

WORKERS WITH CRIMINAL RECORDS

A Survey by the Society for Human Resource Management and the Charles Koch Institute

Conducted by NORC at the University of Chicago

Interviews: 3/23-4/2/2018

Sample includes 540 Managers (including C-Suite executives¹) and 512 non-managers, defined as those who do not supervise any employees.

Margin of error: +/- 4.8 percentage points at the 95% confidence level among all adults

Data collected by NORC at the University of Chicago

Interviews: 3/19-29/2018

Sample includes 1,228 HR Professionals who are members of the Society for Human Resource Management (SHRM)

Data collected by SHRM

NOTE: All results show percentages among all respondents, unless otherwise labeled.

¹ C-Suite executives include Presidents, Vice Presidents, and other C-Level Executives who work at companies of 50 or more employees. Managers include Presidents, Vice Presidents, and other C-Level Executives who work at companies with less than 50 employees, or mid- or entry-level managers. C-Suite executives and managers are both included in the Managers column in the tables.

Q1. Has the company or organization where you work hired individuals with a criminal record?

	Managers	Non-managers	HR Professionals
Yes	39	17	66
No	29	23	20
Not sure	31	60	14
SKIP/REFUSED	*	*	-

N= 540 512 1,228

If yes or not sure in Q1

Q2. How accommodating is your company or organization to hiring individuals with criminal records?

	Managers	Non-managers	HR Professionals
Completely unaccommodating	6	5	1
Unaccommodating	8	9	7
Neither accommodating nor unaccommodating	24	10	42
Accommodating	22	13	40
Completely accommodating	7	2	4
Not sure	33	61	7
SKIP/REFUSED	*	*	-

N= 379 395 984

Q3. Does your company or organization have a policy regarding hiring individuals with a criminal record?

	Managers	Non-managers	HR Professionals
Yes, we have a formal policy	42	31	32
Yes, we have an informal policy but not a formal policy	13	7	29
No, we do not have a formal or informal policy	18	11	32
Not sure	27	51	7
SKIP/REFUSED	1	-	*

N= 540 512 1,228

If C-Suite, Manager, or HR Professional and yes, formal policy or yes, informal policy in Q3

Q4. Please briefly describe your company or organization’s policy for hiring individuals with a criminal record.

[OPEN END, NOT CODED]

Q5. Has your company or organization’s HR department communicated to employees its policy, approach, or perspective on hiring individuals with criminal records?

	Managers	Non-managers	HR Professionals
Yes	36	24	43
No	35	42	43
Not sure	28	33	14
SKIP/REFUSED	1	1	*

N= 540 512 1,228

Q6. Has your company or organization's senior leadership communicated to employees its policy, approach, or perspective on hiring individuals with criminal records?

	Managers	Non-managers	HR Professionals
Yes	30	22	33
No	38	47	47
Not sure	30	31	18
SKIP/REFUSED	2	*	1
<i>N=</i>	540	512	1,228

Q7. Overall, how would you rate your company or organization's communication to employees about its policy, approach, or perspective on hiring individuals with criminal records?

	Managers	Non-managers	HR Professionals
Very unclear	7	17	9
Unclear	39	44	45
Clear	37	27	36
Very clear	17	11	9
SKIP/REFUSED	*	1	*
<i>N=</i>	540	512	1,228

If C-Suite, Manager, or HR Professional

Q8. Does your company or organization actively recruit individuals with a criminal record?

	Managers	Non-managers	HR Professionals
Yes	5	-	3
No	72	-	88
Not sure	23	-	8
SKIP/REFUSED	*	-	*
<i>N=</i>	540	-	1,228

If Manager

Q9. Do you make hiring decisions in your company or organization (e.g., are you currently or have you previously been a hiring manager)?

	Managers	Non-managers	HR Professionals
Yes	38	-	-
No	61	-	-
SKIP/REFUSED	1	-	-
<i>N=</i>	505	-	-

If C-Suite, Manager, or HR Professional

Q10. Personally, how willing or unwilling are you to hire individuals with a criminal record?

	Managers	Non-managers	HR Professionals
Very unwilling	7	-	4
Unwilling	19	-	10
Neither willing nor unwilling	41	-	47
Willing	29	-	34
Very willing	4	-	3
SKIP/REFUSED	*	-	2
<i>N=</i>	540	-	1,228

If Manager or HR Professional

Q11. How personally willing or unwilling are your coworkers to hire individuals who have a criminal record?

	Managers	Non-managers	HR Professionals
Very unwilling	6	-	5
Unwilling	27	-	20
Neither willing nor unwilling	44	-	52
Willing	20	-	20
Very willing	3	-	1
SKIP/REFUSED	*	-	2
<i>N=</i>	505	-	1,228

Q12. How willing or unwilling are you to work with individuals who have a criminal record?

	Managers	Non-managers	HR Professionals
Very unwilling	3	2	2
Unwilling	12	11	6
Neither willing nor unwilling	29	36	41
Willing	45	41	43
Very willing	10	10	4
SKIP/REFUSED	*	1	3
<i>N=</i>	540	512	1,228

Q13. How willing or unwilling are your coworkers to work with individuals who have a criminal record?

	Managers	Non-managers	HR Professionals
Very unwilling	4	2	3
Unwilling	16	21	15
Neither willing nor unwilling	43	47	54
Willing	32	23	25
Very willing	4	6	1
SKIP/REFUSED	*	1	2
<i>N=</i>	540	512	1,228

Q14. Please briefly describe your personal opinion/perspective about hiring individuals with a criminal record.

[OPEN END, NOT CODED]

Q15. Think about other companies or organizations in your area. How much do you believe that the following are concerns to companies or organizations regarding hiring individuals with criminal records?

Managers

	Not at all	Only a little	Some	Very Much	Not sure	SKP/REF
How customers would react to knowing that some employees have criminal records.	3	9	42	35	7	4
How employees would react to knowing that some other employees have criminal records	4	10	50	19	4	13
Local, state, or federal regulations that make it impossible or very difficult to hire individuals with criminal records	6	15	30	29	7	14
Individuals with criminal records won't be effective employees	21	24	27	9	5	13
Behavior by employees with criminal records	6	17	37	23	4	13
Legal liability	6	16	29	32	4	13
Employees' access to reliable transportation to and from work	13	18	30	19	4	16

N=540

Non-managers

	Not at all	Only a little	Some	Very Much	Not sure	SKP/REF
How customers would react to knowing that some employees have criminal records.	4	11	34	41	9	1
How employees would react to knowing that some other employees have criminal records	1	11	48	25	6	9
Local, state, or federal regulations that make it impossible or very difficult to hire individuals with criminal records	3	10	32	35	10	10
Individuals with criminal records won't be effective employees	15	21	35	15	6	9
Behavior by employees with criminal records	3	11	40	30	5	10
Legal liability	1	6	35	42	6	10
Employees' access to reliable transportation to and from work	12	23	29	18	7	11

N=512

HR Professionals

	Not at all	Only a little	Some	Very Much	Not sure	SKP/REF
How customers would react to knowing that some employees have criminal records.	4	11	39	30	9	7
How employees would react to knowing that some other employees have criminal records	3	15	47	21	7	8
Local, state, or federal regulations that make it impossible or very difficult to hire individuals with criminal records	12	17	29	22	12	8
Individuals with criminal records won't be effective employees	27	25	27	4	9	8
Behavior by employees with criminal records	7	21	40	17	7	8
Legal liability	3	10	35	39	5	8
Employees' access to reliable transportation to and from work	15	20	35	21	10	-

N=1,228

If C-Suite, Manager, or Non-manager

Q15A. Can you think of additional concerns, not listed above?

[OPEN END, NOT CODED]

If C-Suite, Manager, or HR Professional and yes in Q1

Q16. How much are each of the following a factor in your company or organization's decision to hire individuals with criminal records?

Managers

	Not at all	Only a little	Some	Very much	Not sure	SKP/REF
We want to make the community a better place.	6	10	34	44	5	-
We want to give a second chance to individuals.	2	10	33	43	3	8
It gives us a better reputation with those outside of the company or organization.	10	28	22	28	4	8
It gives our company or organization a better reputation with current employees.	13	27	18	30	3	8
We are incentivized by tax rebates or other government incentives.	30	8	20	27	7	8
We want to hire the best candidate for the job regardless of criminal history	2	8	29	50	1	10

N=173

HR Professionals

	Not at all	Only a little	Some	Very much	Not sure	SKP/REF
We want to make the community a better place.	10	10	33	36	4	7
We want to give a second chance to individuals.	5	12	36	38	2	7
It gives us a better reputation with those outside of the company or organization.	29	21	26	8	9	8
It gives our company or organization a better reputation with current employees.	31	23	24	6	10	7
We are incentivized by tax rebates or other government incentives.	59	11	9	2	11	7
We want to hire the best candidate for the job regardless of criminal history	4	7	27	53	3	7

N=810

If C-Suite, Manager, or HR Professional and yes in Q1

Q17. Can you think of additional concerns not listed above?

[OPEN END, NOT CODED]

If Non-manager and yes in Q1

Q18. If you had to hazard a guess, how much are each of the following a factor in your company or organization’s decision to hire individuals with criminal records?

Non-managers

	Not at all	Only a little	Some	Very much	Not sure	SKP/REF
We want to make the community a better place.	19	14	33	21	7	5
We want to give a second chance to individuals.	19	12	24	30	5	9
It gives us a better reputation with those outside of the company or organization.	17	13	16	36	10	8
It gives our company or organization a better reputation with current employees.	16	31	18	14	12	8
We are incentivized by tax rebates or other government incentives.	14	5	14	43	15	8
We want to hire the best candidate for the job regardless of criminal history	21	12	21	20	12	13

N=88

If Non-manager and yes in Q1

Q19. Can you think of additional concerns not listed above?

[OPEN END, NOT CODED]

If C-Suite, Manager, or HR Professional and yes in Q1

Q20. Compared to employees without a criminal record, how would you rate the quality of hire for individuals with a criminal record?

	Managers	Non-managers	HR Professionals
Much worse	4	-	1
Worse	8	-	11
About the same	66	-	60
Better	11	-	6
Much better	5	-	1
Not sure	6	-	14
SKIP/REFUSED	*	-	6

N= 173 - 810

If C-Suite, Manager, or HR Professional and yes in Q1

Q21. Compared to employees without a criminal record, how would you rate the cost-per-hire for individuals with a criminal record?

	Managers	Non-managers	HR Professionals
Much less	4	-	1
Less	11	-	5
About the same	59	-	68
More	11	-	9
Much more	7	-	1
Not sure	7	-	10
SKIP/REFUSED	-	-	6

N= 173 - 810

If C-Suite, Manager, or HR Professional and yes in Q1

Q22. Has your company or organization hired individuals with any of the following backgrounds?

Managers

	Yes	No	Unsure	SKP/REF
Violent felony (e.g., assault, domestic violence)	28	43	29	1
Property-related felony (e.g., theft, arson)	34	32	28	6
Sexual felony (e.g., sexual assault)	11	57	26	6
Substance-related felony (e.g., DUI, drug-related crimes)	65	18	11	6
Financial crimes (e.g., fraud, insider trading)	19	47	28	6
Misdemeanor (e.g., shoplifting, vandalism)	67	6	20	7

N=173

HR Professionals

	Yes	No	Unsure	SKP/REF
Violent felony (e.g., assault, domestic violence)	20	57	16	7
Property-related felony (e.g., theft, arson)	34	41	18	7
Sexual felony (e.g., sexual assault)	9	66	17	7
Substance-related felony (e.g., DUI, drug-related crimes)	78	9	6	8
Financial crimes (e.g., fraud, insider trading)	16	53	24	7
Misdemeanor (e.g., shoplifting, vandalism)	70	10	13	8

N=810

If Non-manager and yes in Q1

Q23. Are you aware of any employees at your company or organization with a criminal record?

	Managers	Non-managers	HR Professionals
Yes	-	63	-
No	-	25	-
Not sure	-	12	-
SKIP/REFUSED	-	-	-
N=	-	88	-

Q24. Are you familiar with the term “ban-the-box”?

	Managers	Non-managers	HR Professionals
Yes	14	9	68
No	74	81	22
Not sure	11	10	2
SKIP/REFUSED	*	*	8
N=	540	512	1,228

If C-Suite, Manager, or HR Professional

Q25. Does your company or organization require job applicants to indicate their criminal history on the initial employment application?

	Managers	Non-managers	HR Professionals
Yes	68	-	46
No	16	-	44
Not sure	16	-	3
SKIP/REFUSED	*	-	8
N=	540	-	1,228

If C-Suite, Manager, or HR Professional

Q26. Does your company or organization employ individuals in jobs which require a security clearance (e.g., from the Federal government) or require more detailed internal clearance and approval than is necessary for most jobs (e.g., jobs with access to highly sensitive or proprietary information, financial information or data, access to critical infrastructure)?

	Managers	Non-managers	HR Professionals
Yes	41	-	35
No	44	-	55
Not sure	14	-	3
SKIP/REFUSED	*	-	8

N= 540 - 1,228

If C-Suite or HR Professional

Q27. Does your company or organization conduct any of the following pre-hire screenings (on applicants) or on current employees?

Managers

	Yes, for applicants	Yes, for current employees	Yes, for BOTH applicants and current employees	No	Not Sure	SKP/REF
Criminal history check	39	2	37	13	4	5
Integrity test	7	-	26	40	14	13
Drug test	28	7	33	16	4	13
Credit check	11	-	18	43	15	13
Educational verification	25	-	30	25	7	13
Online search (e.g., Google) including social media (e.g., Facebook)?	26	-	18	30	13	13

N=35

HR Professionals

	Yes, for applicants	Yes, for current employees	No	Not Sure	SKP/REF
Criminal history check	73	8	10	1	8
Integrity test	7	1	74	6	12
Drug test	50	7	32	1	10
Credit check	22	3	59	5	11
Educational verification	46	5	37	2	10
Online search (e.g., Google) including social media (e.g., Facebook)?	25	2	53	9	11

N=1,228

If C-Suite or HR Professional

Q28. Can you think of additional screenings not listed above?

[OPEN END, NOT CODED]

If C-Suite or HR Professional and yes, for applicants to any in Q27

Q29. In general, what actions are taken when an applicant fails a pre-hire screening?

Managers

	Yes	No	Not Sure	SKP/REF
Confirm that the results are accurately reported.	58	11	20	11
Verify the company or organization’s policy regarding the screening/test.	61	12	17	11
Allow the applicant to provide an explanation for the screening/test results.	53	24	12	11
Remove the individual from the applicant pool.	58	18	13	11

N=34

HR Professionals

	Yes	No	Not Sure	SKP/REF
Confirm that the results are accurately reported.	79	6	6	9
Verify the company or organization’s policy regarding the screening/test.	76	9	6	9
Allow the applicant to provide an explanation for the screening/test results.	74	10	6	9
Remove the individual from the applicant pool.	54	19	17	9

N=1,086

If C-Suite or HR Professional and yes, for applicants to any in Q27

Q30. Are there other actions taken, and not listed above, which you would like to describe?

[OPEN END, NOT CODED]

If C-Suite, Manager, or HR Professional

Q31. When a current employee is convicted of a felony, what actions are taken?

Managers

	Yes	No	Not Sure	SKP/REF
Verify the company or organization’s policy regarding felonies	53	9	35	3
Speak to the employee about the charges	58	9	24	9
Give the employee a warning	26	24	41	9
Suspend the employee	28	18	45	9
Terminate the employee	32	14	44	10

N=540

HR Professionals

	Yes	No	Not Sure	SKP/REF
Verify the company or organization’s policy regarding felonies	67	7	17	9
Speak to the employee about the charges	69	5	17	10
Give the employee a warning	17	28	43	12
Suspend the employee	21	21	46	12
Terminate the employee	27	12	51	11

N=1,228

If C-Suite, Manager, or HR Professional

Q32. Can you think of additional actions which your company or organization would take not listed above?

[OPEN END, NOT CODED]

If Non-manager

Q33. When a current employee is convicted of a felony, what actions *should* your company or organization take?

Non-managers

	Yes	No	Not Sure	SKP/REF
Verify the company or organization’s policy regarding felonies	83	2	13	2
Speak to the employee about the charges	72	11	12	5
Give the employee a warning	36	29	29	6
Suspend the employee	32	24	39	5
Terminate the employee	24	27	40	9

N=512

If Non-Manager

Q34. Are there other actions which your company or organization should take, and not listed above, which you would like to describe?

[OPEN END, NOT CODED]

If C-Suite, Manager, or HR Professional

Q35. Where would you go to learn more about hiring individuals with criminal records?

[Select all that apply; Response options randomized with “Other” and “I don’t know” anchored at bottom]

	Managers	Non-managers	HR Professionals
Society for Human Resource Management (SHRM)	17	-	69
Other HR Associations/Companies (e.g., ATD)	15	-	31
Legal companies	10	-	31
Attorneys	16	-	54
Internal ombudsmen	5	-	2
A federal company or organization such as Equal Employment Opportunity Commission (EEOC), Office of Federal Contract Compliance Programs (OFCCP), Department of Labor (DOL), Department of Justice (DOJ)	37	-	55
Friends and family	4	-	3
My church or place of worship	3	-	1
An internet search	29	-	27
Other (please specify)	5	-	4
I don’t know	18	-	5

N=

540

-

1,228

If C-Suite, Manager, or HR Professional

Q36. Other than SHRM, who would you trust most for advice on hiring individuals with criminal records?

[Response options randomized except “Other” anchored to bottom; Asked as “select all that apply” for Manager and Non-managers but as single-punch for HR Professionals]

	Managers	Non-managers
Other HR Associations/Companies	47	-
Other business leaders in my community	26	-
National business leaders	7	-
Judges	8	-
Professors or academic experts	10	-
My congressperson	3	-
The President of the U.S.	3	-
My church or place of worship	8	-
My friends or family	14	-
Other (please specify)	6	-

N= 540 -

	HR Professionals
Other HR Associations/Companies	38
Other business leaders in my community	11
Judges	4
Professors or academic experts	3
National business leaders	1
My congressperson	*
The President of the U.S.	*
My church or place of worship	*
My friends or family	*
Other (please specify)	29
SKIP/REFUSED	13

N= 1,228

If yes in Q1

Q37. Does your company or organization provide training, guidance, or mentoring to employees on how to work effectively with individuals who have a criminal record?

	Managers	Non-managers	HR Professionals
Yes	14	7	4
No	64	69	82
Not sure	20	25	5
SKIP/REFUSED	1	-	8

N= 173 88 810

If yes in Q37

Q38. Please describe the kind of training, guidance, or mentoring provided.

[OPEN END, NOT CODED]

Q39. Regardless of whether your company or organization does or does not provide training, guidance, or mentoring to employees on how to work effectively with individuals who have a criminal record, *should your company or organization provide this training?*

	Managers	Non-managers	HR Professionals
Yes	39	48	29
No	36	25	28
Not sure	24	27	34
SKIP/REFUSED	1	*	9
<i>N=</i>	540	512	1,228

If yes in Q1

Q40. Does your company or organization provide training, guidance, or mentoring to employees who have a criminal record to facilitate their transition back to work?

	Managers	Non-managers	HR Professionals
Yes	17	3	3
No	57	46	80
Not sure	25	50	8
SKIP/REFUSED	1	-	9
<i>N=</i>	173	88	810

If yes in Q40

Q41. Please describe the kind of training, guidance, or mentoring provided.

[OPEN END, NOT CODED]

If yes in Q1

Q42. Regardless of whether your company or organization does or does not provide training, guidance, or mentoring to employees who have a criminal record to facilitate their transition back to work, *should your company or organization provide this training?*

	Managers	Non-managers	HR Professionals
Yes	38	50	24
No	43	36	34
Not sure	19	14	33
SKIP/REFUSED	-	-	9
<i>N=</i>	173	88	810

Q43. What obstacles exist for employers wanting to hire and develop employees with criminal records?

[OPEN END, NOT CODED]

If C-Suite, Manager, or HR Professional

Q44. Please indicate the extent to which each of the following would increase your willingness to hire individuals with a criminal record.

Managers

	No more willing	Slightly more willing	Somewhat more willing	Much more willing	Extremely more willing	N/A – My company or organization already does this	N/A – This is not relevant to my company or organization	SKP/REF
Tax deductions or credits (e.g., Work Opportunity Tax Credit [WOTC]) to subsidize a portion of the individual’s wages	25	23	22	12	2	2	12	2
A certificate of rehabilitation (a judicial order vouching for an individual’s exemplary behavior)	14	20	22	19	4	1	8	12

N=540

HR Professionals

	No more willing	Slightly more willing	Somewhat more willing	Much more willing	Extremely more willing	N/A – My company or organization already does this	N/A – This is not relevant to my company or organization	SKP/REF
Tax deductions or credits (e.g., Work Opportunity Tax Credit [WOTC]) to subsidize a portion of the individual’s wages	28	13	17	7	2	4	16	13
A certificate of rehabilitation (a judicial order vouching for an individual’s exemplary behavior)	16	13	18	21	6	1	12	14

N=1,228

If C-Suite, Manager, or HR Professional

Q45. Please indicate the extent to which each of the following would increase your willingness to hire individuals with a criminal record.

Managers

	No more willing	Slightly more willing	Somewhat more willing	Much more willing	Extremely more willing	N/A – My company or organization already does this	N/A – This is not relevant to my company or organization	SKP/REF
A guaranteed replacement program in which a staffing agency would provide a replacement employee if the individual is unsuitable	28	21	21	12	3	*	14	2
A discount on staffing agency fees when using agencies that employ those with a criminal record	29	14	18	9	1	1	13	15

N=540

HR Professionals

	No more willing	Slightly more willing	Somewhat more willing	Much more willing	Extremely more willing	N/A – My company or organization already does this	N/A – This is not relevant to my company or organization	SKP/REF
A guaranteed replacement program in which a staffing agency would provide a replacement employee if the individual is unsuitable	27	13	15	11	4	1	15	13
A discount on staffing agency fees when using agencies that employ those with a criminal record	33	12	12	8	3	*	17	14

N=1,228

If C-Suite, Manager, or HR Professional

Q46. Please indicate the extent to which each of the following would increase your willingness to hire individuals with a criminal record.

Managers

	No more willing	Slightly more willing	Somewhat more willing	Much more willing	Extremely more willing	N/A – My company or organization already does this	N/A – This is not relevant to my company or organization	SKP/REF
Verifiable positive employment references	11	19	26	27	8	1	6	2
A demonstrated consistent work history	6	10	20	36	10	1	4	12
Training or education while incarcerated	11	14	25	25	6	*	5	14

N=540

HR Professionals

	No more willing	Slightly more willing	Somewhat more willing	Much more willing	Extremely more willing	N/A – My company or organization already does this	N/A – This is not relevant to my company or organization	SKP/REF
Verifiable positive employment references	10	10	21	24	11	4	7	13
A demonstrated consistent work history	7	8	16	30	16	3	6	14
Training or education while incarcerated	13	15	21	19	9	1	8	14

N=1,228

If C-Suite, Manager, or HR Professional

Q47. Please indicate the extent to which each of the following would increase your willingness to hire individuals with a criminal record.

Managers

	No more willing	Slightly more willing	Somewhat more willing	Much more willing	Extremely more willing	N/A – My company or organization already does this	N/A – This is not relevant to my company or organization	SKP/REF
Hearing positive stories about hiring those with criminal records from others in my local business community	19	29	22	15	3	1	10	2
Hearing positive stories about hiring those with criminal records from national business leaders	22	22	18	15	2	*	8	11

N=540

HR Professionals

	No more willing	Slightly more willing	Somewhat more willing	Much more willing	Extremely more willing	N/A – My company or organization already does this	N/A – This is not relevant to my company or organization	SKP/REF
Hearing positive stories about hiring those with criminal records from others in my local business community	24	19	17	13	4	2	8	13
Hearing positive stories about hiring those with criminal records from national business leaders	28	19	16	10	4	1	8	15

N=1,228

If C-Suite, Manager, or HR Professional

Q48. Can you think of other factors which would increase your willingness to hire individuals with a criminal record?

[OPEN END, NOT CODED]

Q49. Please indicate if your company or organization's primary business activity is one of the following:

	Managers	Non-managers	HR Professionals
Construction	10	5	5
Food or hospitality	6	5	5
Manufacturing	14	12	16
Banking or Finance	5	7	6
Retail	10	5	4
None of the above	54	66	52
SKIP/REFUSED	1	*	13

N= 540 512 1,228

Q50. How would you best describe the location of your workplace?

	Managers	Non-managers	HR Professionals
Urban	43	47	35
Suburban	41	40	36
Rural	15	13	17
SKIP/REFUSED	1	*	13

N= 540 512 1,228

Q51. Which of the following best describes your current company or organization?

	Managers	Non-managers	HR Professionals
Publicly-owned for-profit company or organization	20	22	11
Privately-owned for-profit company or organization	51	45	48
Nonprofit company or organization	14	16	20
Government agency	14	17	8
SKIP/REFUSED	1	*	13

N= 540 512 1,228

Q52. On average, how many people were employed by your company or organization, full-time and part-time, in fiscal year 2017? For this question, we are asking for a headcount; therefore, a full-time employee and a part-time employee each count as one employee.

	Managers	Non-managers	HR Professionals
2-24	14	13	6
25-49	11	4	9
50-99	8	13	12
100-249	11	10	20
250-499	8	8	12
500-999	6	6	8
1,000-2,499	8	10	7
2,500-4,999	8	6	4
5,000-9,999	7	9	3
10,000-24,999	6	5	3
25,000 or greater	13	14	3
SKIP/REFUSED	*	*	13

N= 540 512 1,228

Q53. Who is involved in creating policies regarding the employment of individuals with a criminal record?

Managers

	Yes	No	Not Sure	SKP/REF
HR	66	16	16	2
CEO or other C-Suite executives	55	17	19	8
Members of the management team	50	24	17	9

N=540

Non-managers

	Yes	No	Not Sure	SKP/REF
HR	65	11	23	1
CEO or other C-Suite executives	51	15	29	5
Members of the management team	45	21	28	5

N=512

HR Professionals

	Yes	No	Not Sure	SKP/REF
HR	80	3	2	15
CEO or other C-Suite executives	71	8	4	17
Members of the management team	53	23	6	19

N=1,228

Q54. Can you think of other groups who are involved in creating these policies?

[OPEN END, NOT CODED]

AGE²

	Managers	Non-managers	HR Professionals
18-29	16	25	7
30-44	42	35	33
45-59	31	31	41
60+	11	9	12
SKIPPED/REFUSED	-	-	7

N= 540 512 1,228

GENDER

	Managers	Non-managers	HR Professionals
Male	59	57	13
Female	41	43	82
SKIPPED/REFUSED	-	-	5

N= 540 512 1,228

² For Managers and Non-managers, age, gender, and race/ethnicity are AmeriSpeak® Profile variables. For HR Professionals, these data come from SHRM's member list.

RACE/ETHNICITY

	Managers	Non-managers	HR Professionals
White	62	64	70
Black or African American	12	11	7
Hispanic	18	11	6
Other	8	13	5
SKIPPED/REFUSED	-	-	11
<i>N</i> =	540	512	1,228

MARITAL STATUS³

	Managers	Non-managers	HR Professionals
Married	58	49	-
Widowed	1	1	-
Divorced	11	12	-
Separated	1	1	-
Never married	20	28	-
Living with partner	9	9	-
<i>N</i> =	540	512	-

EDUCATION

	Managers	Non-managers	HR Professionals
Less than a high school diploma	3	4	-
High school graduate or equivalent	20	26	-
Some college	31	30	-
College graduate or above	46	40	-
<i>N</i> =	540	512	-

INCOME

	Managers	Non-managers	HR Professionals
Under \$10,000	2	1	-
\$10,000 to under \$20,000	5	4	-
\$20,000 to under \$30,000	11	8	-
\$30,000 to under \$40,000	8	9	-
\$40,000 to under \$50,000	9	12	-
\$50,000 to under \$75,000	16	23	-
\$75,000 to under \$100,000	16	19	-
\$100,000 to under \$150,000	16	17	-
\$150,000 or more	17	7	-
<i>N</i> =	540	512	-

³ For Managers and Non-managers, marital status, education, and income are AmeriSpeak® Profile variables. For HR Professionals, these data were not collected.

YEARS IN PROFESSION

	Managers	Non-managers	HR Professionals
Less than 5 years	-	-	15
5-9 years	-	-	16
10-19 years	-	-	29
20 years or more	-	-	32
Unknown	-	-	8
<i>N</i> =	-	-	1,228

STUDY METHODOLOGY

This survey of managers and non-managers was conducted by NORC at the University of Chicago for the Society for Human Resource Management (SHRM) with funding from the Charles Koch Institute. Data were collected using [AmeriSpeak®](#), which is a probability-based panel designed to be representative of the U.S. household population. During the initial recruitment phase of the panel, randomly selected U.S. households were sampled with a known, non-zero probability of selection from the NORC National Sample Frame and then contacted by U.S. mail, email, telephone, and field interviewers (face-to-face). The panel provides sample coverage of approximately 97 percent of the U.S. household population. Those excluded from the sample include people with P.O. Box only addresses, some addresses not listed in the USPS Delivery Sequence File, and some newly constructed dwellings.

Interviews for this survey were conducted between March 23 and April 2, 2018, with adults age 18 and over who are employed full-time but do not work in human resources, representing the 50 states and the District of Columbia. Panel members were randomly drawn from AmeriSpeak, and 1,052 completed the survey on the web—including 540 managers and 512 non-managers. Interviews were conducted in English. The screener completion rate is 22.4 percent, the final stage completion rate is 98.2 percent, the weighted household panel response rate is 33.7 percent, and the weighted household panel retention rate is 88.1 percent, for a cumulative response rate of 6.5 percent. The overall margin of sampling error is +/- 4.8 percentage points at the 95 percent confidence level, including the design effect. The margin of sampling error may be higher for subgroups.

Once the sample has been selected and fielded, and all the study data have been collected and made final, a poststratification process is used to adjust for any survey nonresponse as well as any noncoverage or under- and oversampling resulting from the study-specific sample design. Poststratification variables included age, gender, census division, race/ethnicity, and education. Weighting variables were obtained from the 2017 Current Population Survey. The weighted data, which reflect the U.S. population of adults age 18 and over who are employed full-time, excluding those who are HR professionals or self-employed, were used for all analysis.

The survey of Human Resource Professionals was conducted by SHRM. 15,000 SHRM members were invited to complete the survey and interviews were conducted between March 19 and 29, 2018. Interviews were conducted in English on the web, and 1,228 HR professionals completed the survey. The survey completion rate was 8.2%. The data were not weighted.

All analyses were conducted using STATA (version 14), which allows for adjustment of standard errors for complex sample designs. When differences between subgroups within categories of managers, non-managers, and HR professionals are noted in the report, this is based on bivariate differences, and it is possible that other factors could be correlated with the factors described. Differences noted in the report are statistically significant at the 95 percent level, meaning that there is only a 5 percent (or lower) probability that the observed differences could be attributed to chance variation in sampling.

For more information, email Kate Kennedy, Media and Public Affairs Director, SHRM at Kate.Kennedy@shrm.org.

About the Society for Human Resource Management

The Society for Human Resource Management (SHRM) is the world's largest HR professional society, representing 285,000 members in more than 165 countries. For nearly seven decades, the Society has been the leading provider of resources serving the needs of HR professionals and advancing the practice of human resource management. SHRM has more than 575 affiliated chapters within the United States and subsidiary offices in China, India and United Arab Emirates. Visit us at shrm.org and follow us on Twitter and Instagram @SHRMPress.

About the Charles Koch Institute

For more than five decades, Charles Koch's philanthropy has inspired bold new ideas to improve American lives. Inspired by a recognition that free people are capable of extraordinary things, the Charles Koch Institute supports education and dialogue to advance these principles and challenge convention. We work to remove barriers to opportunity for all Americans, helping individuals transform their lives. To learn more visit charleskochinstitute.org.