UNTAPPED GUIDING
PRINCIPLES

SHRM
Foundation

INTRODUCTION

The coronavirus pandemic and resulting economic recession of 2020 have created tremendous uncertainty for employers and workers. Employers are not clear on when or how many people to hire. Given the underlined accelerated changes in business practices, such as remote work and increased automation, there may also be entirely different workforce needs after the pandemic.[1] The new normal is still an uncertain future, with both challenges and opportunities to ensure equitable advancement for all.

In the past, disruptions and uncertainty in the economy have led to a retrenchment in employers' diversity, equity, and inclusion (DE&I) commitments.[2] The positive public relations from equity statements seems hard to reconcile with productivity priorities in tough times. This retrenchment has had a disparate impact on populations who tend to experience barriers to employment, such as people with criminal records, people with disabilities, veterans and military spouses, young adults (ages 18-24), and older workers (age 60 and older).

According to Society for Human Resource Management (SHRM) research, these workers struggle to find the work and wages they need to thrive due to a plethora of barriers to employment—even in the best of times. This historically untapped and marginalized workforce is especially vulnerable to being left behind during an economic crisis and recovery.

Yet, regardless of the current economic climate and uncertainties about the future of work, there is a constant when it comes to inclusive hiring considerations: Economic advantage goes to companies that diversify their workforces—across demographics, life experiences, and perspectives—even

INTRODUCTION

A majority of HR professionals, managers, and executives report that workers from untapped talent groups perform the same as or better than other employees.
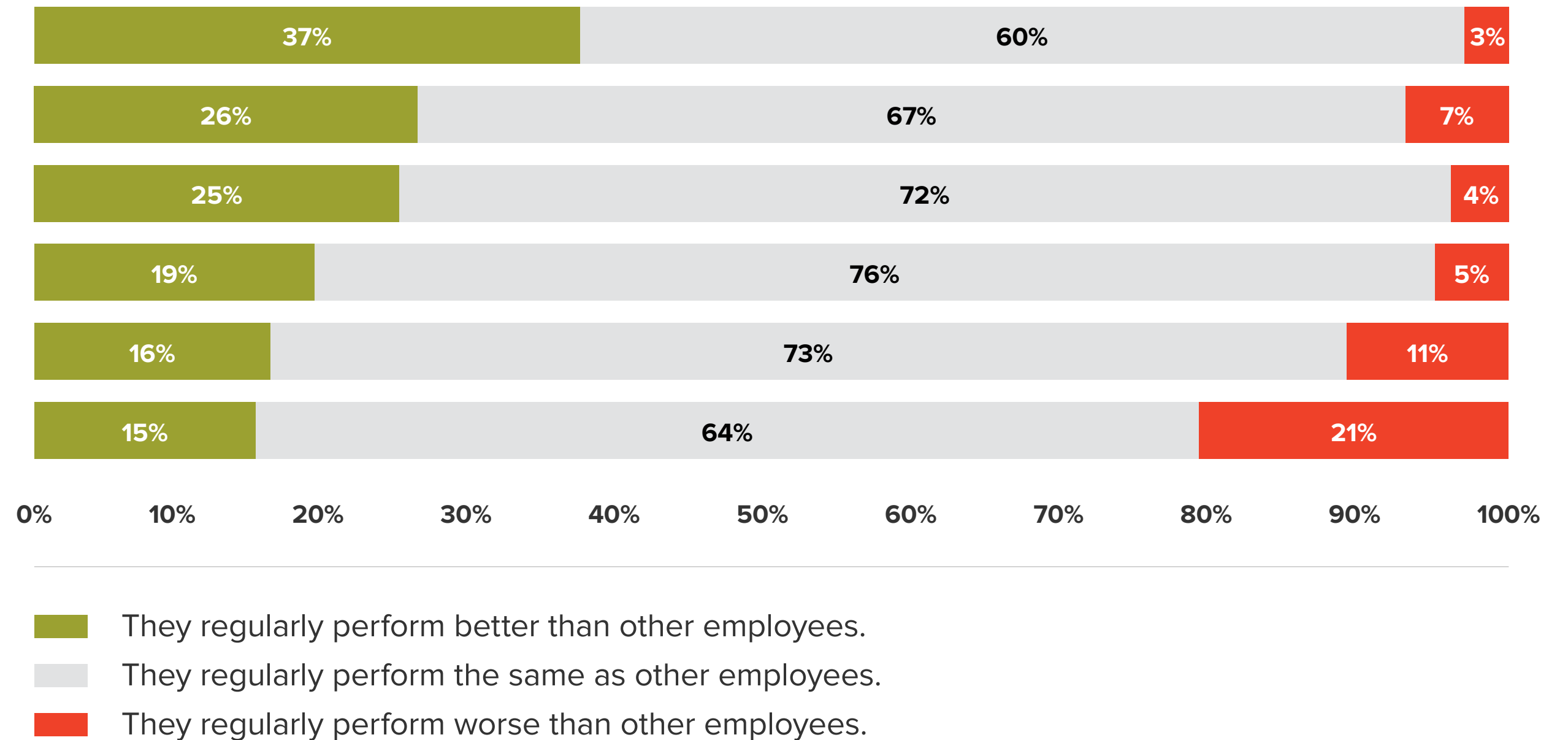
during economic downturns.[3] Employers that invest in their workers and their communities can promote a more equitable economic recovery that helps both employers and workers prosper. Getting a handle on the "equity" piece of DE&I means recognizing that the investments in workers may look different for different workers, but that the employers' return on investment from all of these investments will benefit the company.

Most human resource (HR) professionals have become increasingly aware of the benefits of implementing DE&I practices in companies, and a recent SHRM research study validates the overwhelmingly positive experiences employers have had with workers from traditionally untapped labor pools. Over 80% of respondents including HR professionals, managers, and vice presidents reported positive experiences working with veterans, military spouses and caregivers, individuals age 60 and older, and people with disabilities. An overwhelming majority of respondents reported positive experiences working with opportunity youth (69%) and individuals with criminal records (64%).[4] Individuals who identify as belonging to one or more of these untapped groups are probably already successful workers within your organization.

While the evidence is clear—these workers tend to be more loyal to organizations, longer-tenured employees, and more reliable than the typical worker—the majority of HR professionals in a recent SHRM study reported that they do not have plans in place to include these individuals in their talent and recruiting pools. The case must still be made to look beyond the myths and stigmas and to promote a broader view of hiring and retention. An important first step is to focus on the evidence of competence and not presume that workers in traditionally untapped talent groups have limited potential.

	They regularly perform better than other employees.	They regularly perform the same as other employees.	They regularly perform worse than other employees.
Veterans	37%	60%	3%
People age 60+	26%	67%	7%
Military spouses & caregivers	25%	72%	4%
People w/ disabilities	19%	76%	5%
People w/ criminal records	16%	73%	11%
Opportunity youth	15%	64%	21%

Now is the time for employers to develop and implement inclusive hiring practices in order to expand their recruitment pipeline to include previously untapped talent groups. HR professionals can lead this charge.

HOW TO USE
THIS RESOURCE

With generous support from the Walmart Foundation and in partnership with JFF, this document puts multiple resources at HR professionals' fingertips. It describes guiding principles, shares research findings that contextualize the principles in practice, and provides examples of key practices for implementation—both do's and don'ts—to guide strategy and daily practice and to avoid common pitfalls. To maximize results, some predominant existing practices should end or shift, while other new ones can begin.

Other guides and playbooks provide specific guidance on inclusive hiring practices for engaging particular populations. (For example, SHRM Foundation's *Getting Talent Back to Work Toolkit* offers guidance for hiring people with criminal records.) This publication is different. The principles outlined here are designed to guide HR professionals' efforts to maximize recruiting and inclusive hiring that leverages the talent of people across multiple previously untapped talent pools. The principles were developed, refined, and validated in collaboration with HR talent leaders and experts from leading national organizations who work with these particular populations. Since individuals cross multiple categories, this guide emphasizes principles that ensure inclusivity across groups, as well as prioritizes practices that respect the full person and might apply at scale to uniformly include untapped talent.

PRINCIPLES FOR SUPPORTING UNTAPPED TALENT
AT A GLANCE

Organizational Readiness

- Commit to and create an organizationwide vision for including previously untapped talent that aligns leadership, HR, and management.

- Establish a strategic plan with key objectives and goals to guide implementation of DE&I hiring and promotion principles.

Talent Acquisition

- Diversify your organization's talent sources.

- Hire based on competencies and not characteristics.

Talent Development & Mobility

- Equip managers to develop the unique skills and knowledge from previously untapped talent groups.

- Support your employees' well-being along with their work.

- Promote career mobility by continuously identifying and eliminating barriers to advancement.

WHERE TO GO FOR MORE INFORMATION

From SHRM Foundation

- Veterans at Work
- Getting Talent Back to Work
- Employing Abilities @ Work

External Resources

- JFF's Impact Employer Framework
- Grads of Life
- American Job Center Locator

ORGANIZATIONAL **READINESS**

I.

Commit to and create an organizationwide vision for including previously untapped talent that aligns leadership, HR, and management.

While most business leaders agree that including people from previously untapped talent groups in the organization's workforce is important to business success, individual stakeholder groups within the business may prioritize or interpret this sentiment differently.[5] By devoting time and effort to ensuring that the organization is ready to include employees from untapped groups, HR leaders can increase the chances of successfully doing so.

✓ DO

Collect and use data rigorously to make the case, shape the vision, and ensure the strategy is working.

Start with data to understand barriers and opportunities for including untapped talent groups in the workforce. Use all available talent data, employee engagement surveys, and other data sources to understand the baseline and identify any improvements in inclusion while respecting the privacy of individuals. The vast majority of organizations (89%) don't yet track return on investment of working with previously untapped talent, and only 39% have metrics on DE&I generally.[6] Closing these data gaps can help make the case to leadership and guide an effective strategy.

Cultivate champions for untapped talent at each level of the organization.

Champions do not own the effort, but they do believe strongly in it and are willing to be advocates.[7] Starting with leadership, identify individuals throughout the organization who can model and amplify the core message of the organization's commitment. Where possible, work with individuals to connect this champion role to professional development goals.

Communicate key messages about your values and practices.

Leaders who communicate frequently about the progress and importance of change efforts are more likely to succeed.[8] Yet research shows that a majority of organizations have not communicated their perspective on hiring from untapped talent groups.[9] Build on the success of existing DE&I commitments by explicitly including these groups in the inclusion strategy.

✕ DON'T

Don't position this commitment as purely about values rather than competitive advantage.

Recent survey evidence shows that the top reason business leaders give for hiring from untapped talent groups is that it is "the right thing to do."[10] This is true, but there are strategic advantages, as well. Diverse and inclusive companies perform better.[11] They are also more successful at attracting the right talent.[12] By keeping the business proposition in the foreground, a commitment to hiring untapped talent more easily becomes a priority across the organization.

Don't create the perception that the vision is "owned" solely by HR or leadership.

Frame the commitment to diversity as not just a recruitment and hiring strategy for HR, but as a core part of operations. Creating structures such as cross-unit committees or designated representatives is a known best practice for successfully implementing DE&I strategies.[13] Nearly half of the respondents to SHRM's survey (49%) said their organization plans to form an inclusion council focused on promoting and ensuring inclusion, while over a quarter (26%) said their organization already has an inclusion council. Companies can also recommend that employees devote time to inclusion efforts and can recognize their work in doing so in the performance review process.[14]

Don't try to do it all.

By improving practices so that they are more inclusive, employers can create the right environment for hiring qualified candidates who may belong to any single group or multiple groups. Yet some businesses may have structural limitations for certain specific roles that will take longer to overcome, and may need to bolster inclusivity by starting with a group of interest or a set of roles that are ideal for particular workers. Wherever you can start, do so—and then commit to continuous improvement until the long-term vision for inclusion is realized.

ORGANIZATIONAL **READINESS**

II.

Establish a strategic plan with key objectives and goals to guide implementation of DE&I hiring and promotion principles.

After creating and sharing the vision, organizations will want to put the values into practice. Most companies report not having a plan for engaging previously untapped talent groups; however, establishing a plan with key objectives and tactics to guide the work of leadership, HR professionals, and managers will help companies put a DE&I vision into practice in a way that enhances business operations.

✓ DO

Establish key objectives and goals that align with the elements of the DE&I vision.

Clarify the vision by creating a mission statement for the organization's DE&I principles. Articulate how these principles become actionable by setting objectives and goals that align with the elements of the vision.

Align the strategy to core business priorities.

Articulate how having a diverse workforce can enable better customer service, drive innovation, reduce the costs of turnover, attract investment, and improve the brand position of the company. Deep understanding of the company's value chain—how it outperforms competitors—will enable leaders to identify opportunities to include new hiring strategies.[15]

Develop tactics that help leadership, HR, and management engage previously untapped talent in the company.

The strategic plan should guide the work of the staff charged with responsibility (leadership) and accountability (HR and management) for implementing the initiative. Develop tactics that help these key staff put the vision into practice in ways that are consistent with their day-to-day responsibilities. These tactics may change the way people do their work, but their work should be changed in ways that enhance the work environment for the previously untapped populations and improve corporate performance.

Create SMART goals.

This is a foundational principle for all goal setting regardless of the types of goals, and will also be true for a strategic plan guiding a company's implementation of DE&I. Goals should be Specific, Measurable, Achievable, Relevant and Time-Based. This will help leadership develop metrics to measure progress against the goals over time.

⊗ DON'T

Don't create a strategic plan without input from employees representing the untapped population groups.

Recent survey results suggest that those most likely to develop and approve DE&I plans—corporate leaders, HR, and management—do not identify as members of untapped populations that are central to the plan. If the people developing the plan do not have the experiences of the people impacted by the plan, the plan may not identify the relevant objectives or goals. Since there are likely to be employees who are members of the impacted groups, invite them to participate in developing the goals and objectives of the strategic plan.

Don't position the plan above the practice.

As the organization changes, the strategic plan should change as well. If the goals are appropriately specific, relevant, and time-based, the strategic plan will need to be revisited and revised as practices change and the company grows.

TALENT **ACQUISITION**

III.

Diversify your organization's talent sources.

To hire more workers from untapped talent groups, start at the top of the recruitment funnel. Diversify the talent pool by identifying and working with new talent sources in your region. At the same time, examine how candidates from focus populations are faring in the current process and make changes to ensure consistency and accessibility.

✓ DO

Seek out partnerships with new education partners and community-based organizations.

Less than one-third of HR leaders surveyed by SHRM have partnerships in place to source workers from most untapped groups.[16] Yet many regions of the country do have public agencies or nonprofit organizations in place to support these individuals; some, but not all, of these organizations are also able to work directly with employers.

Find out what is in your area through your local workforce development board, by asking a local community foundation about reputable partners, or by looking for national groups or their local affiliates. For example:

- U.S. Department of Labor Veterans' Employment and Training Service
- National Organization on Disability (people with disabilities)
- Grads of Life (opportunity youth)
- Center for Employment Opportunities (people with criminal records)
- AARP Foundation (older workers)

Audit your recruitment process to look for opportunities.

Even with the right sources in place, candidates could be encountering barriers along the way. Yet a vast majority of HR professionals surveyed by SHRM do not measure the return on investment for DE&I programs focused on the employment of individuals from untapped talent pools.

Map out the whole candidate journey from initial messaging through new-hire onboarding to ensure that the process is fully accessible. Where are individuals from focus populations currently showing up in your processes? How do they fare and why? Use hiring data supplemented with feedback from partner organizations or new hires to identify points of confusion or unnecessary requests for sensitive information that is not legally required.

✗ DON'T

Don't rely on informal inclusion plans alone.

Of the organizations SHRM surveyed that reported having a program in place to hire from untapped talent groups, a majority said their program is informal.[17] Moving from an informal commitment to an untapped-talent strategy enables the entire organization to set and measure goals, communicate progress, build accountability, and pursue continuous improvement.

Don't underestimate work-based learning.

Internships and apprenticeships are two forms of work-based learning that can also serve as inclusive talent pipelines for candidates from untapped talent groups.[18] JFF's Center for Apprenticeship & Work-Based Learning contains tools and resources to support work-based learning for a wide range of populations, including individuals from untapped talent groups.

Don't focus only on internal processes.

The most accessible and fair recruitment process for untapped talent will not be successful if talent sources ultimately remain the same. Better processes will certainly help more untapped candidates get to the interview, but they won't necessarily help the organization hire more of these workers at scale.

Don't use language in job postings that elevates the risk of bias.

Often, the first impression a candidate gets from a job listing can determine whether he or she decides to continue in the process. Work with partner organizations or an internal team to identify and remove any language in job postings that might turn off otherwise qualified candidates. For example, descriptors like "excellent education credentials" are not specific enough to provide information to candidates, and also risk excluding someone who took a nontraditional route to his or her qualifications.

TALENT **ACQUISITION**

IV.

Hire based on competencies and not characteristics.

Competencies include the key knowledge, skills, and abilities required to be successful in any given role. By working with managers to define these attributes and create screening processes that reliably uncover them, organizations can reduce their reliance on proxies like degrees and references that create barriers for people from certain untapped talent groups and reduce the organization's ability to get the talent it needs.

✓ DO

Critically examine job descriptions to ensure that they highlight the knowledge, skills, and abilities needed for success on the job.

Focus on job titles, opening paragraphs, and what are listed as "minimum" or "essential" qualifications. Use language describing what candidates must know and be able to accomplish based on input from managers and high-performing incumbent workers in the same or similar roles.

Let candidates know what the hiring process will entail.

Include information in the job listing that describes what candidates will be asked to do. This will provide an opportunity for them to prepare or ask for any accommodations that they might require to fully participate.

Provide multiple ways for candidates to demonstrate their qualifications.

There are almost always multiple ways to screen candidates. In a recent SHRM survey, over three-fourths of HR professionals (76%) stated that their organization already modifies hiring practices or policies for job candidates who require accommodation.[19] Consider using work-sample tests to allow candidates to demonstrate how they might approach a job-related task, such as troubleshooting a problem, delivering a presentation, or writing a report.

Train managers to screen talent from previously untapped groups.

A SHRM survey found that less than half of HR professionals say their organization is developing training for managers to evaluate and modify job postings or evaluate candidates from previously untapped groups.[20] Invest time to ensure that hiring teams are equipped with the knowledge, tools, and authority to operate a consistent hiring process for all applicants.

✕ DON'T

Don't rely on unnecessary degree requirements as a proxy for skills.

Many organizations rely on formal credentials as a signal for latent skills or knowledge, while research has shown that unnecessary degree requirements shrink the applicant pool and can lead to wage inflation, lower employee engagement, and higher turnover rates.[21] Recent studies show that as many as 30 million Americans already have the skills to move into more-lucrative roles but are prevented from doing so simply because they do not hold a four-year degree voluntarily required by employers.[22] Instead of a degree requirement, focus on the requirements of the role and the qualities that the degree represents.

Don't gather feedback on candidates as a group.

Intentionally create a review process that disrupts groupthink, where participants in the interview process may be influenced by the opinions of others. Collect individual data from decision-makers before convening a meeting to discuss candidates.

Don't hire for "cultural fit."

Rather than imagining how a candidate might interact with colleagues or approach the work similarly to a predecessor, ask about his or her deeper alignment with the organization's mission, strategy, or sector.[23] These more-significant attributes are better aligned with performance and engagement. Some organizations ask hiring managers to numerically rate "likability" as part of the evaluation rubric to better account for personal biases.[24]

TALENT DEVELOPMENT & MOBILITY

V.

Equip managers to develop the unique skills and knowledge from previously untapped talent groups.

Well-prepared and well-supported managers can help employees from untapped groups thrive within the organization, yet only a minority of HR professionals surveyed by SHRM believe that managers in their organizations are trained for unique situations that might arise on the job with respect to these workers.[25] In many cases, extensive and specialized training may not be necessary, but finding the right combination of knowledge, partnerships, and resources can help ensure that workers flourish.

✓ DO

Seek out and provide training on inclusive management practices.

Workers from untapped talent groups benefit from the same core management best practices as other workers. Managers who can work to reduce their own intrinsic biases, recognize an employee's individual assets and behaviors, support accountability and performance, communicate well, and resolve conflict will also succeed with workers from one or more untapped groups. Where special knowledge is necessary, seek assistance from reputable national organizations that appear above or from a local partner.

Hold managers accountable for measurable inclusion goals.

More than two-thirds of HR professionals surveyed by SHRM said managers are not held accountable for inclusion in their organization.[26] Since inclusion of untapped groups should be core to the business strategy of the organization, measure performance against inclusion goals using data sources such as retention measures, employee engagement surveys, employee focus groups, or exit interviews.

Encourage managers to be creative and flexible.

More than half of HR professionals surveyed by SHRM (54%) stated that although their organization currently is not evaluating and modifying job design (e.g., physical redesign, workflow redesign, qualification redesign) to be more flexible for those from untapped talent groups, they would be open to doing so; another 22% said their organization is already doing this.

Make inclusion a priority in evaluating candidates for management.

Include questions in behavioral interviews with management candidates to ensure that they share the organization's values with respect to untapped talent groups. Consider life experiences as well as work experiences.

✗ DON'T

Don't anticipate that any new hire will have specific challenges that will interfere with job performance based solely on their personal characteristics.

Ensure that managers communicate job expectations clearly and allow new hires to demonstrate how they can meet and exceed them. If any accommodations are necessary, get input from the employee, the manager, and, if possible, experts at any partner organization to co-create solutions.

Don't assume that extensive, specialized management training is always necessary.

Approach management training with an asset-based mindset. Workers from untapped talent groups come from all walks of life and have a diverse range of skills, knowledge, assets, and barriers as individuals—including education, training, and work and leadership experience. In many cases, the fundamentals of inclusive management, within the context of a broader organizational vision for the inclusion of untapped talent groups, are more than enough to prepare managers for success.

TALENT **DEVELOPMENT & MOBILITY**

VI.

Support employees' well-being along with their work.

Many companies already provide programs and benefits to support employee well-being, given the strong connections between wellness, engagement, and productivity.[27] Ensure that workers from untapped talent groups are aware of what the organization offers and can access the full range of benefits. Some workers also benefit from additional supports that companies can create (such as mentoring or employee resource groups) or access through partnerships (such as coaching, child care, or transit supports).

✓ DO

Expand supports for all employees and ensure that employees know about the supports they already have.

In addition to competitive wages and health care, companies often provide optional life insurance, education benefits, employee assistance programs (EAPs), and other rewards. Examine utilization data to look for opportunities to make employees aware of the benefits that are available, or to spot legacy programs that may no longer be relevant.

Build a culture of success through mentor/mentee relationships.

Over half of the respondents to SHRM's survey (61%) said their organization plans to provide inclusive mentorships and networking opportunities, while 24% said their organization is already doing so. Providing well-structured opportunities for employees to connect to others within the organization—especially when those in a mentor/mentee pair are different from each other—can help build a learning culture and increase a sense of belonging. This is especially true for "reverse mentorship," where more-senior leaders in the organization are mentored by employees who are new to the organization or to the field.

Consider employee resource groups.

If well-designed, employee resource groups (ERGs) can provide valuable opportunities for employees to connect with colleagues who share characteristics such as race, gender, or veteran status. Be sure to carefully plan the groups to maximize rewards and limit any risks.

Create meaningful channels of communication.

Over half of the respondents to SHRM's survey (56%) said they plan to ask inclusion questions on employee surveys, while almost one-third (31%) already do.[28] If there are enough workers to ensure anonymity, measure the extent to which workers from untapped groups feel included through feedback surveys that explicitly ask employees about negative experiences they may have had at work related to their personal characteristics—as well as their views on company policies and practices. In smaller organizations, ensure that managers are asking about these topics and creating space to discuss them confidentially.

⊗ DON'T

Don't promote wellness initiatives that are not accessible and inclusive.

Not all wellness initiatives are equally accessible for the whole workforce, as physical abilities vary over time and from person to person. Increasingly, companies are shifting to a more holistic view of well-being, which addresses mental health, financial security, and social connection, among other topics. Studies show that employees who report a greater sense of well-being are both more productive and more willing to stay with their current employer.[29]

Don't go it alone.

Some community-based or advocacy organizations—the same ones that are potential partners on talent acquisition—can provide ongoing support with case management, coaching, or access to basic needs such as transportation or child care, or may even help resolve barriers for a worker on the job. Some companies have decided to bring specific supports in-house when resources permit it.

TALENT **DEVELOPMENT & MOBILITY**

VII.

Promote career mobility by continuously identifying and eliminating barriers.

Career mobility—when employees can change roles within the organization through promotion or lateral moves—has been associated with decreased turnover.[30] Like all employees, workers from untapped talent groups benefit from intentional conversations about their options inside the organization and strong support for continued learning and development.

✓ DO

Clearly articulate career paths inside the company.

Starting with onboarding, make sure that employees know what roles there are throughout the company, and communicate with internal staff when openings are posted and what the requirements are. This is especially important because workers from one or more untapped talent groups may not have been encouraged to advance in past roles.

Use a consistent performance review process that encourages growth.

A majority of HR professionals, managers, and vice presidents surveyed by SHRM say workers from untapped talent groups perform the same as or better than other employees.[31] Encourage workers to set ambitious goals with their managers, including "stretch" goals that challenge them to take on unfamiliar but important tasks that could lead to new roles in the future.

Collect and use data to identify barriers to advancement.

Measure rates of advancement across the organization and look for trouble spots. Are workers from certain groups advancing more slowly? Do more-senior levels of the organization represent the workforce as a whole? Employee engagement surveys can also include measures that allow workers to voice their opinions on satisfaction in role, intent to stay, discretionary effort, and perceptions of mobility.

Support learning and development.

Encourage employees to upgrade their skills and credentials by reimbursing them for tuition or by forging partnerships with digital content providers. Recognize learning efforts and achievements in performance reviews.

⊗ DON'T

Don't allow minor problems to lead to untimely separation.

Managers who notice a pattern of concerning behavior should check in with the employee to understand the root cause, which can often be resolved. For example, persistent late arrival might be related to public transit schedules that don't align with the start of work. Most managers would prefer to accommodate transit schedules rather than lose a valuable team member to circumstances beyond his or her control. Mentorship, partner organization coaches or case managers, supervisors, and ERGs are also great channels of communication to proactively identify and solve these kinds of logistical problems.

Don't take options off the table for workers from untapped talent groups.

Job rotations, challenging new lateral assignments, and promotions may be a great fit—or not, depending on what the organization needs and what the individual's goals and qualifications are. Avoid deciding in advance what might work for an individual.

INCLUDING UNTAPPED TALENT:
NOW IS THE TIME

As the economic recovery from the COVID-19 pandemic continues, companies have a new opportunity to make workers from untapped talent groups a core part of their business strategy. These individuals come from all walks of life, contribute unique skills and knowledge to the workplace, and meet and exceed performance expectations. Including them is a competitive advantage. Overlooking them is costly.

Businesses do not have to engage in this work alone. Existing resources and new partners in the community can help them realize the benefits of including workers from one or more untapped talent groups. Meanwhile, the same investments in creating a formal program to attract and retain untapped talent will also benefit all workers at the organization. Diverse recruitment sources, competency-driven hiring, inclusive management training, growth-oriented performance practices, and a renewed focus on well-being are all evidence-based strategies that are increasingly part of the modern HR toolbox. Implementing them will help all employees thrive—as will the increased business performance that comes with a diverse workforce.

Past experience has shown that not all groups—or all organizations—fare equally well in economic recoveries. By creating more equitable and inclusive workplaces, HR leaders have the opportunity to build the resiliency of their businesses and their communities.

Methodology

SHRM Survey of Business Leaders

The HR survey was fielded electronically to a sample of active SHRM members from August 17 to September 8, 2020. In total, 1,545 members met eligibility requirements and responded the survey. The response rate was 3%. A sample of 1,500 managers and 500 executives were also surveyed from August 20 to September 9, 2020 via Dynata's non-probability online panel. For the purposes of this survey, executives were defined as those working at the vice president level or above at their organization.

Throughout October and November 2020, JFF convened a series of virtual focus groups with senior HR leaders and population experts from leading national organizations to review research results and develop and validate the recommendations that appear in this guide.

About SHRM Foundation

The SHRM Foundation's mission is to mobilize the power of HR and activate the generosity of donors to lead positive social change impacting all things work. The Foundation is committed to elevating and empowering HR as a social force through its innovative solutions to workplace inclusion challenges, programming designed to inspire and empower the next generation of HR leaders, and awarding scholarships and professional development grants to educate and develop students and HR professionals. The SHRM Foundation is a 501(c)(3) nonprofit affiliate of the Society for Human Resource Management.

About JFF

JFF is a national nonprofit that drives transformation in the American workforce and education systems. For 35 years, JFF has led the way in designing innovative and scalable solutions that create access to economic advancement for all.

Join us as we build a future that works. jff.org

About Walmart

Walmart.org represents the philanthropic efforts of Walmart and the Walmart Foundation. By leaning in where our business has unique strengths, we work to tackle key social issues and collaborate with others to spark long-lasting systemic change. Walmart has stores in 27 countries, employing more than 2 million associates and doing business with thousands of suppliers who, in turn, employ millions of people. Walmart.org is helping people live better by supporting programs that work to accelerate upward job mobility for frontline workers, address hunger and make healthier, more sustainably-grown food a reality, and build strong communities where Walmart operates.

To learn more, visit walmart.org or find us on Twitter @walmartorg.

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