◆ Develop a diverse, work-ready pipeline of talent
- ◆ Bridge the skills gap

This is multi-level award recognizes fledgling projects to well-established practices with measured results. Judges considered the size and scope of the initiative and the organization, potential or proven impact, partnerships or community involvement, and replicability. Additional consideration was given to those programs that focus ed on special populations such as minorities, persons with disabilities, veterans, military spouses/partners, and formerly incarcerated individuals.

AWARD LEVELS

Platinum

On-going, established project with strong results that have made a significant impact. Encompasses both initial hiring and workforce development. This program must be well-defined so that other organizations may easily replicate it or expand it.

Gold

On-going or established project with proven, measurable results. May have a larger impact. Encompasses several objectives. Judges will be looking at how other organizations might replicate the program.

Silver

More established program with at least some positive, measurable results. Focus might be broader and seek to affect at least two objectives. May still be small in scope, but the proven success merits sticking with the program or expanding it.

Turquoise

Fledgling project which may or may not be fully in practice, so results may not yet be available. Focus is on at least one innovation. May be small in scope. May be a pilot program or a short-term project related to the current needs of the organization.

PLATINUM AWARD WINNERS

EDWINS

GREYSTON BAKERY

EDWINS Leadership & Restaurant Group was born from a break that founder Brandon Chrostowski received early in life and has grown into a six-month program conducted at EDWINS Restaurant in Cleveland, Ohio as well as within prison walls. Brandon's approach is simple: arm those re-entering society with a skill set and a smile.

The program provides career pathways rooted in the techniques of traditional French cuisine and the fundamentals of fine-dining hospitality, providing tuition-free education in culinary arts while offering the support necessary for successful reentry including free housing, life skills, access to healthcare, financial literacy, and more. Nearly 100% of their students have been incarcerated, were predominately low-income earners, and are from Cleveland's most vulnerable neighborhoods. Their 315 alumni have a recidivism rate of less than 1%.

EDWINS Restaurant has been lauded as one Cleveland's top-rated establishments by The Washington Post, The New York Times, Esquire and others. Graduates of the EDWINS Leadership program evolve from draining resources in the correctional system to contributing resources via payroll taxes and spending.

EDWINS Second Chance Life Skills Center offers students and recent graduates assistance finding free or affordable housing, assistance with childcare, medical care, financial literacy, identification, legal issues, and more. EDWINS Butcher Shop and Training Center gives students extensive butchery training and the butcher shop employs 12 EDWINS graduates. Soon to open next door is EDWINS Bakery, a venture that will provide additional skills for students, management opportunities for graduates and continue the renewal of the Buckeye neighborhood.

If you haven't seen it, be sure to look for "Knife Skills", a documentary about EDWINS Restaurant that received an Academy Award nomination in 2018, and a recent segment on the restaurant and its program featured on CBS This Morning Saturday.

For more than 35 years, **Greyston** has been a systems changer, helping people overcome barriers and obstacles to secure and retain permanent employment, while offering a systemic solution to discriminatory hiring methods. Recognized as one of the country's leading social enterprises, Greyston is in a strong position to grow their business and their impact through the creation of The Greyston Center for Open Hiring. The Center leverages regional business expertise, financial resources, and values-based leadership-- challenging the hiring status quo --by providing job opportunities along with coaching, mentorship, training, and wraparound support.

Today, Greyston Bakery employs about 115 open hire employees. The waitlist at the Bakery is about 6-8 months with most entry-level bakers remaining at the Bakery about 2 years. At that time, they are either promoted or secure a mid-level position elsewhere.

Greyston believes their open hiring program "holds the potential to change the world—one company, one job, one person at a time," and hopes to inspire other businesses to follow their lead.

GOLD WINNERS



Hot Chicken Takeover was founded on the premise of job creation and inclusivity, particularly to create supportive jobs for men and women who have faced significant barriers to entering the workforce—barriers such as homelessness, previous incarceration, or experiences with addiction. The company helps new team members set realistic goals, gives clear expectations, and promotes team members after successful completion of specific training. Team members learn the skills needed to grow their careers at HCT or transfer those skills to an external role that aligns with their personal growth goals and financial needs. Throughout their employment at HCT, team members are supported with unique benefits specific to their individual needs, that otherwise might keep them from continuous employment. Examples of these benefits include housing, financial literacy, transportation, recovery, and mental health supports.

Nusenda Credit Union has received national recognition, including a Top 25 Innovations in American Government Award from Harvard's Ash Center and a Strada Education Pathways with a Purpose Award from the U.S. Conference of Mayors for their Financial Services Career Exploration class which is offered to both Albuquerque Public School and Central New Mexico Community College students. The class is a crossover career opportunity that gives students a balance of career exposure, workforce development skills, and helps them start a successful post-secondary path in the business and banking sectors. After completing the class students are eligible to apply for a paid internship with Nusenda. In total, 171 students have taken the course since its inception in 2015 and from those students, 90 have become Nusenda interns. Furthermore, of these 90 interns, 23 have become full- or part-time permanent employees. That is nearly 30% of the interns who completed the program joining Nusenda as permanent credit union employees! In addition, the curriculum has now been adapted by the Santa Fe Schools- just another measure of the overall program success.

Tectonic recognized the benefits of creating a diverse workforce to fill the existing need for qualified software developers in America. They created the Tectonic Apprenticeship Program, registered by the United States Department of Labor, and built on a platform of diversity, critical thinking, and core foundational engineering skills. Current partners include Microsoft, AWS, The Cielo Scholarship Foundation, The United States Department of Labor, the U.S. Department of Veterans Affairs, and Texas Industry Partnership. The Tectonic Academy is a 6-month long paid apprenticeship, comprised of both classroom learning and real-world client application development. It provides an opportunity for people with diverse backgrounds who are looking to gain an education and the associated skills to begin a career in Technology. By removing the barriers normally associated with gaining a career in Technology, they're disrupting and evolving the way companies educate, source, and hire top software development talent.

Since 1994, more than 3,000 women have been through the **Televerde** program resulting in a less than 10 percent recidivism, compared to the national three-year recidivism rate of 68 percent. Televerde employs incarcerated women at five call centers inside of Perryville Prison in Goodyear, AZ and Rockville Prison in Indiana. Potential employees must go through an interview process and are trained as paid call center representatives for the company while still incarcerated.

Televerde has been successful by building relationships within the prison system as well as developing the secure technology measures that allowed their systems to be used inside prison walls. They empowered

GOLD WINNERS, CONTINUED

the ladies on the inside to learn and use the technology stack. They've worked hard to overcome intense public perception, changing the hearts and minds of people around the world.

Televerde recognized the need to provide wrap-around support for the Televerde women who were reentering society- including the 30% who transition from jobs within both prison facilities to employment at Televerde. They work hand-in-hand with the Arouet Foundation to help these women discover their strengths, identify viable career paths, and establish stable, self-sufficient lives outside of prison. They do this through educational and employment supports, mentoring, wellness and behavioral health, life skills development, and advocacy.

Veterans United – wanted to take control of their own narrative in the community and in the industry. They developed internship programs that serve 2 groups, students of color and student veterans. The process includes identifying high-performing students and placing them in the area of the company that seems to be the best fit, providing training and funding any necessary licenses. Students have been placed in all areas of the company, including production, technology, legal and compliance and more. In addition, interns volunteer at other organizations such as a women's shelter, assisted living facilities or youth programs, offering help to members of the community who need their support.

They hope to expose more students of color and student veterans to their company and industry, whether it leads to a permanent job at Veteran's United after graduation or as an impactful experience that puts them above and beyond qualified than other candidates in the job market.

SILVER WINNERS



Ability to Work champions an inclusive employment environment, believing that all people are entitled to contribute to their community, receive the rewards of a job well done and be appreciated for their contributions. Ability 2 Work exists to give the differently abled the same opportunities of typically developing individuals. The 501(c)3 created Grateful Bites, a small café in New Jersey that employs differently abled employees in various parts of the restaurant, shadowing chefs and working in the kitchen, the farm program, and for the catering arm of the business.

While the primary goal is to provide a fully inclusive and supported business environment for the differently-abled, founder Karen Monroy is also focused on two other key objectives- to educate the public on the plight of those who are differently abled and to provide a model to other individuals who want to run a socially conscious business.

Hyatt Hotels has raised the bar high on programs aimed at reaching opportunity youth! Through a virtual reality platform combined with non-traditional methods of skills assessment, they created an innovative approach to attracting and identifying young people who might otherwise not meet the job requirements. With the help of organizations like Youth Career Initiative and Grads of Life, RiseHY has a lofty future goal- to provide on-the-job training programs while hiring over 10,000 opportunity youth in the next five years.

Metis Technology Solutions already had a healthy veteran population in their aviation arena, but wanted to find additional hidden talent in the veteran community and provide leadership and training opportunities in all areas in which they work across the country. In 2018, Metis received the federal HIRE Vets Gold Medallion Award recognizing their commitment to recruit, hire and retain veterans. Those who join their Veteran Leadership program receive tuition assistance, leadership training, and additional educational support that provides a path to more senior positions in the company. In return, Metis benefits by employing and retaining veterans with specialized technical skills, outstanding personal skills, and the ability to adapt.

We are pleased to recognize the **Taos Ski Valley** for twin initiatives aimed at developing a workforce with much needed skill sets. Taos Ski Valley was searching for a way to address the struggle to recruit for roles such as Dishwasher, Housekeeper, and Maintenance. Through a partnership with UNM Taos, Taos High School and the NM State Department of Vocational Rehabilitation, they created a program that provided both classroom and work experience, resulting in a pathway to employment. The twin initiative, partnering with UNM Taos, offers a culinary certificate through employment with Taos Ski Valley, filling needed culinary roles and allowing UNM to grow their enrollment in the culinary department while creating a career pathway from the program.

Vericool founder Darrell Jobe is on a mission –challenging companies to join Vericool in supporting non-discriminatory hiring practices and creating positive impact and hope for formerly incarcerated individuals and their families by providing the opportunity to work.

A former gang member who has served time, Darrell worked hard to straighten out his own life. He eventually founded the company that makes sustainable, environmentally friendly packaging that can replace expanded polystyrene foam packaging for shipments that need to stay cool. Jobe is determined to give second chances to former prisoners. Roughly one quarter of the company's 45 employees have served time. They not only get a chance to work, but also can get ownership in the company through Vericool's employee stock-option plan.

TURQUOISE WINNERS

The Chobani logo features the brand name in a bold, dark green, sans-serif font, set against a light grey rectangular background.The Cornbread Hustle logo consists of a stylized graphic of a corn cob on the left, followed by the words "CORNBREAD HUSTLE" in a bold, black, sans-serif font.The Ponce's Mexican Restaurant logo features the name "PONCE'S" in a large, white, serif font, with "MEXICAN RESTAURANT" in a smaller, white, sans-serif font below it, all contained within a black rectangular border.

In an effort to bridge the skills gap, **Chobani** obtained a grant through the Workforce Development Institute and was able to roll out a pilot ESL Apprenticeship program using VOXY. Employees were chosen to take part in the pilot by their managers.

The on-line platform allows flexibility to employees who may be working various shifts. The goal of the pilot program was for at least 9 of the 14 employees to develop an increased knowledge of the English language. Chobani has seen an increased interest in the program amongst its other ESL employees and hope to make it available to employees at both of their manufacturing sites.

Cornbread Hustle, a staffing agency focused on providing second chances, provides a Recovery app free of charge to their employees who are struggling with addiction or in recovery. They partner with multiple organizations and non-profits throughout the Dallas area including Workforce Solutions offices, the Texas Veterans Commission, Veterans of America, Unlocking Doors, and the Prison Entrepreneurship Program. They welcome candidates into their community, stay engaged with them, and give them a feeling of belonging. Their goals include training people to become better employees, find meaningful employment or become entrepreneurs.

To encourage team members to view their employment as a career, **Ponce's Mexican Restaurant** designed a program providing training that supports upward mobility within the company. All employees can take advantage of training that provides opportunities to move into higher skilled positions and management work. With each new position mastered, employees receive a pay raise. The program has already created a reduction in turn-over, a happier, committed work force, and an increase in the quality of our food and service.

Next steps include working with the Restaurant Opportunities Collaborative to find those who could become a pipeline for hiring in the future and developing a soft skills hospitality training program through the local community college.



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Advisor – Jamai Blivin | Founder & CEO, Innovate+Educate

2019 Panel of Judges

Elizabeth Garlow | Investment Officer- Lumina Impact Ventures, The Lumina Foundation

Douglas Lynch | Senior Fellow, USC Rossier School of Education

Bill McCamley | Cabinet Secretary, Department of Workforce Solutions, State of New Mexico

Karen Mickool | Principal & Consultant, Stone Associates-HR

Linda Strauss | Owner, Trainer, & Consultant, Strauss-HR

Nicole Trimble | Managing Director, FSG's Talent Rewire

Jamie Wagoner | Director-Elect, SHRM NM

Liaison to Judges & Applicants – Cindy Murphy | Principal & Consultant, Stone Associates-HR

Award designed by Jamai Blivin, Karen Mickool, Cindy Murphy, and Linda Strauss

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