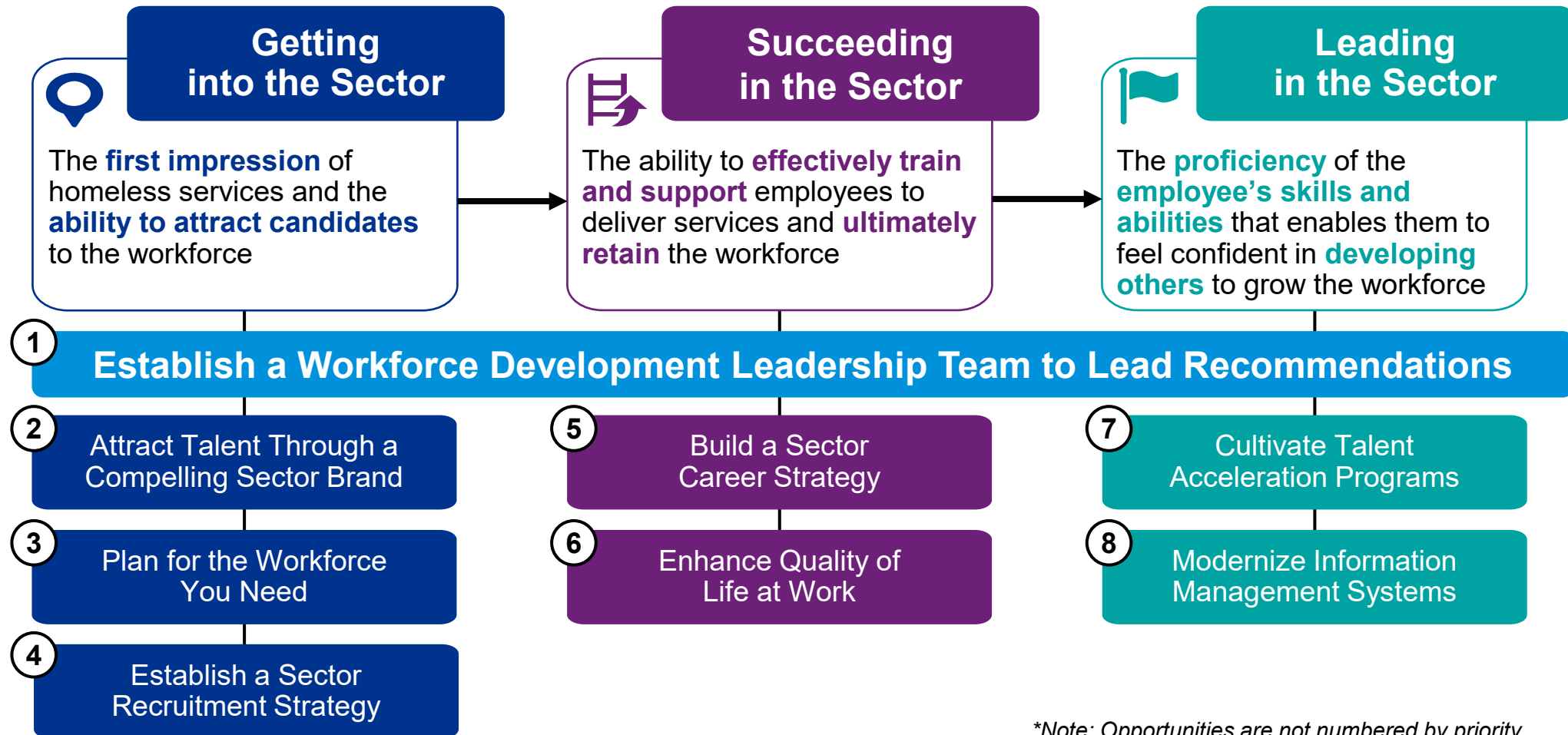


Opportunities for Improvement



Summary of Opportunities for Improvement

Below is a summary of our opportunities for improvement for getting into, succeeding, and leading in the sector. Establishing a Workforce Development Leadership Team will be key to implementing the opportunity areas.







Additional Opportunities Considered

Eight opportunity areas were identified in the LA sector to prioritize improving the workforce. Below are additional opportunities that were not identified as a main theme, and the rationale for not including.

Themes for Consideration	Rationale for Not Prioritizing the Theme
Theme: Nationwide Sector Workforce Challenges <ul style="list-style-type: none">Is the national homeless services workforce experiencing a worker crisis?	<ul style="list-style-type: none">There are opportunities to improve the experience of homeless services workers nationally, but the Western Region (i.e., Los Angeles and San Francisco / Oakland) is experiencing higher turnover rates than other regions in our countryCompared to other industries, homeless services nationally is experiencing lower attrition rates than retail, education, and hospitality
Theme: Compensation <ul style="list-style-type: none">Will increased compensation better attract and retain employees?	<ul style="list-style-type: none">Compensation is a baseline, contractual component that is factored into jobs, and represents a single component of the holistic talent strategyEmployees in focus groups voiced concerns about compensation, but they also identified opportunities to improve other aspects of the employee experienceLiving Wage Study for LA is occurring concurrently, and will have additional data points for the sector to consider for a compensation strategy
Theme: Diversity <ul style="list-style-type: none">Does the sector have enough diverse representation?	<ul style="list-style-type: none">Diversity is represented well across the LA sector since employees similarly represent the homeless population they serveTargeted diversity recruitment isn't required, but there's an opportunity to increase diversity across executive leadership roles (i.e., through rebranding, career development, talent acceleration programs)





Overview of Each Opportunity for Improvement

Establishing a Workforce Development Leadership Team is key to implementing these sector-wide recommendations. Project Managers/teams are needed to design solutions then select agencies can test solutions by participating in pilots before sector-wide implementation.

Opportunity	What We Learned in LA	How the Sector Can Improve	Timeframe
Establish a Workforce Development Leadership Team (WDLT)	<ul style="list-style-type: none"> The ability to hire and train back office professionals to meet the immediate talent needs of next year is limited 20% growth in talent is needed to achieve an optimal workforce within the next year 33% of the workforce exited last year 47% of employees who left had only 0 – 2 years of tenure 	<ul style="list-style-type: none"> Create a WDLT to build talent solutions across the sector by creating standardized resources (i.e., toolkits, leading practices, talent frameworks, and programs) Use a taskforce to standardize transformations Allow agencies to opt-in to pilot programs to test solutions 	Short-term: 0 – 6 months 
Build a Sector Career Strategy	<ul style="list-style-type: none"> 25% of survey respondents indicate the opportunity to gain skills/advance their career as a top 3 reason for working in sector, while 18% of respondents mention no longer gaining skills/no opportunities to advance as a top 3 reason to leave 60% of Case Managers in focus groups called out “lack of training” as the biggest challenge 	<ul style="list-style-type: none"> Develop a sector-wide talent career strategy by building skills/competency frameworks, training needs, and career paths Promote the career strategy so employees understand long-term career options Create a role governance framework consistent of job titling, job levels, roles & responsibilities, compensation guidance, and career possibilities 	Medium-term: 6 months – 1 year 
Cultivate Talent Acceleration Programs	<ul style="list-style-type: none"> 25% of survey respondents say the opportunity to gain skills/advance their career as a top 3 reason for working in sector 18% of respondents mention no longer gaining skills/no opportunities to advance as a top 3 reason to leave Focus group participants expressed, “Sometimes I feel on my own when I don’t even know what I’m doing.” 	<ul style="list-style-type: none"> Retain and train tenured employees to can effectively develop others Peer development can be used to mitigate turnover Create programs to enhance engagement throughout careers and ultimately promote diverse talent into executive leadership roles 	Medium-term: 6 months – 1 year 
Establish a Sector Recruitment Strategy	<ul style="list-style-type: none"> ~11% growth in the sector last year, indicating that the hiring rate is barely able to compensate for attrition, resulting in recruitment being used to back-fill roles not to expand the workforce 43% of survey respondents were indifferent or disagreed that recruitment in the homeless services sector is an efficient and transparent process. 9% of employees are Gen Z and 19% are PWLE 	<ul style="list-style-type: none"> Formalize a talent acquisition strategy that builds trust with partner organizations (e.g., universities, diversity organizations, non-profit recruiting agencies) Utilize new skills/competency frameworks to assess candidates Develop consistent messaging while recruiting that clearly articulates the brand, day-to-day responsibilities, and career opportunities 	Medium-term: 6 months – 1 year 

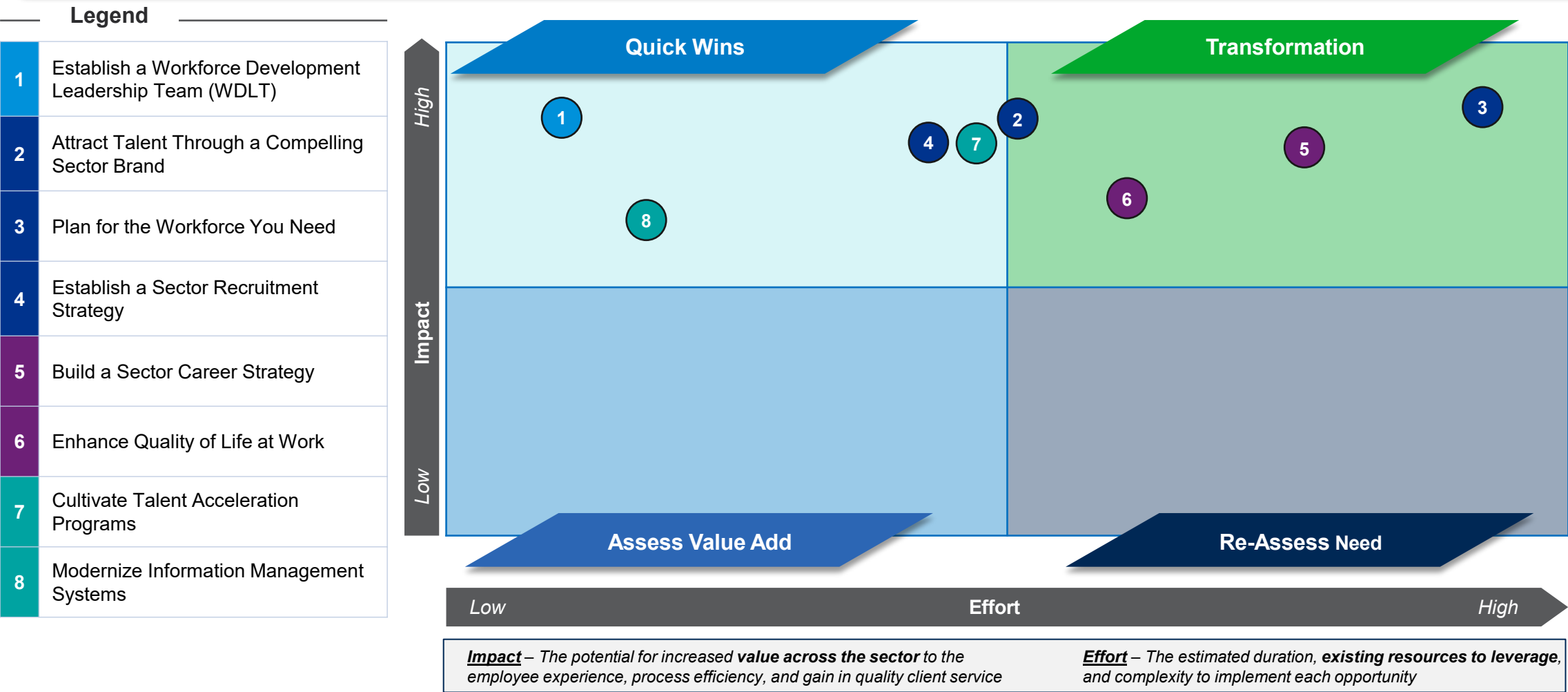
Overview of Each Opportunity for Improvement Cont.

Establishing a Workforce Development Leadership Team is key to implementing these sector-wide recommendations. Project Managers/teams are needed to design solutions then select agencies can test solutions by participating in pilots before sector-wide implementation.

Opportunity	What We Learned in LA	How the Sector Can Improve	Timeframe
Modernize Information Management Systems	<ul style="list-style-type: none"> 53% of employees have less than 2 years of tenure at their current agency driving the need for immediate access to resources for junior staff 53% of organizations don't track lived experience Employees conveyed that the resources in the Coordinated Entry System (CES) are either not available or not easy to find 	<ul style="list-style-type: none"> Easily access on-the-job resources (i.e., such as adult vs. youth housing information, housing and eviction legislation, progress on the housing crisis, other relevant laws, etc.) Enhance access to knowledge articles (e.g., job aids) to increase productivity and increase retention by mitigating stress Create a one-stop-shop to access information with a process for capturing updates 	Short-term: 0 – 6 months 
Attract Talent Through a Compelling Sector Brand	<ul style="list-style-type: none"> 57% of focus group participants shared negative views of the perception of the sector: <ul style="list-style-type: none"> "My dream would be [to] control media because the negative portrayal of our sector is not good. [There is a] lot of stigma around our sector" – focus group participant 91% of survey participants say their job is critical to the mission and supporting the mission was a top reason to continue working 	<ul style="list-style-type: none"> Rebrand the sector to combat negative perceptions, promote the mission, and highlight the progress to employees and prospective hires Be transparent about strengths/opportunities when promoting the sector's brand Enhance the sector's online presence to encourage careers, attract talent, and provide candidates uniform access to opportunities 	Long-term: 1+ years 
Enhance Quality of Life at Work	<ul style="list-style-type: none"> 50% of survey respondents feel the sector keeps them safe from hazardous situations and working conditions; Frontline employees stated they do not feel physically safe going offsite by themselves 63% of the sector workforce identifies as female 34% of survey participants selected "good and/or competitive benefits package" as a top reason to continue working in the sector 	<ul style="list-style-type: none"> Provide compelling safety protocols and benefits for sector employees such as on-demand mental health benefits, education stipends, and PTO coverage plans Enhance safety as workers who don't feel safe are a flight risk Consider customizing offerings for key demographics (e.g., benefits specialists for PWLE) 	Long-term: 1+ years 
Plan for the Workforce You Need	<ul style="list-style-type: none"> 11% of orgs do not track future workforce data or forecast headcount needs, indicating they are not thinking ahead to plan for future workforce needs The LA Homeless services sector has a 6:1 back office ratio whereas leading practice suggests a 3:1 to 4:1 ratio 	<ul style="list-style-type: none"> Implement a workforce planning process to understand the current sector workforce and identify future workforce gaps Conduct WFP regularly to reduce time to fill roles Create a plan to fill gaps (e.g., pipeline programs such as intern/apprenticeships from colleges/university, Careers for a Cause) 	Long-term: 1+ years 

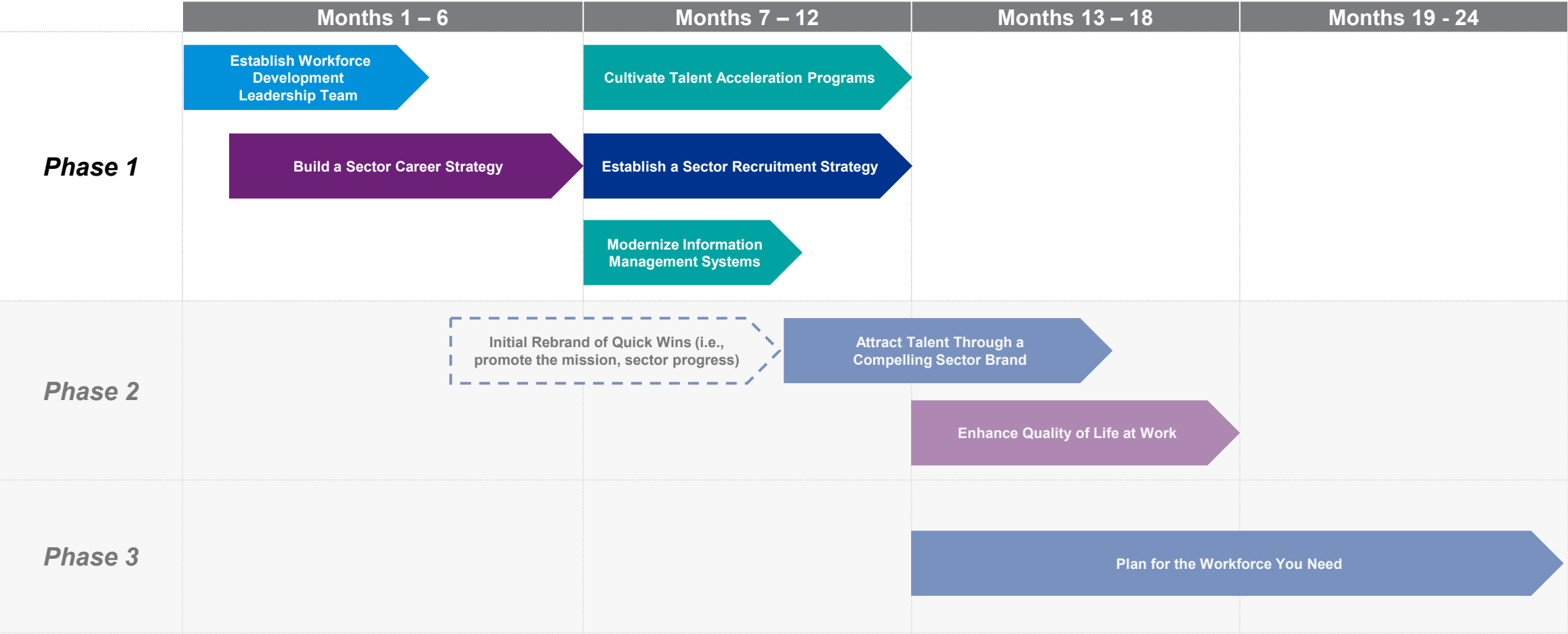
Impact vs. Effort of Opportunities

Each opportunity has been assigned an associated impact and effort level to assist in determining the preferred implementation sequence.



High Level LA Sector Workforce Transformation Roadmap

Below reflects an illustrative timeline of how LA’s homeless services sector can transform its workforce over the next 18 – 24 months. While quick wins are prioritized in the first 12 months, a critical dependency on effectively implementing the recommendations would be Building a Sector Career Strategy.



Agency-Specific Opportunities

Below are suggestions for activities agencies can implement that are not dependent on sector-wide workforce solutions. To communicate these opportunities to agencies, we recommend sending an email/hosting an information session to provide context of this project, explain any sector-wide talent initiatives that are in development, and an overview for how agencies can take action on the following opportunities:

Safety taskforce & suggestion box

In order to make employees feel more safe, it is recommended that each agency assemble a safety taskforce that consists of frontline workers, leadership, and security that meet monthly to discuss previous safety concerns, how they were handled, and how they could be handled better in the future. Additionally, we recommend creating a safety suggestion box that employees can anonymously give their feedback that can be reviewed by the safety taskforce.

Focus recruitment on PWLE & Gen Z candidates

Gen Z will make up the majority of the workforce in the near future and the LA homeless services sector is behind the average percent of Gen Z employees. When making hiring choices, consider focusing on colleges and universities to reach this population. PWLE are a unique asset to the sector and there is an opportunity to increase this demographic through referrals and connecting with Career with a Cause or similar programs.

Prioritize recruitment of back office roles

Back office roles are critical to the success and efficiency of frontline workers. There is a shortage of employees in back office roles and their turnover rate is higher than those in client-facing roles. We recommend prioritization these roles in the recruiting strategy within the next 3-6 months.

Prioritize funding for enhanced technology

In order for employees to be more efficient and productive in their role, new and enhanced technology is needed. In order to purchase technology, funding will need to be prioritized for technology assets.

Agency-Specific Opportunities Continued

Below are suggestions for activities agencies can implement that are not dependent on sector-wide workforce solutions. To communicate these opportunities to agencies, we recommend sending an email/hosting an information session to provide context of this project, explain any sector-wide talent initiatives that are in development, and an overview for how agencies can take action on the following opportunities:

Improve tracking of employee demographics (e.g., PWLE)

It is critical to understand the makeup of your agency's workforce so you can understand diversity metrics and to enable the customization of your employee experience to key demographic types. We recommend sending an opt-in employee survey to self-identify or a campaign to update their employee profile in your HRIS system.

Develop PTO Coverage

Develop a PTO coverage plan for employees to fill out when they go on PTO highlighting what the employee is working on, what will need attention when they are out, who is the interim owner, and who to contact if issues arise (i.e., manager). Enabling employees to create a coverage plan when they take PTO will encourage utilizing PTO when they prefer.

Tailor Benefits By Demographics

Customize benefits to employees that make up large demographics population. For example, consider tailoring benefits for:

- People who identify as female (i.e., infertility/IVF benefits, adoption/surrogacy benefits, paid maternity leave, childcare services, flexible work arrangements)
- PWLE (i.e., housing vouchers, mentorship programs)
- Gen Z: (i.e., financial wellbeing, tuition loan support)

Detailed Review of Each Opportunity for Improvement



1. Establish a Workforce Development Leadership Team

Overview

Evolve the Executive Steering Committee (ESC) to become the Workforce Development Leadership Team (WDLT) to build talent solutions across the sector to overcome the lack of back office support and the absence of LA sector governance. Through the guidance of the WDLT, agencies will gain standardized resources (i.e., toolkits, leading practices, talent frameworks, and programs) to enhance workforce development. If needed, agencies may customize to their workforce.

Estimated Timeframe

Short-term: 0 – 6 months

KPIs

- # of initiated or completed projects
- # of centralized resources
- # of consistent processes

LA County Findings

- The ability to hire and train back office professionals to meet the immediate talent needs of next year is limited
- 20% growth in talent is needed from 2022 to 2023 is needed to achieve an optimal workforce within the next year
- 33% of the workforce exited last year
- 47% of employees who left last year had only 0 – 2 years of tenure

External Market Insight

- Leading practices suggest that with any transformation, a leading body is needed to steer standardization and centralization

Steps to Implement

- ESC to create and obtain funding for one full-time Program Manager role to lead the WDLT and lead the development of workforce solutions
- Program Manager and ESC drafts a charter and identifies representatives across SPAs in non-profit agencies, government agencies, HR, and colleges/universities to volunteer to join WDLT
- Formalize WDLT by aligning on a charter, objectives, and roles & responsibilities
- Prioritize opportunities for implementation, determine outsourcing needs, and develop a funding strategy
- Initiate the plan, design, and implementation of sector-wide workforce solutions (e.g., role governance framework, skills framework validation/talent skills assessment, training strategy, career advancement opportunities)
- Lead implementation of recommendations across getting into, succeeding, and leading in the sector with guidance on how agencies can customize, and if applicable, oversee contracted employees creating sector-wide workforce solutions
- Identify short and long-term change management/workforce solution integration plans through identifying agencies willing to participate in pilot programs
- Bring awareness to the sector workforce on short-term and long-term roadmap through the launch of “roadshows” for employees at agencies participating in pilot programs

Sector-Wide Actions

- Drive implementation of workforce initiatives (e.g., identify 80-100% solutions across the sector for creating skills, training, and career development)
- Connect government agencies more closely to providers and create more partnerships with academia

Agency-Specific Actions

- Identify individuals/teams to recognize and share best practices/lessons learned to WDLT
- Participate in workforce solution pilot programs
- Implement best practices learned from other agencies

Benefits

- Connect LA agencies to share best practices and leverage existing programs to implement sector-wide
- Recognize employees and teams across the sector
- Incorporate feedback on workforce solutions through pilots before sector-wide implementations

WDLT Charter Example

Below is an illustrative view of the critical components of an effective charter. Through collaboration sessions, the WDLT should be able to articulate the following.

Mission	Our mission is to guide the plan, activities, and outcomes of the Opportunities for Improvement from KPMG's Homeless Services Sector Workforce Analysis to build the workforce needed to mitigate homelessness in LA County.				
Vision	WDLT will create a more unified workforce inspired to serve people experiencing homelessness by enhancing how talent Gets into, Succeeds, and ultimately Leads in LA County's Homeless Services Sector.				
Guiding Principles		Strategic Priorities		Key Activities	
<ul style="list-style-type: none"> Provide an 'employee first' experience that is intuitive and keeps people inspired Ensure LA County creates consistent processes that enable agency flexibility Utilize data insights enriched with experience and intuition Improve transparency and decision making 		<ul style="list-style-type: none"> Enhance the first impression of homeless services to attract candidates to the workforce Effectively train and support employees to deliver quality services and ultimately retain the workforce Grow more tenured employees that are proficient in their skills and abilities, so they can effectively developing others to cultivate a self-confident workforce 		<p>Bi-Annual:</p> <ul style="list-style-type: none"> Host Sector Town Halls that inform the workforce on progress made and where agencies and employees can support <p>Quarterly:</p> <ul style="list-style-type: none"> Provide updates to sponsors/donors on program success and potential blockers <p>Monthly:</p> <ul style="list-style-type: none"> Collaborate on execution of pilots with feedback on lessons learned and best practices prior to sector rollout 	
Key Stakeholders & Partners		Integration Points & Dependencies		Pillar Leads & Members	
<ul style="list-style-type: none"> Sponsors/Donors LA County Agencies Sector Employees 	<ul style="list-style-type: none"> External Consultants University Partners Pilot Participants 	<ul style="list-style-type: none"> United Way of LA LAHSA 	<ul style="list-style-type: none"> Funding Ability to build a Sector Career Strategy 	<ul style="list-style-type: none"> Program Manager Getting into the Sector Succeeding in the Sector Leading in the Sector 	<ul style="list-style-type: none"> To be determined once identified

2. Attract Talent Through a Compelling Sector Brand

Overview

Rebrand the LA homeless services sector to combat negative perceptions, promote the mission, and highlight the sector's progress to both current employees and prospective hires. Enhance the sector's online presence to encourage careers in the sector, attract talent, and provide candidates uniform access to opportunities.

Estimated Timeframe

Long- term: 1 year +

KPIs

- Increased # of job applicants
- Company reviews on online platforms

LA County Findings

- 9% of employees are Gen Z, which assumes that the newest generation in the workforce is not inspired to join the sector
- 57% of focus group participants shared negative views of the perception of the sector
 - "My dream would be [to] control media because the negative portrayal of our sector is not good. [There is a] lot of stigma around our sector" – focus group participant
- Supporting the mission to the sector is vital to employees; survey participants indicated
 - 91% say their job is critical to the mission and supporting the mission was a top reason to continue working

External Market Insight

- Gen Z makes up ~12% - 15% in any given industry
- Organizations are starting to lean into company reviews on online platforms (i.e., Glassdoor, Fishbowl, Blind) to better gauge the sentiments of their workforce outside of internal surveys
- Remember your strengths! Being transparent about the strengths and opportunities are integral in promoting the sector's market brand

Steps to Implement

- Define the sector's brand through articulating the unique mission, culture, goals, value proposition (i.e., educational stipends), and opportunities for talent to help
- Create a centralized sector website to promote the sector's new brand inclusive of:
 - Centralized Job Board
 - Day in the Life Videos/ Photos
 - Career Aptitude Test
 - Overview of Agencies
 - Resume and Interview Best Practices
 - Promote Upcoming Events
 - Updated News on Sector Progress
 - Opportunities to Donate
- Engage potential candidates and promote the rebrand through traditional and digital media (i.e., tv commercials and local news, billboards, pay-per-click ads on social media, video ads on streaming services)
- Promote "Stories of Impact" on social media pages (i.e., TikTok, Instagram, LinkedIn)
- Create social share opportunities to enable sector employees to be brand ambassadors and easily reshare all relevant content from brand campaigns to their personal network to encourage referrals

Sector-Wide Actions

- Invest in online technology (i.e., website) to improve the candidate experience and promote sector careers
- Create Sector website to promote talent highlights (i.e., videos showing what a day on the job can look like vs. a career in the sector)
- Provide guidance on how agencies can use website

Agency-Specific Actions

- Promote the sector brand and unique differences within your agency (e.g., culture, benefits, mission)
- Consider whether the agency should rebrand and reflect the brand/rebrand in job postings, agency website, and social media pages
- Upskill HR /recruiter to use centralized job board

Benefits

- Excite current employees with the rebrand, increasing the likelihood of referrals such as Gen Z (primarily via social media), PWLE, and other diverse candidates
- A centralized sector website will provide consistent messaging on sector progress, unique agency missions, consistency of roles, and simplify the application process

3. Plan for the Workforce You Need

Overview	Implement a continuous workforce planning capability to understand the current sector workforce and identify future workforce gaps. Create a plan to fill workforce gaps through pipeline programs such as internships/apprenticeships from colleges/universities to increase headcount and develop the workforce to meet future needs.	Estimated Timeframe	Long- term:	1 year +
		KPIs	▪ Time to fill job openings declines	▪ # of organizations that adopt planning methods
LA County Findings		External Market Insight		
<ul style="list-style-type: none">11% of orgs do not track future workforce data or forecast headcount needs, indicating they are not thinking ahead to plan for future workforce needsCase Managers were identified as the greatest hiring need by 69% of organizations, Outreach Specialists (i.e., Peer Advocates, Navigators) were identified as the greatest hiring need by 33% of organizations, and Program Managers were identified as the third most anticipated roleThe LA Homeless services sector has a 6:1 back office ratio whereas leading practice suggests a 3:1 to 4:1 ratio		<ul style="list-style-type: none">Leading practice suggests conducting workforce planning regularly (i.e., quarterly) and not as an annual activity87% of HR execs are prioritizing efforts around how to identify the future workforce composition¹16% of HR execs feel confident in their ability to attract, retain, and develop talent¹		
Steps to Implement				
<div><div><div>1. Identify the sector’s short/long-term strategic plan with the work required to achieve goals</div><div>2. Create a workforce planning proof of concept that includes defining key data inputs, business drivers, role governance, and cadence</div><div>3. Determine the types of roles, quantity, and skills needed for the future workforce</div><div>4. Leverage the skills gap analysis* to inform workforce planning priority areas and investment decisions</div><div>5. Identify workforce planning approach and owners at the sector and agency levels to execute</div></div><div><div>6. Utilize pipeline programs (e.g., Careers for a Cause) and partner with colleges/ universities to fill talent gaps and forecast yearly talent supply from universities/colleges</div><div>7. Implement action plans and identify key performance indicators (KPIs) to track (e.g., time to hire, attrition, retention, promotions, training effectiveness, skills proficiency)</div></div></div>				
Sector-Wide Actions		Agency-Specific Actions		Benefits
<ul style="list-style-type: none">Create a sector-wide malleable toolkit to streamline workforce planning activities for agencies to utilize while implementing workforce planning while leveraging best practices that may existDevelop an opt-in, pilot program for the first implementation of workforce planning for a subset of agenciesHire a contracted HR consultant to support the rollout of the workforce planning capability to support pilot participantsAlign on frequency of planning cycles at the sector level and communicate guidance to all sector agencies (i.e., bi-annually)		<ul style="list-style-type: none">Finance and HR teams across the agencies utilize sector-wide toolkit on completing workforce planning and customize the plan for their agencyPending budget cycles, agencies conduct workforce planning activities on a quarterly basis to discuss progress to agency workforce goals and KPIs		<ul style="list-style-type: none">Realistic staffing projections and budgeting can reduce time to fill rolesLeaders are aligned and given visibility to future workforce demands and needed skillsMove from a back-fill recruiting strategy to a growth strategyUsing upskilling to fill workforce gaps allows employees to gain diverse skills to enable appropriate staffing

Sources: ¹ KPMG Future of HR 2020 Survey

*See career development recommendation

4. Establish a Sector Recruitment Strategy

Overview

Formalize a talent acquisition strategy that builds trust with partner organizations (e.g., universities, diversity organizations, non-profit recruiting agencies) and successfully recruits members of the workforce to join homelessness services. Develop consistent messaging to leverage during the recruiting process that clearly articulates the sector brand, day-to-day responsibilities, and career opportunities.

Estimated Timeframe

Medium- term: 6 months – 1 year

KPIs

- Offer acceptance rate
- # of agencies committing to strategy (e.g., untapped talent pools, critical roles)

LA County Findings

- ~11% growth in the sector last year, indicating that the hiring rate is barely able to compensate for attrition, resulting in recruitment being used to back-fill roles not to expand the workforce
- The sector needs to grow by ~31% (assumes ~11% growth last year + ~20% growth needed for the future) from 2022 to 2023 to achieve the optimal workforce headcount and meet the needs of the sector
- 43% of survey respondents were indifferent or disagreed that recruitment in the homeless services sector is an efficient and transparent process.
- 9% of employees are Gen Z and 19% are PWLE

External Market Insight

- Leading practices suggests using skills frameworks and interview guides to consistently assess talent
- Utilize skills-based hiring with less of a focus on degrees and sector experience
- Use centralized job boards to promote careers and grow the workforce (e.g., utilized in retail, non-profit, healthcare)¹
- Prioritize untapped talent pools (e.g., Gen Z, PWLE)

Steps to Implement

- Leverage skill gap analysis* and priority roles to recruit, then formalize a talent acquisition strategy
- Update job descriptions and interview guides to assess candidate skills using the updated skills framework* and provide training to hiring managers, recruiters, and interviewers to ensure consistent candidate evaluation
- Create *paid* internship programs to compete for university/community college talent and advertise at college career fairs, info sessions, Handshake platform, etc.
- Utilize skills-based hiring to think broadly about untraditional talent with transferrable skills to target (i.e. candidates outside the sector, make bachelor's degrees preferred)
- Develop consistent messaging to articulate a realistic job preview, highlighting specific challenges and career path options for each role
- Ensure recruiters are trained on the sector rebrand to promote it through the recruiting process

Sector-Wide Actions

- Develop consistent messaging for all agency recruiters to leverage and cascade to interviewers
- Create interview guides assessing against the skills framework to promote consistent selection
- Utilize videos created in the sector rebrand to share with potential job candidates

Agency-Specific Actions

- Train recruitment stakeholders (i.e. hiring managers, recruiters, interviewers) to leverage consistent messaging and interview guides
- Train and promote skills-based hiring to expand talent pools and consider untraditional talent (i.e., bachelors degree required vs. preferred)

Benefits

- Skills-based hiring will expand talent pools, increase retention, and lower turnover costs
- Paid internships can lead to full-time offers filling future talent gaps
- Articulating clear, realistic job responsibilities improves clarity on job expectations

Source: ¹10 Industry-Specific Job Boards You Haven't Tried Yet, Capterra, 2017.

**See career development recommendation*

5. Build a Sector Career Strategy

Overview	Develop a holistic sector-wide talent career development strategy to ensure consistency and alignment on the necessary skills, training needs, and career advancement opportunities are defined and developed.	Estimated Timeframe	Medium- term: 6 months – 1 year	
		KPIs	<ul style="list-style-type: none">▪ Reduced attrition rates	<ul style="list-style-type: none">▪ # of agencies tracking skills gaps
LA County Findings		External Market Insights		
<ul style="list-style-type: none">▪ 25% of survey respondents indicate the opportunity to gain skills/advance their career as a top 3 reason for working in sector, while 18% of respondents mention no longer gaining skills/no opportunities to advance as a top 3 reason to leave▪ 60% of Case Managers in focus groups called out “lack of training” as the biggest challenge		<ul style="list-style-type: none">▪ 58% of workers across industries say they have open access to learning paths within their organization¹▪ 40% of CEOs are placing greater capital investment in developing their workforce’s skills and capabilities²		
Steps to Implement				
<div><div><div>1. Facilitate workshops to develop a sector-wide skills/competency framework to define proficiency across critical roles differentiating by levels</div><div>2. Based on the skills workshop, build a competency model and that includes required behaviors and proficiencies for each skill across all levels and roles and validate workshop participants</div><div>3. Create a sector-wide role governance framework and corresponding career paths that define consistent job tilting, job levels, corresponding roles & responsibilities,</div></div><div><div>4. Develop sector-wide training curriculums and learning paths across all critical roles and levels that covers skills in the competency framework to upskill the workforce and address skill gaps; curriculums need to be mapped to the skills framework and career path framework</div><div>5. Offer sector-wide training programs to encourage cross-collaboration and enable cross-training</div></div></div>				
Sector-Wide Actions		Agency-Specific Actions		Benefits
<ul style="list-style-type: none">▪ Utilize the WDLT, and if applicable, a contracted third party vendor to develop sector-wide skills frameworks, career paths, and strategic training programs▪ Implement career development recommendations through pilot programs by allowing agencies to opt-in to participate▪ Incorporate feedback from pilot participants and implement sector-wide through a change management plan		<ul style="list-style-type: none">▪ Adopt the new skills/competency framework, career paths, and training curriculum and, if necessary, tailor it to their specific agency▪ Ensure a technology solution to support the process, documentation, and track data (e.g., skills proficiencies, trainings attended, job history, employee preferences, etc.)		<ul style="list-style-type: none">▪ Cross-training provide coverage for PTO and turnover▪ Increased equity with compensation guidance and role requirements▪ Consistent competency and career advancement opportunities with customized learning experiences

Source: ¹American Worker Survey, KPMG, Summer 2022 ² KPMG 2021 CEO Outlook

6. Enhance Quality of Life at Work

Overview	Outside of compensation, some unique benefits and programs can improve the overall experience of employees through prioritizing physical emotional, and economical wellbeing to increase retention. Compelling benefits for sector employees are on-demand mental health benefits, education stipends, safety protocols and processes, and PTO coverage plans.	Estimated Timeframe	Long- term: 1+ year
		KPIs	<ul style="list-style-type: none">Increased retention ratesIncreased employee perception of safety
LA County Findings		External Market Insight	
<ul style="list-style-type: none">50% of survey respondents feel the sector keeps them safe from hazardous situations and working conditions. Frontline employees stated they do not feel physically safe going offsite by themselves to perform work duties34% of survey participants selected "good and/or competitive benefits package" as a top reason to continue working in the homeless services sectorKey Demographics: 63% of the workforce identify as female, 9% of the workforce is Gen Z, and 19% of the workforce is PWLE		<ul style="list-style-type: none">Workers who do not feel safe on the job are a significant talent risk and are more likely to be actively seeking safer opportunitiesFinancial compensation, Personal time off/sick leave, and Health benefits are the top three most important things to workers when looking for a new jobEmployers should offer appealing and relevant benefits to the key demographics within the sector to recruit, retain, and engage their workforce	
Steps to Implement			
<div><div><div>1. Develop a sector-wide educational stipend program and parameters for employees to apply (i.e., licenses, conferences)</div><div>2. Implement a mental health services stipend for sector employees to use for their choice of mental health providers (i.e. virtual counseling, in-person counseling).</div><div>3. Add additional benefits catered to PWLE employees by providing housing vouchers to ease the transition into the workforce</div></div><div><div>4. Provide training opportunities on financial wellbeing best practices (e.g., retirement planning, mortgage guidance, and financial planning)</div><div>5. Implement a safety protocol process and KPIs (i.e., number of safety incidents per month) to ensure all staff and security guards are trained on the protocol through practice scenarios</div><div>6. Develop and implement a training program for all security guards around mental health awareness and de-escalation techniques</div></div></div>			
Sector-Wide Actions		Agency-Specific Actions	
<ul style="list-style-type: none">Develop a list of recommended demographic-based benefits that agencies can add to the benefits package and communicate with all agencies.Determine the standardized, consistent security protocols and procedures.		<ul style="list-style-type: none">Leverage the guidelines and framework for educational stipends and PTO coverage plan and implement as they see fit based on available funding and level of priorityRe-evaluate their benefits package at the appropriate time of year to see if they want to include additional demographic-based benefits recommended sector-wideAdopt sector-wide safety protocol and processes and adjust to their unique situations and create a safety suggestion box and safety taskforce	
		Benefits	
		<ul style="list-style-type: none">Housing vouchers can attract PWLEIncreased retention through customized policies and benefits optionsSpecialized skills to handle unsafe situations without using physical force	

7. Cultivate Talent Acceleration Programs

Overview

While there is an emphasis to attract talent into the sector, it is mutually imperative to retain and train tenured employees that can effectively develop others. Create and deploy programs to keep employees engaged throughout their careers and ultimately succession plan diverse talent into executive leadership roles.

Estimated Timeframe

Medium- term: 6 months – 1 year

KPIs

- Increased retention rates
- Increased internal mobility rates (e.g., reduced time in role)

LA County Findings

- 47% of employees who left their agency last year had 0-2 years of tenure
- 25% of survey respondents indicate opportunity to gain skills/advance their career as a top 3 reason for working in sector, while
- 18% of respondents mention no longer gaining skills/no opportunities to advance as a top 3 reason to leave
- Focus group participants expressed:
 - “I think my supervisor is required to meet one on one with me an hour a week. But that doesn't feel like enough.”
 - “Sometimes I feel on my own when I don't even know what I'm doing.”
 - “Upper management still seems disconnected at times despite consistent feedback.”

External Market Insight

- Leading practice suggests using peer development as a retention and development tool to mitigate employee turnover
- 54% of HR professionals view redefining the employee experience among their organizations' top priorities to create greater engagement, motivation, and productivity ¹

Steps to Implement

1. Identify and evaluate existing talent development programs across the sector to leverage as a baseline
2. Define priority programs, applicant criteria, and protocols for rotational and cross-functional talent development programs (e.g., job exchange, short-term assignment, stretch assignment, rotational programs, etc.) for agencies to implement
3. Formalize two-way mentorship/reverse mentorship to ensure junior talent is trained properly and tenured talent can be inspired as well as culturally competent of the needs of new generations/ populations of employees
4. Allocate funding to enable agencies to use employee rewards programs to recognize the achievements of high performing employees that participate in talent programs
5. Utilize development programs to fill talent gaps (e.g., client-facing role rotates to a back office role, Outreach Specialist does a short-term assignment as a Case Manager)

Sector-Wide Actions

- Create guidelines with options for agencies to create and implement talent programs
- Identify criteria for success, length, target jobs/level, effort required to setup, resources to implement, investment, etc. for each type of talent program

Agency-Specific Actions

- Identify career programs preferred by your workforce
- If applicable, customize sector-provided guidelines to implement talent programs at each agency
- Promote opportunities for talent programs on internally communications

Benefits

- Build client-facing employee's leadership capability, which long term can improve executive leader diversity
- Gain critical experiences outside normal day-to-day
- Broaden functional and cross-functional skills
- Employees feel more connected and less likely to exit

¹ KPMG Future of HR 2020 Survey

8. Modernize Information Management Systems

Overview

Modern information management technology can allow equitable access to resources and ease the tension employees experience when they aren't able to access the resources they need (i.e., such as adult vs. youth housing information, housing and eviction legislation, progress on the housing crisis, other relevant laws, etc.). Enhanced access to knowledge articles like these can help increase productivity.

Estimated Timeframe

Short - term: 0 – 6 months

KPIs

- Increased % of employees who feel they have the tools to do their job

LA County Findings

- 53% of employees have less than 2 years of tenure at their current agency driving the need for immediate access to resources for junior staff
- 53% of organizations don't track lived experience
- During focus groups BIPOC leaders convey "lack of access" to the latest goals and metrics of the sector as a concern
- Employees conveyed that the resources in the Coordinated Entry System (CES) are either not available or not easy to find
- There isn't a governing body responsible for the development, deployment, and auditing of sector resources (i.e, toolkits, best practices)

External Market Insight

- Leading practice suggest a governing body should be responsible for the development, deployment, and auditing of key resources
- Centralizing common knowledge articles can improve workforce production and help increase retention by mitigating work stress

Steps to Implement

- Define sector wide information management resources that are currently relevant and needed for the future (i.e., potential career paths, agency workforce development toolkits, housing legislation, statistics on the progress of LA homelessness, etc.)
- Assess current information management tools and determine the best platform & features needed to achieve future needs (e.g., search function, folder structure, governance capability, mobile compatibility) and determine where they can be consolidated
- Implement most appropriate information management tool and upload information articles
- Create knowledge articles (e.g., job aids, virtual learning) needed that do not currently exist and upload once completed and approved by WDLT
- Develop and deploy a Information Management 2.0 campaign that brings awareness to the improved centralized resource for sector employee support

Sector-Wide Actions

- Conduct a sector-wide knowledge management assessment that determines what tools are used, what is stored where, what tools can be kept, and what tools can be consolidated
- Consolidate the knowledge management tools identified in the assessment
- Develop knowledge articles and upload to the appropriate tool
- Develop and deploy Knowledge Management 2.0 campaign

Agency-Specific Actions

- Adopt new knowledge management tools through training and communications and distribute knowledge management article based on Knowledge Management 2.0 campaign
- Deliver consistent communication messages on updates in regards to the progress against homelessness and housing legislation

Benefits

- Enhanced technology for employees to access up-to-date information (i.e., progress of homelessness in LA)
- Improved knowledge management can help successfully transfer experience lost from attrition
- Increased efficiency due to easy access of resources needed to complete work

LA Homeless Services Sector Voice of the Employee



What is a persona?

A persona is a tool to capture the voice of the employee.



Representative

a semi-fictional archetype of a group of people; a representative sample of the workforce



Commonalities

shared lived experiences based on similar identification, behavioral attributes, or community affiliation



Narratives

personal stories segmented into relevant and meaningful narratives that describe the employee journey



Patterns

illustrates the themes of need across defined groups to identify the structural patterns that help or hurt



Snapshots

reflect a point in time influenced by the current environment and existing programs and support systems

Things to Keep in Mind When Using Personas

Benefits



help organizations avoid the one-size-fits-all approach



help challenge assumptions made about people by providing a deeper understanding



help target support efforts at a specific somebody, rather than a generic nobody



help tune into the factors that can get in the way of knowing what's important



help prioritize the order and level of investments needed

Risks

Don't Isolate



isolate one person to just one persona and not a combination of identities or facets

Don't Assume



make assumptions about who an individual is based on their association with a given persona

Don't Assign



put employees in a category simply if they identify with some aspects of a persona's journey

Don't Apply



apply oversimplified negative attributes to characterize a person or group (stereotype)

Don't Discount



discard as overly exaggerated depictions that aren't linked to lived experiences

What This Section Tells You About Personas

Below defines how to interpret **critical sections of the personas**. While these sections are standardized, the content within is unique to the persona group to convey a **summary of today's employee experience** and outline **opportunities for tailored employee value propositions (EVP) of tomorrow**. When considering the implementation of the opportunities for improvement, the second slide of each persona can be leverage to tailor the opportunities to the needs of specific roles.

Today



Personal Dialogue

A summary of what makes working in the sector energizing but also conflicting. Awareness of this helps humanize the overall employee experience.



Sentiments

What employees think, feel, say, and do is indicative of their level of engagement. Understanding this can also support change management efforts during transformations.



Unmet Needs

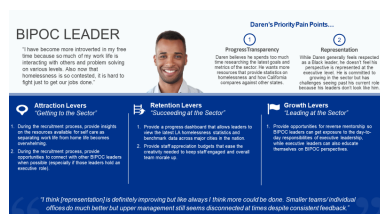
This is a snapshot of the barriers that are blocking these persona groups from being engaged, hindering them from performing at, or from contributing their best.



Impactful Insight

Though the persona contains aggregated responses from employee feedback, this section calls out the most impactful quote from the focus group sessions that represent employees overall feelings.

Tomorrow



Priority Pain Points

A picture of what matters most to the persona and why. This can help prioritize the efforts that may have the most impact on increasing employee engagement and performance.



Attraction Levers

Conveys unique opportunities in the recruitment process where stakeholders (i.e. hiring managers, recruiters, interviewers) can better improve the candidate experience.



Retention Levers

Recommendations that provide tangible steps in mitigating priority pain points to help reduce attrition of the persona group.



Growth Levers

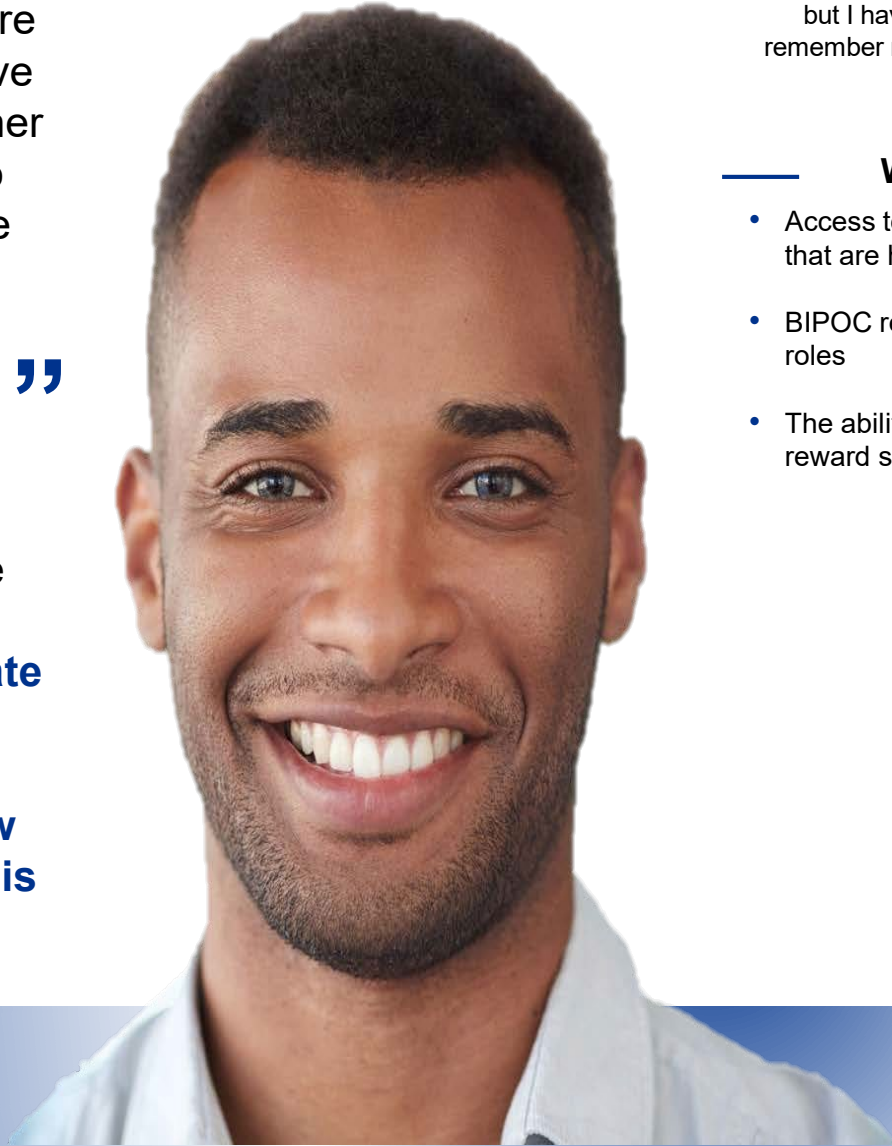
Opportunities to help the persona group become more seasoned and confident in their roles so they are equipped to develop the workforce better.

Meet Daren

BIPOC Leader

“ Social justice and equity are most important to me. I love to vicariously influence other people to do what I love to do, but a lot of my staff are one to two missed paychecks from being homeless themselves. ”

Daren is committed to the mission of the sector as he has grown to leadership. He's **compelled to motivate his staff** to have the same passion but tends to be **conflicted** because of **how close to homelessness his teams are**.



thinks

Homelessness success stories are few and far between, but I have to remember my why.



feels

I feel like at times my race is tokenized. While staff overall is diverse, senior staff is still majority White.



says

The sector should be leading in ways to change institutionalized discrimination and its effects on homelessness.



does

Tries to find ways to make work fun for staff because of how hard it is to keep up morale.

What I Need

- Access to the most recent trends that are happening in LA's sector
- BIPOC representation in executive roles
- The ability to give back and reward staff more

Blockers of My Needs

- Lack of transparency in the latest sector goals and metrics
- Executive representation tends to be homogenously White
- Little to no funding for staff appreciation

Impactful Insight

When Asked:

Has your race and/or ethnicity ever impacted your career progression or opportunities within the homeless services sector, positively or negatively? If so, how?

Illustrative Response:

"It's known that being Black or Latino or Indigenous or Gay or a Women attached to a corporation or business plays a role in progression but I don't let microaggressions hold me back from achieving my goals."

BIPOC LEADER

“I have become more introverted in my free time because so much of my work life is interacting with others and problem solving on various levels. Also now that homelessness is so contested, it is hard to fight just to get our jobs done.”



Daren’s Priority Pain Points...

1

Progress Transparency

Daren believes he spends too much time researching the latest goals and metrics of the sector. He wants more resources that provide statistics on homelessness and how California compares against other states.

2

Representation

While Daren generally feels respected as a Black leader, he doesn’t feel his perspective is represented at the executive level. He is committed to growing in the sector but has challenges seeing past his current role because his leaders don’t look like him.



Attraction Levers

“Getting into the Sector”

1. During the recruitment process, provide insights on the resources available for self care as separating work life from home life becomes overwhelming.
2. During the recruitment process, provide opportunities to connect with other BIPOC leaders when possible (especially if those leaders hold an executive role).



Retention Levers

“Succeeding in the Sector”

1. *Provide a progress dashboard that allows leaders to view the latest LA homelessness statistics and benchmark data across major cities in the nation.
2. Provide staff appreciation budgets that ease the creativity needed to keep staff engaged and overall team morale up.



Growth Levers

“Leading in the Sector”

1. Provide opportunities for two way mentorship so BIPOC leaders can get exposure to the day-to-day responsibilities of executive leadership, while executive leaders can also educate themselves on BIPOC perspectives.

“I think [representation] is definitely improving but like always I think more could be done. Smaller teams/ individual offices do much better but upper management still seems disconnected at times despite consistent feedback.”

*Indicates a sector-wide solution could be leveraged

Meet Capri

Site Senior Leader

“ It [Homelessness Services] is a great place to work if you are concerned about the intersections of social problems, but from an external view, the work is difficult and complicated. ”

Capri is **motivated to come into work** every day as it shapes her humble perspective on life but the **challenges** of limited funds and the sector's perception makes **work also feel like a tug of war**.



thinks

Budget administration training should be prioritized during onboarding for entry level roles.



feels

I ask for support but never get it until the situation is terrible and then I'm asked what do I need.



says

There isn't enough protected time. I need more time to plan with the current staff.



does

I bring change through leading innovative groups and activities despite C-Suite approval causing limitations.

What I Need

- More robust trainings for staff and myself
- Protected time to innovate
- Standardization of case manager role across the sector
- Clearer marketing of the diversity of homeless services, their varying strengths and challenges



Blockers of My Needs

- Learning is either generalized or on the job
- Limited alternative work arrangements
- No sector-wide job leveling for critical roles
- External perception that homeless services is a blanket solution that can do it all

Impactful Insight

When Asked:

Do you ever feel like the goals of your organization are misaligned with the goals of the homeless services sector?

Illustrative Response:

"I don't think there is misalignment in [the] bigger picture, but how we get there and solve it is where folks may clash."

SITE SENIOR LEADER

“Being a woman, [especially if you’re a Black woman] in a management position some people automatically assume your passion is anger, when it’s not.”



Capri’s Priority Pain Points ...

1

Stronger Onboarding

Capri doesn’t believe her or her staff are effectively prepared when they join the workforce. She wants front-line employees to get exposure to trainings on de-escalation, conflict resolution, burnout prevention, people leadership, etc.

2

Lack of Resources

As a senior site leader, Capri feels like there’s not enough time in the day and monetary resources available to get her work done. Additional resources include ongoing training, flexible work arrangements, and self-care services.



Attraction Levers

“Getting into the Sector”

1. During the recruitment process, highlight the resources available (e.g. mental health training, substance abuse training, conflict resolution training) to site senior leaders as well as articulate the concrete difference their work will make in improving the homelessness crisis.



Retention Levers

“Succeeding in the Sector”

1. Provide protected time for site senior leaders to focus on innovation. This could be through daily scheduled blocks, or weekly heads down time initiatives.



Growth Levers

“Leading in the Sector”

1. Provide more comprehensive, ongoing training on:
 - How funding is accessed
 - Social Determinants of Health (SDOH)
 - Mental health
 - Substance abuse
 - Conflict resolution
 - De-escalation
 - Burnout prevention
 - Managing teams on the front-line

“I have the autonomy to be innovative, but sometimes there is push back from our C-Suites, I don’t have access to funding, or don’t have the protected time to do so.”

Meet Chloe

Back Office Professional

“ I wish I knew more about the number of clients we serve and was given a background on the homeless services sector. ”

I'm a part of the sector because of my **passion for helping those in need**. I understand my role is critical to the operation but my **access to helpful technology** and **communication with staff** in the field make it harder to do my job effectively.



thinks

Unless you're passionate about the cause than this wouldn't necessarily be a "good place to work."



feels

It is difficult to compete with our funders who do similar work. We can't always compensate staff the same way they are able to.



says

I wish I had prior experience related to the homeless sector.



does

I build rapport with and support client-facing professionals to try to enable quality services to clients.

What I Need

- More information on the clients we serve and background on the sector
- Detailed instructions during onboarding about my role and key responsibilities
- Career advancement opportunities in the back office function
- Access to better technology and data systems
- Ease of communication with client facing staff

Blockers of My Needs

- Lack of agency-wide knowledge management system for all resources related to the sector
- Insufficient job-specific training during onboarding for the back office function
- Limited upward mobility (e.g., can't progress until boss leaves)
- Funding for new technology is lower priority than programs related to direct client services
- Staff in the field don't have capacity to connect with back office professionals

Impactful Insight

When Asked:

What reasons would make you leave the sector?

Illustrative Response:

"I would leave to go to other agencies that would provide career advancement and higher pay."

BACK OFFICE PROFESSIONAL

“Getting a reply can be challenging from staff who are in the field, building good rapport with staff is crucial to be successful in my role.”



Chloe's Priority Pain Points ...

1

Role Clarity

Chloe needs a clearer understanding of her role during the recruiting and onboarding process to feel more equipped to support client facing professionals.

2

Communication with Staff

Client-facing employees have limited capacity to communicate with Chloe and her peers which makes it difficult for them to complete their work.



Attraction Levers

“Getting into the Sector”

1. During the recruitment process, ensure the roles and responsibilities of the job are clearly articulated.



Retention Levers

“Succeeding in the Sector”

1. Provide high-quality and accessible technology and data systems to ensure resources are available to effectively complete job responsibilities.
2. Develop knowledge articles related to an overview of the sector and the clients it serves, especially for new hires without previous experience in the sector.
3. Provide opportunities for client-facing staff and back office employees to interact and collaborate such as an overview of the agency structure during onboarding, monthly Know Your Network days, and providing an agency-wide governance of roles.



Growth Levers

“Leading in the Sector”

1. Provide career mobility opportunities within the back office function that aren't dependent on a position opening up due to promotion or turnover.
2. Implement rotational programs so that back office and client-facing professionals can gain exposure to various functions and roles within the agency. This will increase cross-collaboration knowledge and provide additional career opportunities.

“Sometimes the agency doesn't necessarily have a career path for you without having to replace your boss.”

Meet Alicia

Gen Z Candidate



thinks

I'm going to change the world, I just don't know how yet.



feels

My job and my purpose have to align for me to feel fulfilled in life.



says

Just keep it real with me, just because I'm young doesn't mean I can't handle the complexities of what we're up against.



does

I volunteer in my spare time to help people experiencing homelessness, even though I don't view it as a long-term career.

“ I love helping other people, but [the sector] is not marketed as “a good place” to work. ”

Alicia is attracted to the sector because of her **passion to create real social impact**, but negative perceptions of the sector's effectiveness lead her to believe she won't **have the impact she wants** to make in the world.



What I Need

- I need to feel like I can really make a change by working in the sector
- A clear visual that outlines my potential career opportunities in the sector
- Access to the latest technology to effectively do my job
- To feel valued and empowered at work by my colleagues but most importantly my leaders



Blockers of My Needs

- Current perception that LA County is not effectively addressing the homelessness crisis
- No clearly defined career paths for the sector's most critical roles
- Keeping up with new technology is a “nice to have” not “must have” in the sector today
- Lack of reverse mentorship that allows executive leaders to stay connected with entry level employees

*Impactful Insight

“People born in Generation Z – i.e., in the late 1990's – have seen seemingly “too large to fail” institutions do exactly that. They were born into technology, with smart phones in their hands several years before they were teenagers. **They've grown up in a very public social media spotlight.** And because their formative years were in such a disrupted world, **they're attracted to environments in which they can experiment.**”

GEN Z CANDIDATE

In order to stay in my role I need to have some sense of community and effectiveness, knowing that I am actually helping solve the problem of homelessness.



Alicia's Priority Pain Points ...

1

Social Impact

Alicia would like to ensure that her work in the sector will help end homelessness, however the problem seems to be worsening based on the media.

2

Rotational Opportunities

Alicia is attracted to environments where she can get exposure to multiple skills fast. Regardless of her role in the sector she expects the ability to have a variety of experiences at work.



Attraction Levers

"Getting into the Sector"

1. *Develop a talent marketing campaign that clearly articulates:
 - The impact the homelessness sector can have within their scope of influence
 - Key statistics on the progress that has been made and the big and small success stories the sector has to date
 - Opportunities to create a social impact
 - Rotational opportunities to gain new skills in a short period of time



Retention Levers

"Succeeding in the Sector"

1. *Develop illustrative career paths that reflect:
 - The most critical roles within the sector
 - Core competencies and skills needed to be successful in these roles
 - The variety of career advancement opportunities available after 1 – 2 years within the critical role



Growth Levers

"Leading in the Sector"

1. Provide rotational opportunities that allows Alicia to see different parts of the agency (e.g., exposure to client facing and back office roles).
2. Provide educational stipends so employees can continue to grow credentials in homelessness services to supplement costs.

"It's very rewarding to contribute to improving someone's life. I feel that everyone in the sector genuinely wants to make a change and support underserved communities."

**Indicates a sector-wide solution could be leveraged*

Meet Gary

Mental Health Specialist



thinks

There needs to be more mental health training for all roles in the agency.



feels

Client interventions should not be a one-size-fits-all approach.



says

Sometimes it can be difficult to find a confidential place to meet with my clients.



does

I advocate for and support clients with mental health issues.

“ I love helping my clients but sometimes it feels like there are too many barriers to get them the right support. ”

Gary feels that the **lack of overall mental health training** and **empathy** towards clients with mental health issues within his agency impacts the organization's ability to **best serve and understand his clients**.



What I Need

- Colleagues that understand mental health issues and have empathy towards clients
- Confidential locations to meet with my clients
- Clear understanding of the housing resources that are available to clients

Blockers of My Needs

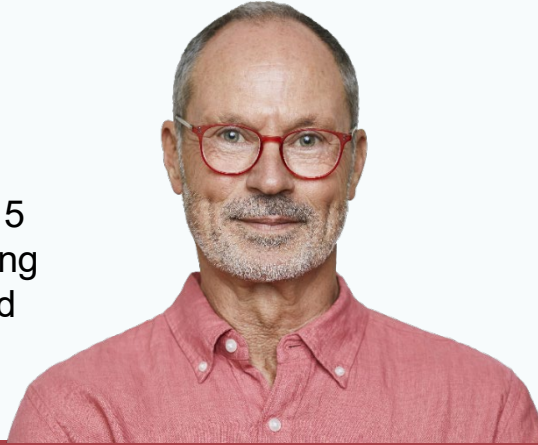
- There is not enough agency-wide onboarding and ongoing training around mental health and empathy
- Agencies and housing shelters do not always have capacity for confidential conversations
- Lack of centralized, agency-wide knowledge management system for all resources

Impactful Insight

When Asked:	How likely are you to pursue a mental health specialist role outside the sector?
Illustrative Response:	“Somewhat likely. The lack of housing resources makes me feel helpless and causes burnout.”

MENTAL HEALTH SPECIALIST

“I wish I knew how unprepared clients are to go into housing. For example, clients were in the shelter for 5 years and when they got an opportunity to get housing they weren't ready and they stayed at the shelter and lost the opportunity.”



Gary's Priority Pain Points ...

1

Mental Health Training

Gary needs his colleagues to have an understanding of mental health disorders to enhance the client delivery through increased empathy.

2

Working Conditions

Create more space for Gary to have confidential conversations with clients.



Attraction Levers

“Getting into the Sector”

1. During the recruitment process, the recruiters need to articulate the concrete ways candidates can make a difference to help people experiencing homelessness through his work as a mental health specialist.



Retention Levers

“Succeeding in the Sector”

1. Conduct ongoing training on applicable housing laws and policies so employees have a baseline understanding and can communicate it to clients.
 - Housing rights
 - Housing crisis statistics
 - Eviction laws
 - New legislation related to housing
2. Provide designated confidential meeting spaces within agencies that provide mental health services.



Growth Levers

“Leading in the Sector”

1. Allow for opportunities to gain additional certifications such as the Licensed Clinical Social Worker (LCSW) license through education stipends.
2. Develop and implement mental health and empathy training so so employees don't feel the burden of educating their colleagues on mental health disorders and spend more time helping clients.

“If there were more opportunities to train all staff on how to be more respectful and deal with clients who are homeless and have mental health disorders, [that] would be beneficial. When staff aren't aware of mental health services they can be unprofessional towards clients.”

Meet Johnny

PWLE Employee



thinks

It would be helpful to have training around shared trauma and empathy.



feels

I feel overwhelmed by my new responsibilities and it brings up my previous trauma.



says

It is difficult to understand what it's really like to work in the sector before beginning my role.



does

Leverage my experience with homelessness to help others experiencing similar issues.

“ I need to be able to feel secure with my housing and mental health to be able to effectively do my job. ”

Johnny wants to use his lived experience to help those that are currently experiencing homelessness. After being out of the workforce for awhile, he **feels a step behind** and his job brings up his **previous trauma** which causes **stress**.



What I Need

- An understanding of what it is like to work in the homeless services sector before joining the workforce
- Training on the skills needed to prepare me for the workforce (e.g., digital literacy, written communication)
- Access to more mental health services from my employer



Blockers of My Needs

- Lack of opportunities to be exposed to jobs within the sector before entering the workforce
- Onboarding does not fully cover these skills and the sector has a “trial by fire” learning culture
- There is limited on-demand mental health services for employees in the sector

Impactful Insight

When Asked:

What career progression opportunities do you have?

Illustrative Response:

“I feel comfortable in my current entry level position and worry that if I progress my career the additional stress would cause me to relapse.”

PWLE EMPLOYEE

“I want to be a productive member of the workforce but my previous experience makes it hard to effectively do my job.”



Johnny's Priority Pain Points ...

1

Mental Health Services

Johnny needs access to on-demand mental health services while working in the sector due to the nature of the work and his past experiences.

2

Workforce Preparedness

Johnny needs to have a better understanding of what it's like to work in the sector before he was hired. Additionally, he needed more training in key skills during onboarding.



Attraction Levers

“Getting into the Sector”

1. During the recruitment process, provide a realistic job overview (e.g., working in the sector may trigger potential trauma) to ensure they're prepared to onboard effectively.
2. During the brand building and recruitment process, implement a “Get to know us” program where PWLE can visit provider to learn about the various roles in organizations and see what it's like to work in your agency from the employee perspective.



Retention Levers

“Succeeding in the Sector”

1. Provide on-demand mental health services to help employees who are experiencing trauma or burnout.
2. *Implement a sector-wide mentorship program for new PWLE employees that matches new hires with supportive employment by SPA area. This provider should offer guidance and help navigate challenges (i.e., navigating the benefits cliffs, adjusting to reacclimating to the workforce).



Growth Levers

“Leading in the Sector”

1. Provide training that prepare PWLE to re-enter the workforce such as:
 - Digital literacy
 - Written communication skills
 - Safety training
 - Domestic violence
 - Secondary trauma

“Working in the homeless sector as a PWLE can be very triggering so I need mental health services to help stay afloat.”

**Indicates a sector-wide solution could be leveraged*

Meet Raven

Program Manager



thinks

De-escalation techniques should be taught during onboarding. Learning is always trial by fire.



feels

My career has plateaued as I can't advance past Program Manager unless a Director leaves.



says

LAHSA Centralized Academy is for the general population, we need specific training for each provider.



does

Stays on call as needed and consistently works weekends to keep up with job demands.

“Most days it feels rewarding but on days where it is so difficult, I think to myself is it worth it?”

Raven is passionate about serving, but is experiencing burnout and **constantly evaluates how sustainable her work is**. She refuses to let her clients or case managers down, but **feels she has minimal impact on ending homelessness**.

What I Need

- Career opportunities after my current role
- Relevant trainings in safe spaces to learn
- Ability to make retention decisions for my team
- People outside the sector to respect my service driven career
- Access to real time staff mental health support from licensed professionals

Blockers of My Needs

- Next opportunities are detached from client work
- Learning is either generalized or on the job
- Unable to influence the retention of my team
- My friends don't know why someone would put themselves through such stressful work
- Currently there is only a employee helpline and monthly DHS consultations

Impactful Insight

When Asked: How likely are you to pursue a program management role outside the sector?

Illustrative Response: “Very likely. I'd finally be able to use my business management degree.”

PROGRAM MANAGER

“Two of the biggest factors I would see myself leaving for are burnout or lack of support from upper management. We often feel unsafe and are asked to produce miracles without adequate support.”



Raven's Top Priority Pain Points ...

1

Security/ Safety

Recognize Raven's need for increased safety measures when working with clients as the lack of proper staffing of security guards signals that upper management doesn't care about her well-being.

2

Greater Talent Influence

Raven wants the ability to support her staff from all angles. She needs less roadblocks with getting people hired and more influence on how counter offers are distributed.



Attraction Levers

“Getting into the Sector”

1. During the recruitment process, provide a better overview of how her role will be supported at the agency and in the community.
2. During the recruitment process, articulate how private providers allow more flexibility to support clients which allows employees to see the actual impact of her work.



Retention Levers

“Succeeding in the Sector”

1. Address safety concerns to help employees not second guess their commitment to the sector for safety reasons.
2. *Create clinical career paths to provide more options for employees to stay in the sector versus feeling like employees have to create their next career opportunity.



Growth Levers

“Leading in the Sector”

1. During onboarding ensure employee training includes exposure to de-escalation techniques.
2. *Provide educational stipends for seasoned program managers to become licensed clinicians.

“After you leave program management you're pretty much detached from client work.
A Director does data and compliance, which isn't even your real goal.”

**Indicates a sector-wide solution could be leveraged*

Meet Vivian

Case Manager



thinks

There is lack of clarity on the expectations for the case manager role and not enough training.



feels

Senior leadership only wants to know if you finished your work; they don't support.



says

There needs to be more units available to house the homeless.



does

I ask questions but when I don't get the answers, I do what I think is best for clients.

“I think my supervisor is required to meet one-on-one with me an hour a week, but that doesn't feel like enough.”

Vivian entered the field because the sector is a good place to work, and she loves to help people. However, without proper guidance from leadership, she **feels like she is on an island**.



What I Need

- Support and invitation from leadership to make suggestions for improving quality of services
- Hands-on training with program manager and more frequent check-ins with supervisor
- Culture of candor and emotional support when it comes to documenting a safety issue or mental health crisis
- Quicker administration email responses

Blockers of My Needs

- Lack of connectivity from executive leadership to front-line employees
- Program managers don't see my day-to-day work and there isn't enough time to build a mentor relationship
- Administration and management is focused on metrics and documentation over safety and care
- Manager deflects questions to another colleague

Impactful Insight

- | | |
|-------------------------------|---|
| When Asked: | How likely are you to pursue a case management role outside the sector? |
| Illustrative Response: | “Honestly, I would leave for better pay or easier clients. It can take a toll on you to work with difficult clients.” |

CASE MANAGER

“My immediate supervisor is the only one that knows what my work is and [when I ask] my manager, she throws me to someone else.”



Vivian's Priority Pain Points ...

1

Security/ Safety

Recognize Vivian's need for increased safety measures when working with clients. Though she has brought this up, management have not follow through on her ask for police.

2

Guidance from Management

Vivian wants to know what she should do when problems arise on-site. She needs advice and easy access to leadership to aid in an already ambiguous role.



Attraction Levers

“Getting into the Sector”

1. During the recruitment process, recruiters should better articulate day-to-day responsibilities and work environment.



Retention Levers

“Succeeding in the Sector”

1. *Provide visibility to various career paths so employees don't feel the need to leave the sector to grow their career.



Growth Levers

“Leading in the Sector”

1. During onboarding, ensure employee's training includes
 - Shadow opportunities with experienced case manager
 - More hands-on training
2. Create case manager development programs with peer cohorts to learn best practices for this role.

“Administration is all about numbers and documentation, which I understand is important but safety and care is more important. I have dealt with many mental health crises and administration asks, ‘did you document this,’ meanwhile not supporting me with how this affects me”

*Indicates a sector-wide solution could be leveraged

Meet Nita

Outreach Coordinator / Specialist



thinks

Receiving training on the evolving housing market crisis and housing rights would be helpful.



feels

My faith, personal morality clause, and drive to end homelessness keep me in the sector.



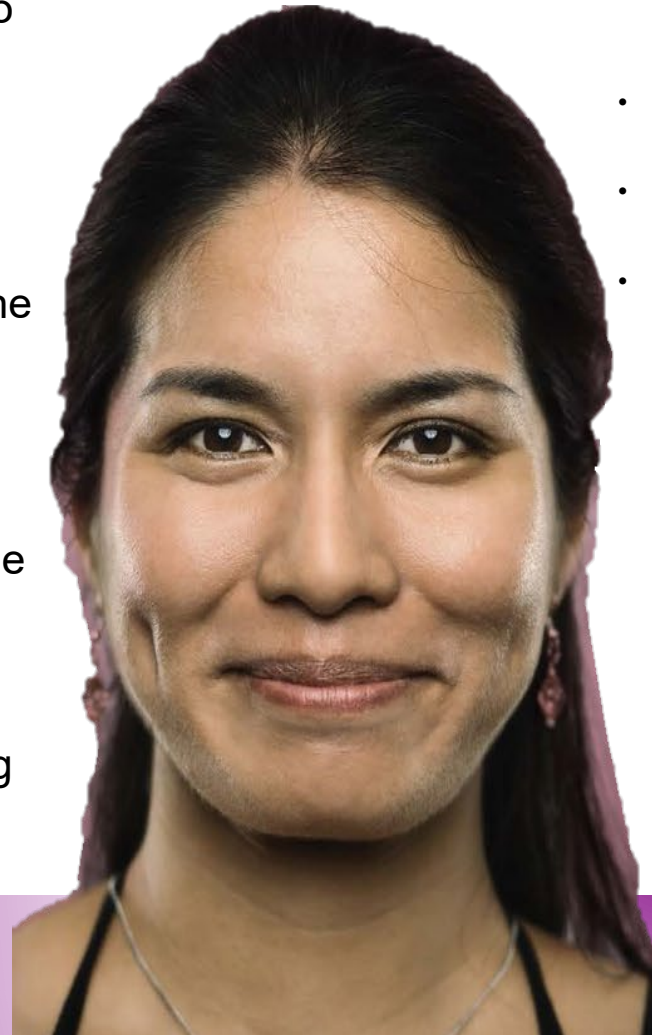
says

My male colleagues say their gender has negatively effected their opportunities. They get tougher clients.



does

Creates trust with potential housing landlords despite their distrust in the sector.



“The resources I need to do my job are not readily available and there is not one source of truth.”

Nita continues to work in the sector to help others, but feels like the **demands of the job** weren't accurately communicated during the recruitment process and the amount of people experiencing homeless greatly outweighs the resources available making her **feel helpless**.

What I Need

- Ability to collaborate with other roles within my agency or other agencies
- More access to my supervisor through job shadowing and increased communication
- Ease of access to all the resources I need to do my job (e.g., adult vs. youth housing information, policies related to housing, clinical jargon dictionary)

Blockers of My Needs

- Unaware of the different roles within my agency and other agencies work in a silo
- Supervisors lack consistent training and aren't easily accessible
- There is no single source of truth/system (e.g. Coordinated Entry System) when it comes to accessing resources

Impactful Insight

When Asked:	What reasons would make you leave the sector?
Illustrative Response:	"I would leave for other opportunities such as higher education and higher pay."

OUTREACH COORDINATOR / SPECIALIST

“In order to stay in my role I need to feel more supported by my colleagues and have information and resources more readily available to me.”



Nita's Priority Pain Points ...

1

Job-Specific Training

Nita needs more role-specific training during onboarding that teaches her about housing rights, housing crisis, and other applicable laws.

2

Support from Colleagues

Nita would like more support and collaboration between herself and her supervisor, other roles within the agency, and other agencies to feel safe during outreach.



Attraction Levers

“Getting into the Sector”

1. During the recruitment process, paint a real picture of the volume of clients to expect on a given week and the actual number of resources the Outreach Coordinators have to offer based on the housing security.



Retention Levers

“Succeeding in the Sector”

1. During the onboarding process, provide more accessibility of Supervisors to allow for job shadowing while the new hire is conducting initial outreach.
2. *Develop a sector-wide governing body for outreach coordinators to facilitate collaboration across the LA sector to provide a sense of safety and support and enable resource sharing.
3. Develop a knowledge management system that allows Outreach Coordinators to easily access resources needed so they can have a clear picture of what's available and where to access them depending on the type of client they are working with (e.g., youth vs. adult).



Growth Levers

“Leading in the Sector”

1. Conduct ongoing training on applicable housing laws and policies so employees can have more knowledge to share with their clients.
 - Housing rights
 - Housing crisis statistics
 - Eviction laws
 - New legislation related to housing
2. *Provide opportunities to continue employee's education, such as education stipends, to continue her education and add value to the sector.

“There's an expectation to be an ‘expert’ in all the housing-related policies without consistent training during onboarding and information from the top down.”

*Indicates a sector-wide solution could be leveraged