

Economic Architecture Podcast – Episode: Fair Chance Hiring - Rézme Transcript:

The following transcript has been edited for clarity:

Stuart Yasgur: I'm Stuart Yasgur and this is Economic Architecture, the podcast.

Stuart Yasgur: When we think about formerly incarcerated individuals seeking employment, we often focus on ensuring that they have access to employment without fully understanding the barriers that employers may face.

Stuart Yasgur: Fair employment requires structural changes in not only how we support employees on the job, but in how employers find the right people to begin with.

Stuart Yasgur: Many formerly incarcerated people and individuals with criminal records are confronted by invisible obstacles to their hiring.

Stuart Yasgur: Formerly incarcerated individuals are often locked out of opportunities because employers make decisions based on their records that may or may not have anything to do with their ability to contribute as an employee.

Stuart Yasgur: This is a problem that disproportionately impacts Black and Hispanic communities in the United States.

Stuart Yasgur: Without clarity on where in the employment pipeline things may have gone wrong, job seekers can be left without equal opportunity they deserve.

Stuart Yasgur: Research shows that removing employment barriers and helping people get jobs after experience with the criminal legal system could add 78 to 87 billion dollars to the United States economy every year.

Stuart Yasgur: Fair Chance Hiring is a series of innovations that are trying to undo the barriers to employment that may occur when a person has a record of interaction with the criminal legal system.

Stuart Yasgur: For example, employers may overestimate the likelihood of someone being a repeat offender, which criminologist Sean Bushway highlighted last week.

Stuart Yasgur: Once we see this, we can begin to help employers make better hiring decisions and start to remove the obstacles that prospective employees face.

Stuart Yasgur: And we can use structural innovations to do it.

Jodi Anderson Jr. : There's always this like mythological background to every startup. We have our founding or origin story rooted in reality. Part of that reality is my own personal upbringing.

Ryan Brennan: Hearing Jodi's personal story, and margaritas and pizza for a year, and value alignment hit, and then we really figured out like, okay, here's the specific solution set we think we could employ for employers to make fair chance hiring something everyone can do.

Stuart Yasgur: This week, I spoke with Jodi Anderson and Ryan Brennan. They're the co-founders of Rézme. It's a platform that helps companies navigate the complexities of hiring with smarter technology and better data.

Stuart Yasgur: Bringing about large-scale change requires a detailed understanding of the challenges that the key stakeholders face.

Stuart Yasgur: In my incredible conversation with Jodi and Ryan, we dive into how local, state and federal policies layer on top of one another, creating complexity within and across jurisdictions, creating barriers for employers to hire and leading them to adopt practices that screen out candidates that might otherwise become successful employees.

Stuart Yasgur: We also talk about a powerful new idea that Rézme's developed. They call it the restorative record. It provides a digital tool that candidates can use to make the case for the rehabilitation in support of their application. And they also share with me a surprising market where they're seeing signs of growth and opportunity.

Jodi Anderson Jr. : So, from about 15 to 25, I spent my youth inside of various juvenile correctional facilities and adult facilities.

Jodi Anderson Jr. : The backstory behind that is that at about 13, I was adopted in Brooklyn, New York, through the foster care system, which

has its pros and cons. The pros were that we were not homeless. We, being my siblings. The cons were that my foster family ran the narcotics trade for our neighborhood. So, they were very much involved in the underground economy.

Jodi Anderson Jr. : And because we lived there and as a function of us living there and contributing to the family line of business, we were immediately employed. I had always been precocious to some degree, and so, I rose up the ranks, as they say, um, and contributed to their family business, which was transporting packages across New York City. That clearly did not last long.

Jodi Anderson Jr. : And at 15 years old, the entire household was raided by law enforcement. And all the children went to some form of juvenile confinement, and all the adults went to various federal and state penitentiaries. And so, while in that carceral setting, I had the good fortune of attending school. So, I'd always been a nerd in some sense.

Jodi Anderson Jr. : So, I got my GED at about 16, still very much in high school courses. Then, in New York State specifically, I was incarcerated in Brookwood Secure Facility, a juvenile facility in upstate New York. They introduced college courses for like the first time. And so, I was able to take college courses at about 17 years old, and then upon my graduation, metaphorically of course, graduated from the juvenile facility into the adult one.

Jodi Anderson Jr. : A little bit of dark humor here, but I tried to be lighthearted about the situation. Cornell University had a prison education program. And so, I enrolled in that, did very well there, graduated from that program. I received an associate's degree from a community college that was collaborating with Cornell University.

Jodi Anderson Jr. : That earned me my freedom about six years early, just for academic attainment. I then attended Cornell for a bit, had my first taste of academia, and then transferred to Stanford University on a full academic scholarship. And that's where I found out about the world of technology and startups and software, uh, changing life for most of society, and upon my graduation for undergrad, try to get a job, right? And of course I would be successful at getting a good job. I had tons of recommendations, mentors, a vast and powerful network, right, as a function of attending school. And then found out that there were these invisible barriers to employment or reintegrating into society.

Jodi Anderson Jr. : Now, up until that point, I had no awareness of this, right? I'd been incarcerated as a child, essentially. And had not been a functional adult in society ever in my life. And so, it was my first time coming up against background checks and various HR software screening platforms. I had no knowledge of this, and my past infractions as a juvenile, regardless of the situation, prevented me from gaining employment opportunities.

Jodi Anderson Jr. : And it was seeing that technological barrier that existed really put in my mind that we should develop a solution that addresses this. But essentially born out of a personal situation.

Ryan Brennan: Yeah, I think just adding to that, so, I was actually studying public policy education policy as a PhD student at Stanford and my methodological background was in economics. And so, prior to that PhD program, I actually worked in a juvenile incarceration facility in Tennessee. And so, when Jodi and I met, we had lunch for a year. Worked on a class together. And, um, I think the thing that was also in the back of my mind, especially given my dismal science training is that the need for employers to find talent in unique places is a growing phenomenon. Demographic changes, labor force participation changes, changing immigration enforcement. Like there, there's lots of factors contributing to the need for fair chance hiring to become something every employer can do.

Ryan Brennan: Beyond just the moral and ethical implications of treating people fairly. I think the reality of the United States moving forward is that something needed to be done to help employers handle this talent pool.

Ryan Brennan: I think one thing we realized as we started to diligence out our own initial ideas is that the fair chance hiring legal landscape is actually done at the city, county, and state level. And so, the reason it's taken so long for the system to adapt to legislation, which in places like California is coming on 10 years old, is just because it, certain laws only apply in certain small jurisdictions.

Ryan Brennan: There's not one umbrella policy for every company to apply. And that's part of what we figured out when we were building Rézme is that a large multi-jurisdictional organization struggles to handle local compliance. And so, these laws essentially are in effect, but not producing the change in society that was intended when they were written, because there's not a toolkit available for an organization to

localize to the specific policies that they need to follow in the specific areas.

Stuart Yasgur: Yeah, I think that one of the things that's really interesting about that is you also kinda raising the fact that, you know, there are policy makers who are really trying to constructively address this issue and that there are policies that are, that they're authoring to try and move the ball forward.

Stuart Yasgur: But there's so, much complexity here for employers as they're looking into this landscape. For the person who's not doing this on a daily basis, can you help us understand what some of that complexity looks like?

Jodi Anderson Jr. : I can give you a few thoughts on the complexity and compliance angle. One thing that I'll say about legislators and policy makers is they're not making these policies in a vacuum. The business community is very much involved in the crafting of this legislation because they have business needs that need to be met as well. And you had mentioned, the market failure that exists.

Jodi Anderson Jr. : And of course, citizens may feel that on one end, but businesses were trying to prove their bottom line, grow and expand. They're absolutely feeling that. And so, they're involved in the creation of these like policies, like how can we get more workers into the workforce? And understanding that the explosion or emergence of the background check industry, right, being a standard across the board, has led to the automatic disqualification of candidates that they otherwise would want to onboard into their organization.

Jodi Anderson Jr. : And so, I think that conversation with legislators, okay, how do we present some kind of reform in the background checking space, right? Now, employers exist in different regions across the country. Those regions have different characteristics, right? Those markets are, are not uniform. And so, the laws and like the policies are not uniform either.

Jodi Anderson Jr. : They're addressing the specific community needs. I think where the complexity, and Ryan alluded to this earlier, is you'll have state law, which will serve a broad set of business concerns, and then you'll have the county law, which serves another set of concerns that the business community is contributing to.

Jodi Anderson Jr. : But then at the city level, like not all cities are the same and they have different demographic needs, and they're very

specific initiatives that are unique to cities, that are reflected in the legislation and policy.

Jodi Anderson Jr. : For us, we'd like to demystify that complexity. A part of that is working with legislators and policy makers who are crafting the legislation and then figuring out a way to layer software solutions on top of that, because many business processes are run through some form of software and automation, and we'd like to make sure fair chance hiring is a part of that business process, but at a software or digitized level.

Stuart Yasgur: Can you share a little bit about the idea of a restorative record?

Jodi Anderson Jr. : For sure. So, Brennan was alluding to this notion of fair chance hiring. There are a number of fair chance hiring ordinances or statutes across the country, and what they essentially do is they allow a candidate the chance to respond to a background check, failure of a background check, flag background check concern.

Jodi Anderson Jr. : There are usually a number of factors that an employer is supposed to consider: evidence of rehabilitation, evidence of employability, education attained, employment pursued while incarcerated, post-incarceration engagement in the community, age since time of offense, how much time did they spend incarcerated?

Jodi Anderson Jr. : Do they have any mentors, any references? Are they engaged in the community? And these are the factors that an employer is supposed to consider, as mandated by policy. Just to put that out there, there are employers who aren't aware of this 'cause this is new legislation. California may be coming up on their 10th anniversary, but other states and cities, relatively new legislation.

Jodi Anderson Jr. : So, you don't expect employers to have been educated in the way that previous HR walls have proliferated everyone's conscious. The same thing on the candidate's side. They're not aware that they actually have these rights in order to reengage in the economy, right?

Jodi Anderson Jr. : So, the legislation is supporting their reentry into the economy, but they are not aware of how to do that. And so, what the restorative record does is it presents a candidate with a digital medium in order to present this evidence of rehabilitation, good conduct, reform, and employability, and those factors that the employer is supposed to consider for the candidate.

Jodi Anderson Jr. : That's where the restorative record is essentially built around. So, candidate creates their profile, they're able to send that in response to a background check failure or request for additional information from an employer who's trying to follow fair chance hiring legislation ordinances. And that document is sent to the employer so, that they can perform that adjudication.

Ryan Brennan: so, the background check screening that gets done in the pre-employment period sends a report to the employer that tags a candidate that the employer doesn't necessarily have personal information on with labels that are often frightening, um, crime types that you hear on TV or in the news that can be concerning.

Ryan Brennan: A lot of the fair chance hiring legislation is essentially trying to encourage business processes that add nuance and individual consideration beyond those labels, so, that if someone's crime is scary, but also not related to the job and something they've shown evidence of rehabilitation in response to that, they should be considered with a system that respects that nuance and the individual quality of their unique life story.

Ryan Brennan: And so, I think at a high level, what we do is we build a workflow for an employer to make what in the industry is called an adjudication decision about a candidate who has a background check flag, in a way that allows the individual candidate and the employer to have respect to that nuance and individuality.

Stuart Yasgur: And you're doing this all digitally so, that if an employer's in that situation and even if they're trying to kind of advance fair chance hiring goals or to be in compliance, there's complexity here, and other tools that are out there don't really help shed light on the specific circumstances of individuals.

Stuart Yasgur: And so, here it helps employers potentially navigate that complexity and be in compliance with their legal obligations, and so, doing, hopefully make better decisions for them, but also for society.

Ryan Brennan: Yeah, and you may be a large employer with 50 different talent acquisition agents at your organization, and without some sort of system to guide standardization of the process, you're gonna end up with inherent individual bias getting imposed on these decisions in a subconscious way that's human and unavoidable. And so, a part of what we're doing is, by asking people to show their work, by asking people to

do documentation steps, we're giving the organization visibility throughout the org chart on why individual decisions are getting made.

Ryan Brennan: so, to add to that, they get a, you know, the ability to understand decision making at the micro level across the organization

in a way that, before, if it was conducted on a phone call with the candidate

in a non-standardized way, would've been really hard to keep track of and develop a policy around.

Ryan Brennan: I think one thing to add is that the restorative record, which is, Jodi's original invention that started the company is it contains the bits of information that someone who's interacted with the justice system isn't gonna front-load on their application, but becomes immediately relevant upon the revelation to the potential employer that there's a record and a specific charge.

Ryan Brennan: So, for example, a common thing that we find people put on their restorative record is evidence of sobriety. Maybe they put down a Narcotics Anonymous sponsor as a mentor, someone they're willing to let the employer contact.

Ryan Brennan: Maybe they put down any rehab programs that they entered into. And in this way, they're able to overcome a drug charge which may have precluded employment without that information. And, um, it just gives them a structured way to include that information, which has become relevant after the background check, in a way that's automated, built into the HR system of the employer, so, that there's no extra effort needed on the employer's part to gather it.

Stuart Yasgur: Yeah. I think all of us could imagine if you're, when you're applying for a job, you're wrestling with, how much do I share, how much do I not share? And trying to figure out how to navigate all of that with so, little information from the outset. And this gives you a mechanism to be able to say, okay, let me go ahead and make my application for the position.

Stuart Yasgur: And then there's additional information that needs to be considered. But it can be brought in at the moment that it's relevant and you're creating this systematized way for it to show up, so, it's much more likely to get the appropriate kind of review and consideration.

Ryan Brennan: If it's all in Workday, then it's right there alongside everything else they're considering. And I guess one more thing to add is, um, Jodi often cites a paper called the Credentialing Dilemma, where people leaving incarceration actually received credentials along the way, but they don't have a portfolio of them.

Ryan Brennan: And often, as soon as they walk outside, they lose track of those certificates and et cetera. And so, one of the efforts we're making is to put the restorative record inside incarceration facilities. So, during their transition out, people can make it before an employer ever requests it with supervision of parole office, with counselors in the facility.

Ryan Brennan: And that way they can sort of have this transitional portfolio that they started while they were inside, take with them and, you know, lives on forever after.

Stuart Yasgur: That's great. And you know, one of the challenges we see in, in the fair chance hiring space is, you know, there's costs involved in creating new things and doing this kind of work.

Stuart Yasgur: And so, people wrestle with what's their revenue model. But here, because there's a real business case to the work that you're doing and there's a value proposition to employers, you have a revenue model that can help fund this and help this grow potentially to the magnitude of the problem.

Jodi Anderson Jr. : Can I say a few words on that business model front? I know it appears at times that we over-index on compliance. One, I would say that was as a result of meeting with a lot of CHROs and legal teams who would hear about our suite of product offerings. And then as we're trying to rationalize where does this fit into the organizational, like decision making apparatus, and it was, oh, this is compliance. Right.

Jodi Anderson Jr. : And then when we would speak with finance and the leaders in those departments, the office of the CFO, it became immediately apparent that the other hiring incentives, that are part of burgeoning legislation, so, one that's really prominent in our case, are work opportunity tax credits.

Jodi Anderson Jr. : So, legislators and policy makers and business leaders as well are advocating for hiring incentives. So, if you hire individuals who are part of historically underemployed groups, you just

find it difficult to enter the labor market, and you do hire them for X amount of hours, you'll be given a tax incentive for doing that.

Jodi Anderson Jr. : Unfortunately, to capture those tax incentives—very cumbersome, right? You can imagine if you're gonna fill out 30 forms or 20 forms, like how are you gonna do that in a timely manner? And then, but on our end, when we see what seems to be a problem, that was an opportunity for us, right? We can automate that process, too, right? And so, that has been a part of our value add to like a real business case.

Jodi Anderson Jr. : Not only are you coming into compliance with the legislation that's governing these hiring decisions, not only are you onboarding the rest of your organization to the policies that they're supposed to be following. You have greater visibility and how decision making is made. You're standardizing that, et cetera.

Jodi Anderson Jr. : But then you're also capturing the financial incentive on the other side of that. And that is very valuable for companies, especially given the climate that we're in presently.

Stuart Yasgur: Yeah, that makes a ton of sense. And because of how you're situated, you could also start to see this across multiple different employers, and you might be able to do it far more efficiently and develop a kind of competency here that they don't have.

Stuart Yasgur: Your self-description kind of evolving where, okay, you work in compliance, but there are all these, also these other aspects, and do you help your customers, but also others recognize the full suite of what you're offering?

Ryan Brennan: Yeah. I think we're just trying to remove barriers to interacting with this population, and we're trying to add more reasons to say yes to this population. And with that, we'll do anything, we'll build anything that it takes to get the problem solved.

Ryan Brennan: I think, it seems to, Jodi and I like the ingredients are there. Local orgs, government policy incentives—there's so, many things in place and really to us it feels like we're just writing the recipe to make it something everyone can do in their HR system so, that it doesn't take extra effort to be a fair chance hirer, but just like you would purchase any other number of products to manage an HR process, this one can just be on the list.

Stuart Yasgur: Do you wanna give a sense for already how much uptake you've gotten? Like, who are you working with these days?

Jodi Anderson Jr. : Yeah, so, our original beachhead market, as they say, was with the university system, so, helping universities recruit and maintain compliance with fair chance hiring laws, when it comes to justice-impacted talent.

Jodi Anderson Jr. : I think the interesting thing there was a lot of colleges and universities were already educating individuals who have been justice-impacted. And so, how do you onboard them to either become an employee or seek their first opportunity—say an internship, or some other early career opportunity. And so, that was our original kind of segment.

Jodi Anderson Jr. : A number of activations, most prominently with Cornell University and a number of schools in the State University of New York school system, and then have expanded beyond that to servicing some tech companies. I think it's very public that we work with a few NBA teams.

Ryan Brennan: Yeah. Just expanding on the original idea, that I mentioned in my first comments, that there is a business case for increasing candidate yield.

Ryan Brennan: We work in Ohio with a manufacturing organization there that has virtually no compliance obligations outside of the most simple credit reporting federal laws. But at the same time, they added nuance to their own process voluntarily to access new talent pools purely for the sake of needing to access new talent pools.

Ryan Brennan: And so, I think that was one of the cases that really changed our perspective on what we could be. I think when we were originally shopping the idea around and seeking investors, oh, you'll only ever get in California and New York, but no one else cares about this. And I think this particular client is one that really helped us prove both to ourselves and to the outside world that needing to fill positions in a 24-hour factory is enough of an incentive to pursue fair chance hiring in and of itself, without the compliance obligations that may come in those other states I mentioned earlier.

Stuart Yasgur: What does it do to your revenue model? Because Jodi as you mentioned, you were getting feedback that said, you gotta figure out where this gets paid for, which budget it comes from, and if it came from the compliance budget, that's one thing, but maybe now there's a

larger recruiting possibility here. Is there a line item that pays for that? How does that work?

Jodi Anderson Jr. : There are a few streams that have been very popular here. One has been the capturing of financial incentives, right? Because individuals that are coming through these various pathways, because they're justice-impacted or they're chronically unemployed, right? Or have served in the military in some capacity. So, they're a veteran of some sort.

Jodi Anderson Jr. : They qualify for these work opportunity tax credits. And because we're able to capture those more efficiently than traditional methods, manual methods, some of, some of the legacy players, the company is capturing these financial incentives, and then we're able to take a percentage of those as well.

Jodi Anderson Jr. : Right? And so, in terms of like a pure business model like that allows us to do the recruiting and then have to prove the value first, and then the transaction is all value-based. Like we've, we've done X amount, and the agreement is to capture some of that value that we've actually created.

Ryan Brennan: Yeah, I think going back to the, the question about line item, Jodi, speaking to the fact that the finance office is typically involved in the decision to pursue this, I do think that we often end up in conversations with lawyers as well, and I think typically, at least in our experience, the downstream HR and talent acquisition teams are very excited to send us up to those folks to get a decision made.

Ryan Brennan: However, and maybe this is just us being early enough, it does to some extent feel like we're selling something that doesn't exist yet. So, there's definitely a little bit of navigating how people understand where this fits in their organization. It's definitely been a journey to get to where we are.

Stuart Yasgur: I do think you're blazing a new path, right? And that a lot of the recruiting kind of efforts in this space, you know, if they hit a wall inside the organization, they're hitting a wall from the legal side, the legal compliance side, the risk management side, et cetera.

Stuart Yasgur: One of the nice things about I would imagine working with Rézme is that you have real strength there. And so, to the extent that the legal officers of organizations have questions or concerns, that's something you can address kind of straightforwardly.

Ryan Brennan: Yeah. I think the thing that we are acutely aware of is that at each of the three core things that we offer that we've mentioned, there are people doing something similar.

Ryan Brennan: But lining the three up with one system, so, that you're bringing people in from local partners aligned with an incentive package that you're planning to capture, and then making sure that those new talent pipelines have compliance obligations fully secured through one system is the difference, right? And it definitely changes the rates of success at each step by having them in communication.

Stuart Yasgur: Absolutely. Who is the future customer? You started by working with universities, you did this kinda remarkable work with Cornell, and then the whole SUNY system, if I'm remembering correctly, 22 different schools there.

Stuart Yasgur: And there are a lot of universities across the country that take compliance seriously. It's important to them. They're technology companies, for whom this is in some ways is very natural because they, they are kind of quick adopters of technology into especially the HR and they recognize the talent is such a critical part of their business. And now you have industrial companies, they're really facing a kind of a worker shortage issue. How, so, that's, these are three different frontiers of potential growth, which is good news as a startup company. But how do you think about that?

Ryan Brennan: I would have to say bucket number three is probably the one that we're the most focused on. The first two being traditionally innovative organizations willing to take a chance on adopting a new process or working with a company that's doing something for the first time, very grateful for their input, helping us refine the playbook and get to this point.

Ryan Brennan: But the organizations that have higher turnover, that are hiring for 24-hour positions—warehouses, distribution networks, manufacturing, hospitals, which is an interesting one that we didn't expect are the people who seem to be willing to move the fastest because the need for filling job recs is the highest.

Ryan Brennan: And I think, um, that's definitely where our focus will be for the next few years.

Stuart Yasgur: Can I play that back to you, see if I'm tracking? So, in some ways universities and technology companies quick, like friendly to new ideas, new adoption, but in some ways the biggest delta—the

biggest place where you can make the biggest difference in the hiring, you know, making sure that there's kind of successful hiring and that can turn into long-term employment for employers and also for employees maybe around these entirely different kind of industries that look very different.

Ryan Brennan: Yes, I think that's correct. I think the organizations that offer pathways to the middle class through manufacturing positions that lead to floor supervisor, that lead to an office job, but also have the union of being structured in a way that there are open jobs almost always, and the talent acquisition teams have to work very hard to fill those jobs makes working with a vendor like Rézme something that the conversation can move quickly around. Everyone understands what we're both trying to do in a way that I think it's just following the pathway of least resistance has led us to, and really helped us develop into a more mature suite of services.

Stuart Yasgur: And so, then, then the fact that you've kind of identified an entirely new revenue stream that offers the carrot for the employers, but also pays for your services, as kind of really enables all of this.

Stuart Yasgur: The question for you is, if there's somebody who is currently incarcerated or is in the situation of building a restorative record for themselves, or you know, or who have loved ones or people they know about this, what do folks do? How do they learn about you? How do they engage?

Jodi Anderson Jr. : Well, one way is to go to the website, of course, is Rézme.app, R E Z M E dot A P P. We try to be as prolific as possible, so, try to go to as many events, conferences, symposiums across the nation, just to make sure people are aware that there are streamlined software solutions in order to make this a reality. The next frontier of where we usually appear at is within HR marketplaces.

Jodi Anderson Jr. : You know, a lot of employers use HR systems in order to navigate every stage of the hiring process. So, if you are in Workday, you can simply type in fair chance hiring or Rézme, and we're going to appear there. And we really just want to be a part of the suite of tools that are available to specifically large organizations who are trying to hire en masse and need to fill positions, but also follow compliance in these different jurisdictions that they're operating in, while also capturing financial incentives.

Jodi Anderson Jr. : So, try to do that all within the marketplaces. So, more on the way for sure.

Ryan Brennan: And I think one of the things that we offer to employers that we haven't discussed yet is for this particular organization, we work in Ohio with a manufacturing organization, we're actually helping them recruit from halfway houses and work release programs by putting the restorative record into the programs in their geographic footprint, and then adding an employer specific portal for everyone who goes through those facilities to screen themselves for eligibility for a position.

Ryan Brennan: This gives the employer the ability to cut 12, 15 hours a week of initial phone interviews with candidates and process more people so, that we're giving opportunities to people. And I think, um, one statistic is that during the first week of our pilot with this organization, there were 14 women hired for manufacturing jobs from the women's halfway house in just one week. And I think that was a moment where we were just really recognizing that there was something unique going on here.

Stuart Yasgur: Wow. That is amazing. As this becomes the norm, it's gonna be starting to show up in more and more places.

Stuart Yasgur: Thank you both we've been kind of aware and following the work that you've all been doing for some time now, and it's remarkable to see this new dimension of how this work is evolving, and really excited to see it continue to grow. Thank you for taking the time.

Jodi Anderson Jr. : Thanks Stuart.

Ryan Brennan: Thank you.

Stuart Yasgur: This is a great example of a market that needs to be redesigned. There are people who need employment. They need the opportunity to contribute and provide for themselves and their loved ones.

Stuart Yasgur: Employers need employees; they need people to join the team and get the work done, and there are candidates that would make successful employees. But all too often, the structure of the market itself is getting in the way and making it difficult. In speaking with Jodi and Ryan, we can see that part of this is really an information problem.

Stuart Yasgur: Employers need information about the candidates that is difficult and expensive to access, and candidates wanna share information with employers, but they don't have a reliable and appropriate way to convey that information to employers.

Stuart Yasgur: This bodes well for Rézme's strategy of using technology that integrates throughout a value chain to enable easy and low-cost sharing of information at the appropriate point in the decision-making process.

Stuart Yasgur: There's no pretense that this is a single silver bullet solution, but it's a promising innovation that goes to the structural root of the problem.

Stuart Yasgur: And as a market-based initiative, it's continuing to evolve as it learns from the market where it can create the most value.

Stuart Yasgur: All of our discussions in the series and in our work at Economic Architecture are centered around solving problems of historic proportions.

Stuart Yasgur: In this Fair Chance Hiring series, over the course of the next several weeks, we're exploring another crucial part of our wellbeing—fair and sustainable employment. Ultimately, we need to make fair chance hiring the norm rather than the exception to the rule.