

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

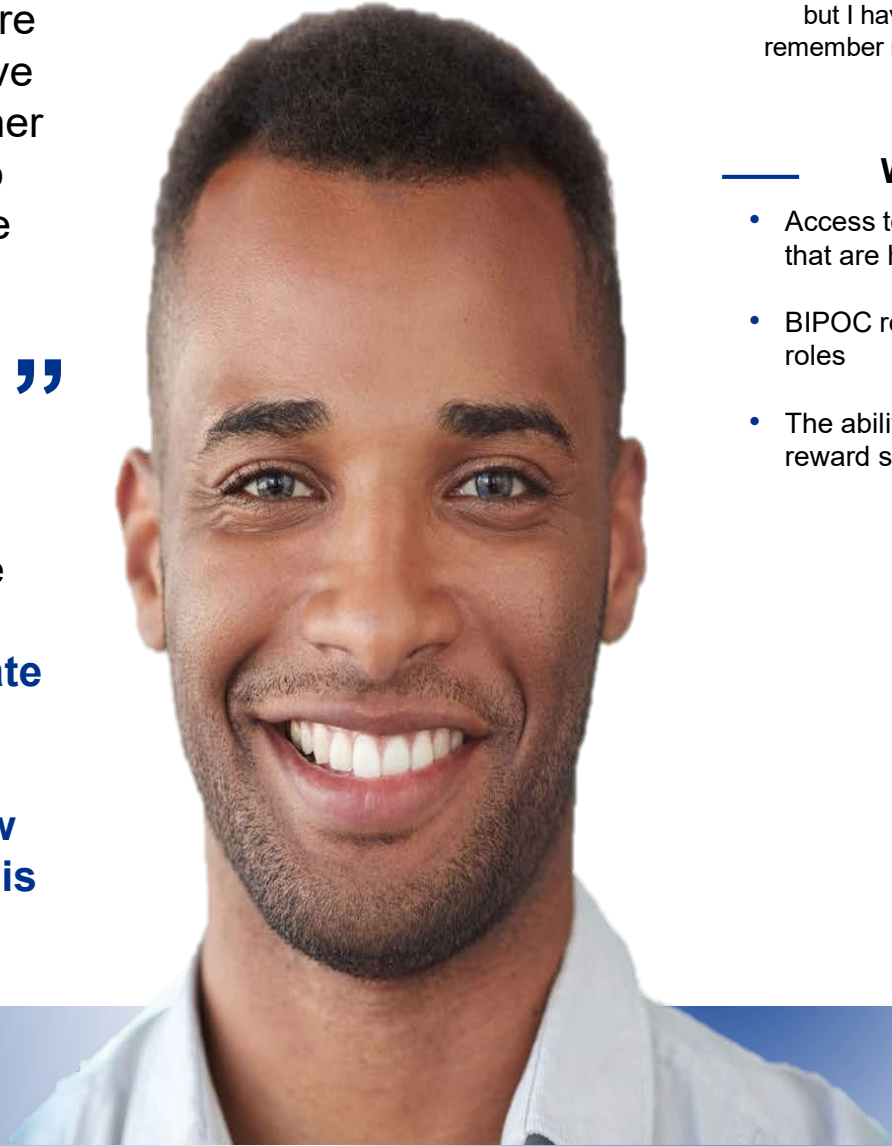
Opportunities to help the persona group become more seasoned and confident in their roles so they are equipped to develop the workforce better.

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

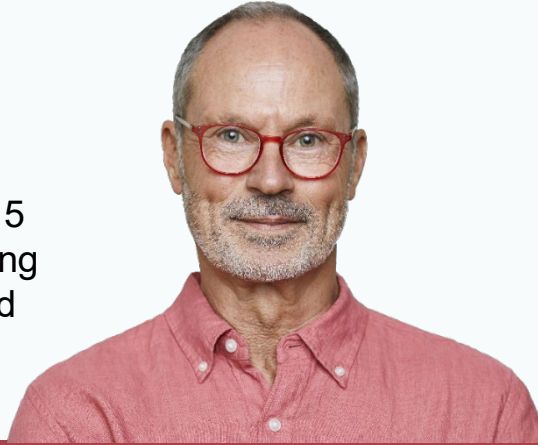
- There is not enough agency-wide onboarding and ongoing training around mental health and empathy
- Agencies and housing shelters do not always have capacity for confidential conversations
- Lack of centralized, agency-wide knowledge management system for all resources

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”

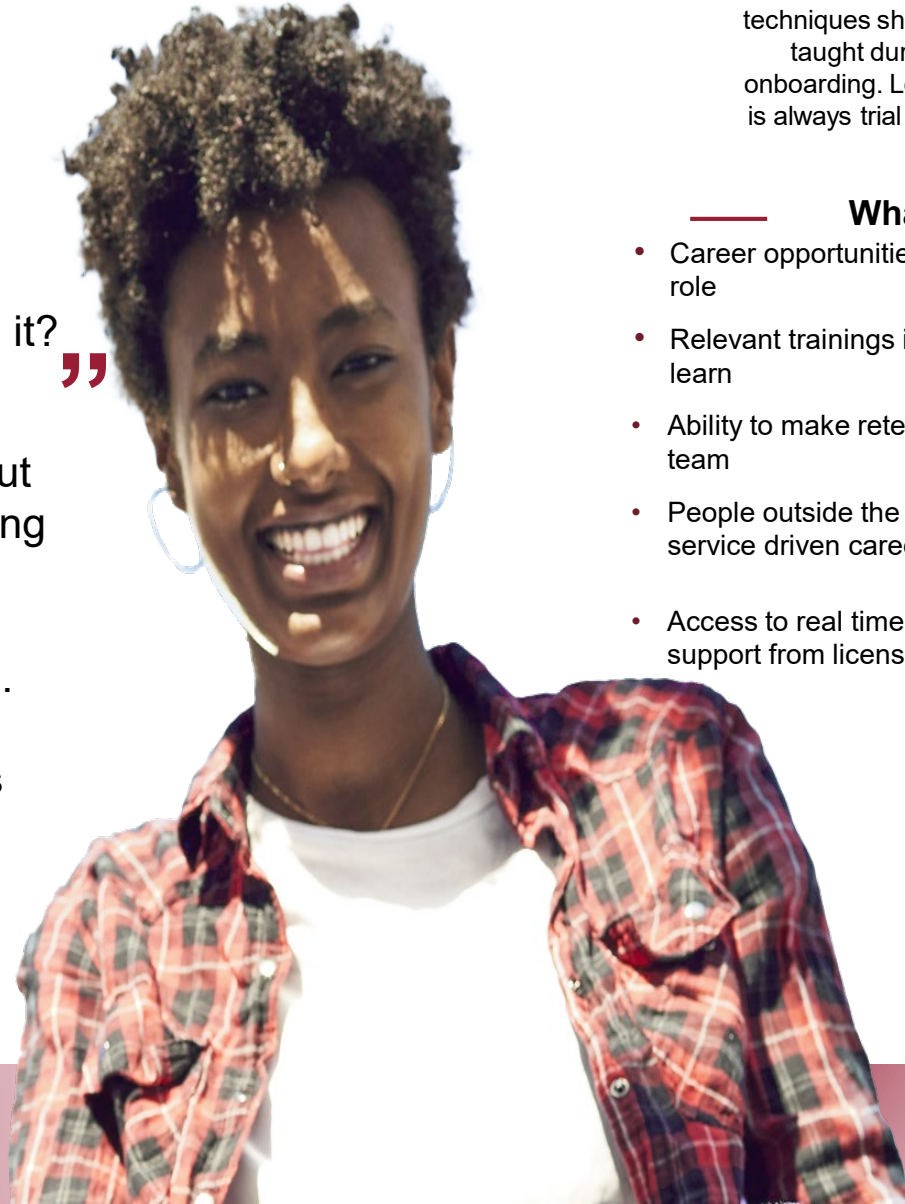
1. Provide training that prepare PWLE to re-enter the workforce such as:
 - Digital literacy
 - Written communication skills
 - Safety training
 - Domestic violence
 - Secondary trauma

“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.



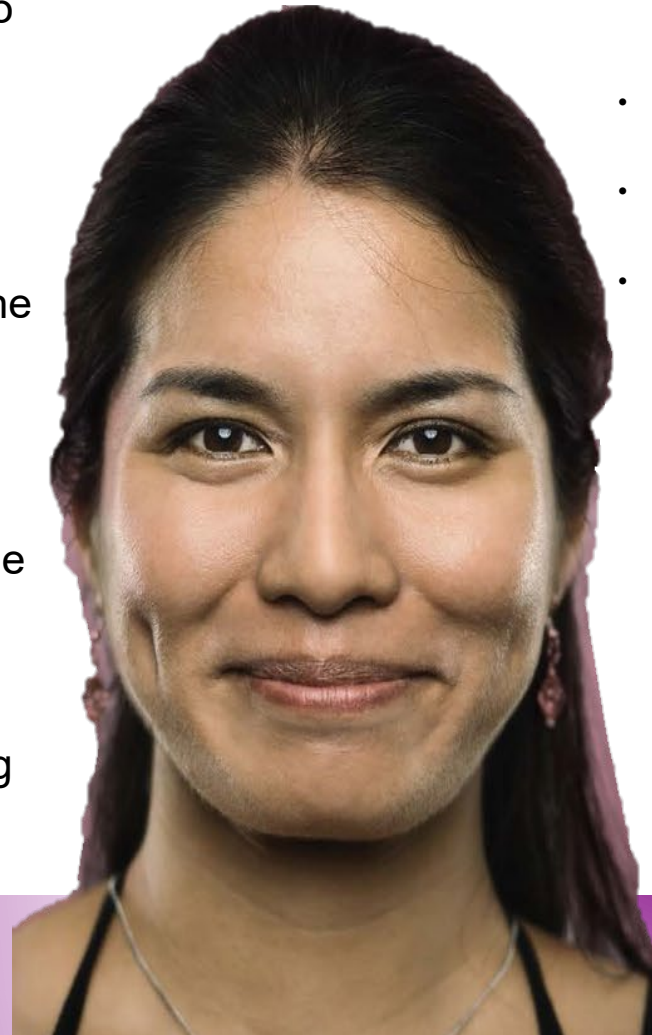
says

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