# Current State Assessment Report

United Way of Greater Los Angeles

Homeless Sector Recruitment Analysis

October 2024

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**Topic**

# Objectives of our study

| | |
|---|---|
| **Study Objectives** | KPMG and United Way are conducting an analysis to identify strengths and opportunities in recruiting and onboarding processes that the Los Angeles Homelessness Services Sector faces to define a plan to mitigate these challenges for the future.

**Objective of the Analysis:** Identify what is working well and areas of improvement regarding the Homelessness Services Sector's recruitment and onboarding strategies, improve the end-to-end recruiting and onboarding process and the candidate experience, and identify strategies to boost recruitment of next generation workers. |

## In our study, we aim to:

**01**
Gain key **insights** into strategic views on **attracting, recruiting, and onboarding a robust workforce**
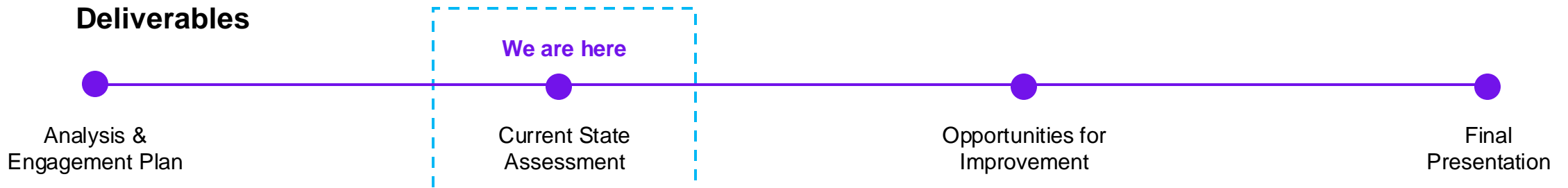
**02**
Identify specific **challenges** in talent **attraction, recruitment,** and **onboarding** for sector-wide improvements

**03**
Collect actionable **recommendations** to inform **strategies** that **address** the **challenges** identified

## Deliverables

**We are here**

Analysis & Engagement Plan — Current State Assessment — Opportunities for Improvement — Final Presentation

# Data collection summary

Below is a mapping of **organizations that participated** in the various data collection methods. In total, there were **40 unique organizations.**

| Recruiting & Onboarding Survey — Organizational View | Recruiting & Onboarding Survey — Employee View | 1:1 Leadership Interviews | Focus Groups |
|---|---|---|---|
| ▪ Center For Living and Learning<br>▪ Covenant House California<br>▪ Housing Works<br>▪ Jovenes<br>▪ LA LGBT Center<br>▪ PATH<br>▪ Society of St. Vincent de Paul<br>▪ SRO Housing Corporation<br>▪ St John's Community Health<br>▪ Tarzana Treatment Center<br>▪ The People Concern<br>▪ Venice Community Housing Corporation<br>▪ Whole Child Mental Health & Housing Services | ▪ Brilliant Corners<br>▪ Center for Employment Opportunities<br>▪ Chrysalis<br>▪ Covenant House California<br>▪ Downtown Women's Center<br>▪ Homeless Healthcare Los Angeles<br>▪ Hope the Mission<br>▪ HOPICS<br>▪ Housing Works<br>▪ Inner City Law Center<br>▪ Inside Safe<br>▪ LA Christian Health Centers<br>▪ LA County Department of Health Services<br>▪ LA County Department of Mental Health Services<br>▪ LA Family Housing<br>▪ LA LGBT Center<br>▪ LA Mission<br>▪ PATH<br>▪ Safe Parking LA<br>▪ SHARE! Collaborative Housing<br>▪ Society of St. Vincent de Paul<br>▪ St John's Community Health<br>▪ St. Joseph Center<br>▪ The Center in Hollywood<br>▪ The People Concern<br>▪ Tiny's Village<br>▪ Union Station<br>▪ Urban Alchemy<br>▪ Venice Housing Corporation<br>▪ Volunteers of America LA<br>▪ Watts Labor Community Action Committee<br>▪ Whole Child Mental Health & Housing Services | ▪ Center for Living and Learning<br>▪ Downtown Women's Center<br>▪ Future Communities Institute<br>▪ Hope the Mission<br>▪ HOPICS<br>▪ Housing Works<br>▪ LA Family Housing<br>▪ LA LGBT Center<br>▪ LAHSA<br>▪ LA County Department of Health Services<br>▪ Mental Health America LA<br>▪ PATH<br>▪ St. Joseph Center<br>▪ The Center in Hollywood<br>▪ The People Concern | ▪ Brilliant Corners<br>▪ Center for Living and Learning<br>▪ Chrysalis<br>▪ Covenant House Ca<br>▪ Downtown Women's Center<br>▪ Hope the Mission<br>▪ HOPICS<br>▪ Housing Works<br>▪ PATH<br>▪ Reach LA<br>▪ St John's Community Health<br>▪ St Joseph Center<br>▪ The Center in Hollywood<br>▪ The People Concern<br>▪ Union Station<br>▪ Venice Housing Corporation<br>▪ Watts Labor Community Action Committee |

**Advisory Data Organization (ADO) Data –** Includes KPMG's ADO benchmarking, enabling insights on recruiting and onboarding based on public data. ADO identifies opportunities through financial and functional benchmarks, workforce composition, employee sentiment, skills prevalence, and technology adoption.

# Assumptions

We utilized **key assumptions** identified below across workforce and demographic data to pull insights to inform the **current state assessment**.

## Workforce Assumptions

### LA Homelessness Services Sector

Los Angeles Homelessness Services Sector includes Service Planning Areas **(SPAs)**, Housing & Urban Development **(HUD)**, and Continuum of Care **(COC)**

### Homelessness Service Provider Type

Include **representation across different service types** with prioritization in Housing and Workforce, followed by Outreach and Housing Navigation

### Service Provider System Partners

Include system partners that may have improved policies and talent programs in place to measure overall success (i.e., **DHS, DMH, and LAHSA**)

### Data Sampling

**Third-party workforce data**, sourced from platforms like O'NET, Indeed, LinkedIn and Glassdoor. It is assumed the sample reflects the larger population but may not be fully representative

## Demographic Assumptions

### Organization Type & Size:

**Non-profit; Government; Measure H Funding**

- **Small:** 1-50 employees
- **Medium:** 50 – 200 employees
- **Large:** 200+ employees

### Demographics:

Our analysis includes data across all races, ethnicities, and gender differences, including:

- **PWLE:** People with Lived Experience
- **BIPOC:** Black, Indigenous, and People of Color
- **New Hires:** Individuals hired <1 year ago
- **Hiring Managers:** Back-Office or Direct Services manager who oversees their teams' vacancies and selects candidates

### Back-Office vs Direct Services

- **Back-Office:** HR, Finance, IT, etc.
- **Direct Services:** Case Managers, Housing Navigators, Outreach Specialists, etc.
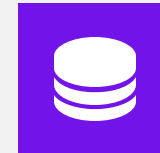
### Generations:

- **Baby Boomer:** 1946 – 1964
- **Gen X:** 1965 – 1980
- **Millennial:** 1981 - 1996
- **Gen Z:** 1997 - 2012

# Leading recruiting and onboarding practices across similar sectors

[1]Leading practice **recruiting and onboarding KPIs** across the **non-profit sector** include…

## ~58%
Organizations have a dedicated recruiter today to source and screen candidates

## 38 Days
Average time in days from approval of a job requisition to acceptance of job offer

## ~5%
Of the total operating expenses of an organization is spent on skills training

## 81%
Of the organizations offer an annual salary increase for their employees

## 60%
Senior management / executive positions are filled by internal promotion

## Success stories across other sectors…



### HERO Act for Firefighters
The new Helping Emergency Responders Overcome (HERO) Act, provides essential mental health resources to first responders, leading to a notable decrease in suicide rates and effectively addressing risk factors through targeted interventions.



### The Way Home: Houston's Local Continuum of Care (CoC)
The Way Home is made up of ~100 partners, including homeless service agencies, local governments, public housing authorities, local Veterans Affairs office, and other nonprofits. Initiatives like sector-job fairs, have moved the entire sector towards a centralized model.



### Virtual Care Nurses in Healthcare
VITAL program connects virtual nurses to over 200 onsite nurses to support with administrative duties such as collecting medication history, admission assessments etc. This helps provide back-end support for the front-line caregivers to reduce stress and burn-out.



### Domestic Abuse Response Team (DART) Pilot Program
DARTs are being formed to provide services such as crisis intervention, emergency assistance, court accompaniment to victims etc. with an objective to provide safety, support and ultimately reduce the likelihood of domestic violence incidents, or injury.

# Celebrating the sector's wins......

The **Los Angeles Homelessness Services Sector has made progress** in different workforce areas since the **workforce analysis study conducted in 2022**.

| WDLT | The Workforce Development Leadership Table (WDLT) was established and evolved into a large group consisting of both first and second-tier sector leaders, encompassing a balanced representation from system providers across the sector. The WDLT shares insights on current success stories, what is happening politically that will affect them, what can be improved on, and more. |
|---|---|
| **Back-Office Stipends** | $5.9M has been invested into 92 LA county-wide organizations through the Back Office Stipends. Out of this amount, $4.6M is allocated for back-office infrastructure projects (e.g., new technology, accounting/finance system upgrades, data management, human resources support, cybersecurity support), while $1.3M provides $1,500 stipends to 733 qualified back-office staff. |
| **Growth of HR** | Organizations in the sector have been placing a higher priority on addressing gaps within their HR departments, recognizing the importance of having, for example, specialized recruiters and onboarding specialists. Although progress still needs to be made, the focus has resulted in improvements to processes and HR services, leading to more organizational support for both back-office roles and direct services. |

## Pilot Programs Across The Sector

### Centralized Job Board

An in-flight project to develop a centralized website that contains a job board and knowledge management system for the sector. This platform will **allow organizations to post job openings** and provide individuals with the ability to find opportunities within the LA sector.

### Manager Training Academy

Some agencies are piloting a training academy where managers looking to advance their career can participate. Managers attend the 8-week online **Management Essentials Training at the Harvard Business School**, or any other leadership building program, fully paid by the agency.

### Community College Program

Currently, there is a pilot program for a **Homeless Services education program** at **Santa Monica Community College** where 25 students can earn this certification. This program is 2 semesters long (1 year) and it provides classroom training, along with in the field training.

### Onboarding Programs

Organizations across the sector have developed various onboarding programs for new employees including peer learnings and cohort trainings for high turnover roles. However, certain **onboarding practices could be implemented sector-wide** to enhance the onboarding experience.

*Note: Refer to the appendix for agency specific use cases*

# Recap: The recruiting lifecycle framework

We leveraged data insights from our quantitative and qualitative analysis to inform the current state assessment. These insights are organized across the key stages of the recruitment lifecycle: attracting, recruiting, and onboarding employees.

| Recruiting Lifecycle | ATTRACTING EMPLOYEES | RECRUITING EMPLOYEES | ONBOARDING EMPLOYEES |
|---|---|---|---|
| Description | Define a clear Employee Value Proposition (EVP) to show your commitment to creating an exceptional candidate experience and make a positive first impression to attract candidates | Emphasize the importance of understanding key moments in the recruitment process to attract top talent who are enthusiastic about contributing to the sector's mission. | Prioritize an all encompassing and supportive onboarding process, showcasing the unique training and support opportunities available to new employees in the sector. |

# Summary of our current state findings

Although opportunities were identified for streamlining the recruitment process and providing on-the-job training, the sector should continue to build on its **key strengths identified**. Funding was identified as the top challenge during executive interviews and focus groups. To elevate the critical role of funding in recruitment and strengthen advocacy efforts, **agencies should collaborate to define top priorities for additional / greater funding**.

| | **Attracting Employees** | **Recruiting Employees** | **Onboarding Employees** |
|---|---|---|---|
| **What are the key strengths today?** | ▪ **Partnerships** with **workforce development boards** and **universities** have helped attract candidates for some agencies<br><br>▪ Organization mission, interest in the social sector, and community impact were **top drivers (~50%) for joining the sector**, indicating a need for strong employer branding in these areas | ▪ Indeed, is an **effective recruitment channel** and is leveraged by **30% of organizations**<br><br>▪ Only **57% of organizations have a recruiter(s)**, but those that do report significant improvements in their recruitment processes and efficiencies<br><br>▪ Job fairs have **success in mass hiring** for the sector<br><br>▪ Targeting **city/county employment programs** such as LA Rise and PLACE have increased demographic based hiring (e.g., PWLE) | ▪ **Networking with executive leaders** has boosted morale during the onboarding process<br><br>▪ Many agencies **(48%)** have made several efforts **to deploy an orientation program for new hires** |
| **What are the key challenges today?** | ▪ Existing **employee benefits do not meet employee needs today.** Employees desire discounts, food allowances, wellness coupons, etc.<br><br>▪ Recruiter and Gen Z focus groups shared that candidates face **societal stigma** surrounding joining the sector<br><br>▪ Many positions require employees to be fully onsite, however, a **flexible work schedule** that fits specific worker personas would attract more candidates<br><br>▪ Limited organizations have established career paths today; **only 27% source primary talent internally** | ▪ **Limited stakeholder alignment** among HR, hiring managers, and recruiters results in **overlapping roles and responsibilities**<br><br>▪ High rates of time to hire is a key challenge with a **desire to streamline the process**<br><br>▪ **35%** of the organizations reported case managers and housing navigators as most difficult to fill roles indicating the need to **evaluate the job descriptions, compensation structures, and internal talent pool**<br><br>▪ **53%** of the organizations are **unsure if they effectively utilize the right tools** and technology across the recruitment process | ▪ Absence of a **structured, persona-based onboarding program** and **buddy assignment** for new hires<br><br>▪ Only **24% of the sector employees** indicate they were provided job specific training<br><br>▪ Investing in onboarding, resources, and training programs was reported as a top challenge. **Only 19% of sector organizations consider onboarding as an organizational priority** |

*Note: Refer to the appendix for agency specific use cases*

# Voice of the sector employee findings

## What are my key pain points and how can the sector help?

### PWLE Employee

"We advocate for PWLE to join the sector but fall short in assisting them to adapt to the workplace. **A sector-wide training, led by PWLE**, covering soft skills, work culture, office politics, etc., could address this gap."

### Case Manager

"Understanding the scope of Case Management was hard, and even more challenging explaining it to my family. A **standardized job description** would clarify expectations from the start and help me understand the role I am stepping into."

### Onboarding Specialist

"Creating an effective orientation for a large company that caters to all roles and levels is challenging. Increased awareness, knowledge, and a **structured onboarding program across the sector** could enhance our employee experience."

### DEI Coordinator

"Leadership buy-in for DEI is essential. Without buy-in, it restricts access for employees and future candidates. Our culture should include **leaders that actively participate in DEI initiatives and support inclusive hiring practices**."

### BIPOC Employee

"The sector lacks People of Color in leadership roles. With more representation, it will inspire us, help the sector break systemic barriers, and **showcase a career pathway to leadership** for all."

### Gen Z Employee

"I'm driven by my passion, and I am committed to help end homelessness. However, for me to stay in this sector, I need to be offered **higher pay or more benefits**, so I can continue to help my clients more effectively."

### Recruiter

"Managers operate independently with job postings due to a lack of guidelines. I want **managers to be trained on how to interview**, which will significantly improve the candidate experience."

### Mental Health Specialist

"I am overwhelmed with my job responsibilities and the emotional toll of working closely with trauma-impacted individuals. **Access to an external mental health coach** would help manage my on-the-job stressors."

*Note: The above quotes have been referenced from the respective focus group discussions*

Attracting Employees

# Attracting employees: Analysis findings

## Observations from Current Analysis

- Top 2 factors attracting candidates to apply for a sector job were: **Organization Mission (27%)** and **Workplace Culture (20%)**
- Recruiter and Gen Z focus groups shared that candidates face **societal stigma** regarding joining the sector

- **A little over half (58%)** of current workforce has a **tenure of less than 2 years** which increased since the 2022 workforce study (47%)
- **55%** of organizations reported direct service roles (i.e., case managers, housing navigators, mental health specialists) **experience the highest turnover**

- **More than 50% of executive leaders, HR representatives and recruiters** through focus groups and interviews shared employees were burnt out due to **unclear job responsibilities** and **high case loads**

- **44%** of employee survey participants **prefer a hybrid work schedule** and **13% prefer a remote work schedule**
- Some agencies reported adopting a **reduced work-week** (35 hours/week)

## Leading Practices

- **Almost half (46%)** of nonprofits say **strengthening their employer brand** is among their top 3 areas of focus[1]
- Focus on the **employee value proposition (EVP)** including compelling missions, rich histories and staff success stories are invaluable selling points

- As of 2023, direct service roles experience a healthy turnover of about **9% in cities such as Houston**[2]
- Organizations are moving towards implementation of **targeted retention strategies** for most difficult to retain and high impact roles

- Organizations without an **effective job architecture** often lag competitors when it comes to achieving **pay equity** and **transparency**[4]
- Job architecture helps increase **employee retention** and **morale**[4]

- Remote/hybrid jobs receive **9 times** the applications as onsite jobs[1]
- **53%** of Gen Z respondents say a **flexible work schedule** would help improve work-life balance[3]
- Similar industries such as healthcare are deploying **telehealth, float shift options** to attract talent and provide continuous care

# What does a leading employer branding strategy look like?

To attract and retain talent, **there is not only a need to rebrand the sector, but also improve the overall employee value proposition**. Research shows that effective employer branding results in a **28% reduction in employee turnover**, reduced cost-per-hire, and an increase in qualified applicants.[1]

## What Matters to Sectors Employees

"We are all close to homelessness and experience it in some way. People need to be educated about what is happening in the sector and the economy"

**- Sector Executive Leader**

"I believe the sector values Gen Z and should leverage them to engage high school and college students, host workshops, create sector awareness about the type of jobs, and offer internships"

**- Gen Z Employee**

## Branding Tactics

**Sector Strengths**
Highlight sector success stories and focus on the impact in the community to help change the public stigma

**Voice of your Workforce**
Use passionate voices (e.g., Gen Alpha, Gen Z, BIPOC) to push the sector narrative and attract new minds and thoughts into the sector

**Education and Awareness**
Educate people on sector struggles and bring in real life examples to bridge the connection

**Re-brand the Job Postings**
Emphasize the direct impact and opportunity to be part of the solution to homelessness and utilize inclusive language to attract young talent

**Re-build the LA Homelessness Services Sector Brand**

## Accelerators

**Social Media Outreach**
✓ Increase presence on
- Facebook
- Instagram
- Twitter
- Tik-Tok
- Job Sites (e.g., LinkedIn, Indeed etc.)

✓ Create "Life at work" vlogs to help understand job responsibilities

**Agency Career Page**
✓ Build your career site to include information relevant to your brand (e.g. mission, vision, message from CEO, benefits and perks etc.)

**52% of candidates first search the career site and social media to understand more about an organization[2]**
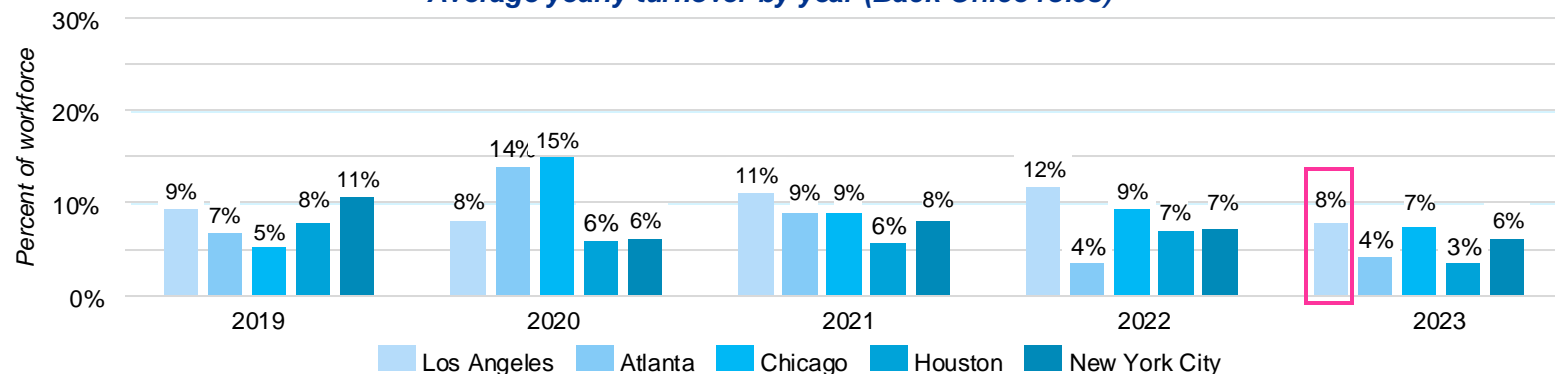
# Average yearly turnover across different cities

Average yearly turnover trends show that **direct service roles have higher turnover** than back-office roles. In 2023, the average employee turnover rate in the United States was 3.8%[2].

## Rates of Turnover

### Average yearly turnover by year (Direct Service roles) [1]

Percent of workforce

**2019:** 22%, 19%, 17%, 17%, 19%
**2020:** 18%, 12%, 11%, 7%, 12%
**2021:** 22%, 12%, 14%, 11%, 21%
**2022:** 18%, 8%, 14%, 8%, 17%
**2023:** 12%, 4%, 7%, 9%, 12%
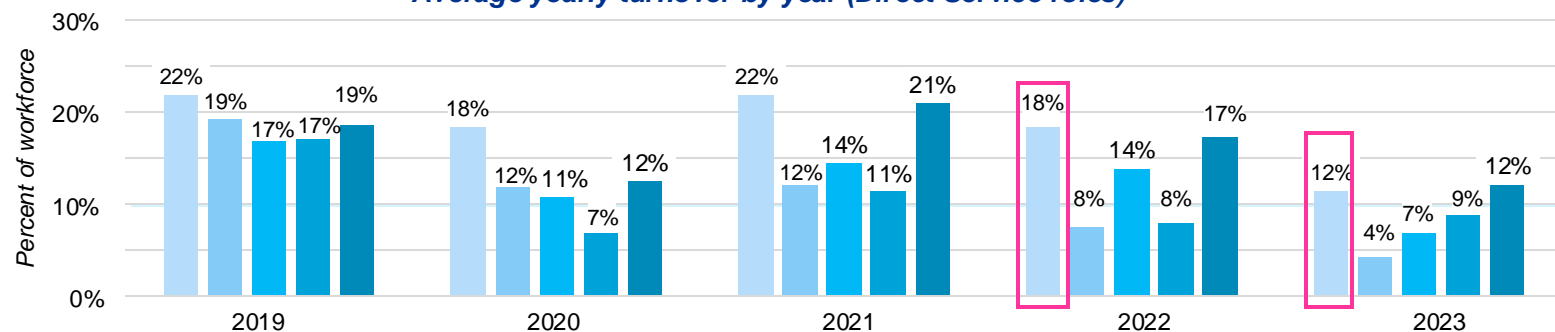
### Average yearly turnover by year (Back-Office roles) [1]

Percent of workforce

**2019:** 9%, 7%, 5%, 8%, 11%
**2020:** 8%, 14%, 15%, 6%, 6%
**2021:** 11%, 9%, 9%, 6%, 8%
**2022:** 12%, 4%, 9%, 7%, 7%
**2023:** 8%, 4%, 7%, 3%, 6%

Los Angeles | Atlanta | Chicago | Houston | New York City

## Observations

- LA had the **largest drop in turnover** (6%) from 2022 - 2023 for direct service roles, however, LA has had **higher turnover than other cities** since 2019
- As of 2023, **Los Angeles** had **higher** yearly **turnover rates for back-office roles** compared to other cities
- Between 2019 and 2023, majority of **turnover rates** for direct service roles and back-office roles have been **decreasing** for all cities

## Insights

- Create **targeted strategies** to improve working conditions for direct services and back-office employees to enhance retention
- Create **career path options** so employees can develop into other roles (e.g., rotate from a direct service role to a back-office role)
- **Collaborate with other cities** to find leading practices on reducing turnover rates

# Example components of a job architecture framework

Job architecture is the classification of similar jobs by functional area within an organization and is essential for enhancing the talent management lifecycle by providing **consistency in talent decisions**. It is the foundation for skills mapping, career pathing, and decreases bias in compensation and promotion decisions.

| Future State | Description |
|---|---|
| **1** — **Job Function** e.g., Information Technology (IT) | **Highest organization principle of work where job will be categorized**, i.e., "the major." |
| **2** — **Job Sub-Function** e.g., System Administration | **Subcategory of a job function and the second highest organizing principle of work.** Jobs will be organized under job sub-function based on type of work performed, i.e., "the specialty." |
| **3** — **Job Track** e.g., Professional, Management, Executive | **Categorizes jobs based on the leveling guide/career track to which they belong,** based on their natural career progression. |
| **4** — **Job Level** e.g., P5 = Professional | **The level of contribution of the job; assists with identifying where a job sits** on the spectrum, from entry level to the most senior level, for both management and non-management jobs. |
| **5** — **Job Title** e.g., Network Analyst, System Ad | **A standardized "job," also thought of as the system title that is not specific to any supervisory organization, division, or location.** Multiple positions and/or employees can be linked to one job title. |

# Understanding the incoming generation

## Key drivers to join the sector

- Make a **difference in the community** and a strong desire to help others
- Personal **experiences with homelessness** and/or related challenges
- Work with an organization emphasizing **workplace diversity**
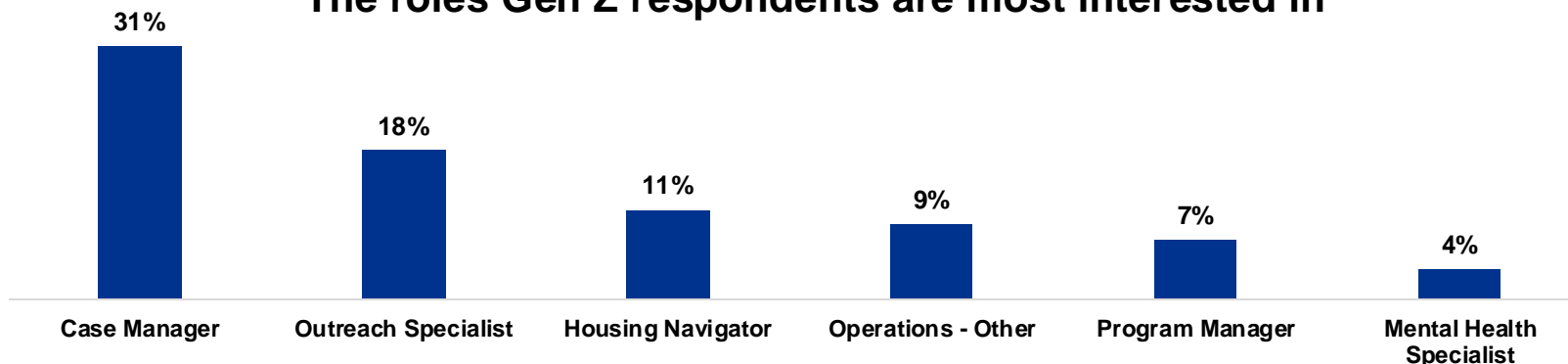- Appeal to **sector values** and desire for **social change**

## Qualifications and aspirations

- **72%** of Gen Z respondents have a **Bachelor's degree or higher**
- **About 71%** of Gen Z respondents have **had experience prior to their current job** and majority of them come in from the non-profit, retail, media, or healthcare industry
- Provide **professional development opportunities** to meet career aspirations
- Offer **work-life balance**, support from **managers**, **flexible work schedule**, and emotional **burnout support**

## Reasons to stay in the sector

- Alignment of **personal values** with the **sector's mission**
- Contribute to **significant, meaningful change**
- Actively **advocate for** and **work to improve policies**
- Change perspectives of **negative societal stigma**
- **Recognize and values the voices** and opinions of Gen Z

### The roles Gen Z respondents are most interested in

| Role | Percentage |
|---|---|
| Case Manager | 31% |
| Outreach Specialist | 18% |
| Housing Navigator | 11% |
| Operations - Other | 9% |
| Program Manager | 7% |
| Mental Health Specialist | 4% |

*When asked: What were your perceptions about working in the sector before joining?*

- Rewarding yet challenging work
- Safety concerns and systemic challenges
- A platform for personal and professional development recognizing the challenges as opportunities
- Advocate for those experiencing homelessness and finding resources to help them find housing

# Planning for incoming generations

[1]**Generation Alpha** (born 2010-2025), currently still in school, **will be transitioning into the workforce in ~4 years,** marking a new era for sectors and organizations around the world. Gen Alpha is expected to have a population over 2 billion by 2025.

## Emphasis on Wellbeing

Gen Alpha will put an emphasis on **wellbeing** more significantly than ever before. Despite changes, these driven young people will still **desire to fit in**, **form community bonds**, and **find a sense of belonging**. This generation will have significant **brand influence** and **purchasing power**.

## Gen Alpha Anticipations

This group is anticipated to…
- **Outlive** previous generations
- Receive more formal education and be **highly educated**
- Be **Lifelong learners** with multiple careers
- Be **technologically adept**
- **Lack practical skills**

## Why this matters for the LA Homelessness Services Sector?

Understanding Gen Alpha is necessary for the sector to thrive in the coming decades. Engaging with them now, specifically during their high school years, is key to staying relevant and successful. By offering **volunteer opportunities** or launching **pilot high school job shadow programs** focused on homeless services, the sector can raise awareness about career opportunities.

# The compensation and benefits challenge...

Rise in cost of living and low compensation, particularly for direct service employees was reported as one of the top challenges in the LA Homelessness Services Sector today. **83% of employees** who participated in the survey indicated they may **consider leaving the sector due to a better compensation and benefits package at a different organization**[1]

## Employee expectations

**When asked: From your perspective, what is an appropriate salary range to meet the cost of living in LA?**

**60k-70k**
For direct service entry-level roles

**80k-100k**
For managerial and supervisory level roles

**~130k**
For senior manager and director level roles

**~$1,000**
Bonus for licensed and long-tenured employees

*Data source: Employee Focus Groups*

## External Market Insights

➡ **Key Compensation and Benefits Trends:**
- Develop a compensation philosophy
- Classify jobs to standardize pay for similar roles
- One-time incentives to offset cost: Sign-on, retention bonuses and performance-based incentives[2]
- Incorporate leadership recognition awards

➡ For individuals to live comfortably to meet the **average cost of living in Los Angeles,** the minimum pay should be closer to **$76,710 yearly after taxes** to cover rent, food, and transportation costs[3]

➡ Leading practice suggests a **Program Manager** should be paid an average salary of $80,000-$110,000 in LA[4]

➡ Average earnings of most frontline staff are less than $30,000 per year; in general, **frontline workers are reported to earn about $10,000 less per year** in California[5]

**Sources:**
[1]Rand, Living Wages in Los Angeles County's Homeless Response Sector, 2023
[2]The Non-Profits Times, Nonprofit Staff Are Getting Performance Incentives
[3]Housing Anywhere, What's the average salary in Los Angeles, 2024
[4]2023 Nonprofit Hiring Trends and Salary Guide, Careers in Non-profits
[5]SDHC, Compensation Benchmarking Report, 2023

# Attracting and retaining your employees

A 'one size fits all' approach will not meet the diverse needs of the workforce. **29% of organizations in the sector track turnover by demographic. PWLE, BIPOC, and Women experience the highest turnover**. To attract and retain your employees, the sector needs to prioritize what matters most to your workforce*

## PWLE Employees

- Soft Skills Trainings
- Digital Literacy
- Crisis Prevention Trainings
- On-site Therapy/Physical Safety
- Job Shadowing
- Trainers with Lived Experience

## BIPOC Employees

- Employee Resource Groups (ERGs)
- Stipends for Certifications / Languages
- More DEI Trainings
- Inclusive Hiring Practices (e.g., removing names on resumes)

## Gen Z Employees

- Wellness Discounts
- Pet Care
- Food Stipends
- Team Retreats
- Flexible Schedules
- Career Opportunities
- Tuition Reimbursement/ Loan stipends

## Direct Service Employees

- Housing Subsidies
- Designated Safe Spaces**
- Burnout Prevention Trainings
- Knowledge Management System and FAQs
- On-site Therapy
- Internal Promotion Opportunities

## Back Office Employees

- Sector 101 Trainings
- De-escalation Trainings
- Tuition Reimbursement
- Mental Health Resources
- Personal Flex Days
- Childcare

## Why is this important?

| | | | | |
|---|---|---|---|---|
| Provide support for PWLE employees helps them re-enter the workforce and believe in themselves | Improve equity and prioritize programs for People of Color to create a more inclusive environment | Manage the expectations of the future Gen Z workforce so they feel valued within the organization | Supply incentives and resources for direct service employees to boost their morale and help prevent burnout | Equally support back-office employees to reinforce their importance and how they can support the organization mission |

*Notes:*

*Total Rewards and Benefits referenced above have been cited from the respective focus group discussions*

**Please refer to Program Manager and Case Manager personas, slides 41-42, for more details*

# Attracting employees: Opportunities & next steps

## LA County Development Focus Areas
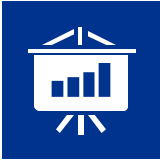
### Establish a Compelling Sector Brand

Utilize individual agency missions as a starting point to create a compelling LA County Homelessness Services brand. Identify opportunities to come together as a sector to promote job opportunities (e.g., career fairs, public awareness on sector struggles, inclusive job postings, attend the National Alliance to End Homelessness Conference).

### Create a Consistent Job Architecture

Define clear job categories, levels, titles, and standard descriptions for each role outlining clear responsibilities, skills, and qualifications. This can attract candidates and enable defined career paths.

### Create Realistic Job Expectations

Ensure job descriptions highlight both positive and challenging aspects of each role. Create "Life at work" vlogs to give prospective employees a clear understanding of the daily work environment.

### Understand Benefits to Attract Candidates

Identify preferred benefits as part of the total rewards package for different worker segmentations and use them to attract specific worker personas to meet their needs.

## Suggested Next Steps

### Showcase Sector Success Stories

Highlight real success stories with the direct, positive changes employees have on clients to inspire others to join the fight against homelessness and display the value of rewarding work.

### Standardize Job Descriptions and Titles

Create consistent job descriptions and titles across the sector to allow applicants to easily find positions and ensure responsibilities are clearly documented.

### Design Job Shadow Programs

Job shadow programs offer prospective candidates' role-specific training, enhanced understanding of sector roles, realistic job previews, knowledge transfer from senior employees, and enhanced retention.

### Customize Total Rewards Packages

Understand rewards offered in similar sectors (e.g., self-care, discounts, loan stipends, travel services, wellness, etc.) to identify gaps. Where possible, introduce flexible work options (e.g., 9/80 schedule, 36 hours/week for working mothers) to support daily challenges. To offset annual salary cost, offer onetime bonuses (e.g., sign-on and retention bonus tied to tenure).

# Recruiting Employees

# Recruiting employees: Analysis findings

## Observations from Current Analysis

- The median ratio for **Direct Service to Back-Office roles is 5:1*** which has improved since the 2022 workforce study (6:1)
- 22% of the homeless sector talent is hired from **healthcare and government/public sector**

- On average, it takes **44 days to fill positions** across the sector
- **67%** say their organization is successful in filling open positions in a timely manner
- **856 positions** are posted in a quarter in a given fiscal year as reported by 20 organizations who participated in the survey

- 43% of orgs **do not have a full-time internal recruiter**
- 77% of employees say the **application process was user-friendly**

- 2022 study reported 19% of the workforce was PWLE which **has increased to 24% today**
- 30% of PWLE **do not have a degree and** 17% of PWLE employees only have an **Associate's Degree**

## Leading Practices

- **Leading practice** suggests ~3:1 – 4:1 ratio is optimal[2]
- According to a public job site, direct service roles such as housing case manager have **transferrable skillsets** (e.g., HMIS, crisis intervention etc.) **compared to healthcare jobs** such as intake specialist, care coordinator etc.[1]

- In 2024, Houston outperformed other cities with the lowest time to hire metric of **38 days**[2]
- Reduced time to hire can enhance the **candidate experience** and **employer brand, reduce recruitment costs**, and **increase productivity**

- Internal recruiters in non-profit organizations should have about **20 requisitions per recruiter**[3]
- Having an internal recruiter **reduces the amount of time hiring managers** spend on recruiting

- **Reducing or removing educational degree requirements** from job postings and focus on skills-based hiring can widen the sector talent pool
- PWLE can **design programs** and **practices that meet the real-life**, on-the-ground needs of participants, to whom they can personally relate[4]

*Note: Ratio 5:1 reflects that for every 5 direct service employees, there is 1 back-office employee. This ratio is representative of the 21 organizations who completed the organization survey.

Sources:
[1]Zippia.com/Housing Case Manager Jobs,2024
[2]Advisory Data Organization, KPMG Market Insights
[3]SHRM benchmarking talent access report for the nonprofit sector, 2022
[4]Heartland Alliance, The Value of Hiring and Supporting People with Lived Expertise of Homelessness

# What are the key components of a leading practice recruiting process?

A leading recruitment process is integrated across different layers of people, processes, technology, data and service delivery with an overall **objective to reduce time to hire and cost per hire** and effectively meet the talent needs of an organization.

## Recruiting Operating Model

- **About 41% of the employees** claimed they **interacted with the HR or Recruiter** and **about 49%** interacted with the **Hiring Manager** in their recruitment process; hiring managers and recruiters reported overlapping roles and responsibilities during the process

- **Key Recommendation:** Consider a distributed recruitment model with clear delineation of roles and responsibilities in your recruitment process (e.g., **RACI** for hiring managers, recruiters, HR, employee, etc.)

## Data and Metrics

- The average time to hire for a position ranges from anywhere between **20-102 days**

- **Key Recommendation**: Track the right data to measure recruiting effectiveness. Identify key metrics that uncover **ROI,** such as time to fill, **cost per hire, quality of hire**, etc.

## DEI in Recruiting

- 4 out 6 DEI coordinators agreed that hiring managers need to be trained on **anti-racism, LGBTQ training, ageism and unconscious biases** to ensure a fair and equitable recruitment process

- **Key Recommendation**: Incorporate consistent questions to evaluate candidates and to minimize subjective biases, provide ongoing DEI trainings to employees (including managers), etc.

## Interview Process

- **Majority of employees** during focus groups mentioned they **did not have a clear understanding of their job responsibilities** during the interview process

- **Key Recommendation:** Incorporate **scenario-based questions**, **role plays**, and **job shadowing** as part of the interview process to clearly articulate role expectations

## Technology Stack

- **53%** of the organizations are **unsure if they effectively utilize the right tools** and technology across the recruitment process

- **Key Recommendation:** Evaluate recruitment technologies to maximize existing capabilities, integrate new capabilities, and **optimize processes**
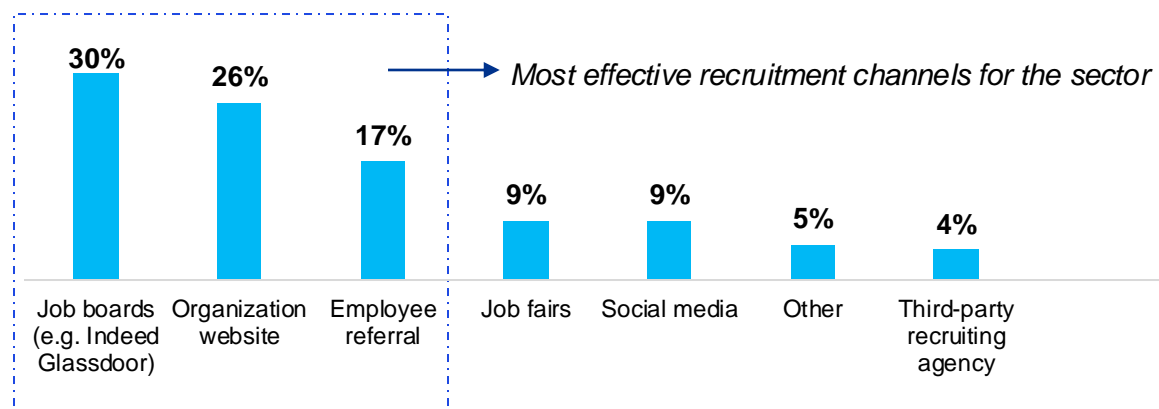
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# Effective recruiting channels: Where should the sector hire from?

Utilizing **effective recruiting channels and tools will help to build successful strategies for recruiting top talent** to the sector. Emerging recruiting trends reflects AI powered technologies, text to apply capability, and skills-based job matching as leading practice today to attract and recruit more candidates.

## How do candidates typically discover jobs in the sector?

- 30% — Job boards (e.g. Indeed Glassdoor)
- 26% — Organization website
- 17% — Employee referral

→ *Most effective recruitment channels for the sector*

- 9% — Job fairs
- 9% — Social media
- 5% — Other
- 4% — Third-party recruiting agency

*Other includes LinkedIn sourcing, organization recruiter, recruiting from training programs*

**Research recommends Glassdoor to be used for employer branding and Indeed for end-to-end hiring[1]**

**Focus groups** shared that **Indeed is preferred** due to its affordability and effectiveness. **LinkedIn is used in executive searches** but not entry-level roles due to higher costs/ineffective results. Some hiring managers use their personal LinkedIn accounts to save their organization expenses.

## Leading Applicant Tracking Systems (ATS):

*Currently used by some organizations in the sector*

**ADP**    **greenhouse**    **bambooHR®**

| | | |
|---|---|---|
| Integration with payroll and HR systems | Dedicated diversity and inclusion tools | Custom job posting and application forms |
| Reporting and analytics capabilities | Job board integrations | Collaborative Hiring with Team Feedback |

*Other Leading Applicant Tracking Systems*

**Avature**    **iCIMS**    **PARADOX**

| | | |
|---|---|---|
| Smart Automation and Configuration | AI powered candidate / job suggestions | Conversational AI UX: Mobile Chatbot Candidate Experience |
| AI job recommendations and job matching | Reporting and Dashboard Capabilities | Scheduling Automation |

**eightfold.ai**    **JazzHR**

| | |
|---|---|
| Talent Marketplace | Text-to-Apply capability |
| Skills-based Job Matching | Candidate Feedback Sharing |

*Denotes key technology capabilities*

**Source:**
[1]Forbes Advisor, Glassdoor Vs. Indeed: Two Great Platforms with Different Goals, 2024

# Recruitment strategies across the sector

Utilizing both shared and targeted recruitment strategies helps **broaden the sector's candidate pool and raises awareness**, while also extends the sector's recruitment strategies to **untapped talent areas**.

## Shared Recruitment Strategies
Activities outside the organization in collaboration with other partnering organizations[3]

## Targeted Recruitment Strategies
Recruit candidates within your organization with certain skills or experience[3]

### Existing Sector Strategies

**Centralized Job Board:** Q4 2024 pilot project with a centralized platform allowing agencies to post jobs across the sector

**Job Fairs:** Job fairs hosted by LAHSA or in collaboration with organizations like Careers for Cause, have had success in mass hiring within the sector

**Community Events:** Direct community engagement helps screen and connect potential candidates in-person and enhance public perceptions about the sector

**Santa Monica Education Program:** 1-year pilot program at community college provides classroom training, along with in the field training to target talent early-on

**Partnerships with Local Universities / Colleges:** Target programs for social services/justice, develop relationships with university staff and provide internships

**Employment Programs:** Utilize city/county programs such as LA Rise and PLACE* that targets specific individuals (e.g., PWLE, incarcerated individuals etc.)

***Note:** PLACE refers to Preparing Los Angeles for County Employment*

### Potential Benefits

1. Reduced Cost per Hire [2]
2. Decreased Time to Hire[2]
3. Increased candidate pool[2]
4. Reduced employee turnover[2]
5. Centralized place to hire

**53%**
Organizations **do not participate in shared recruitment** strategies and consider them as ineffective

1. Target specific demographic groups[2] (e.g., PWLE, BIPOC, Gen Z, etc.)
2. Target specific skillsets / qualifications[2]
3. Spread your employer brand[2]
4. Create successful partnerships

**Only 39%**
Organizations use **targeted recruiting strategies** for demographics recruiting

### Future Focus Areas

**Only 3%**
Of employee respondents **identify themselves as a veteran or an active guardsman / reserve today**

**Untapped Talent:**

Recognizing **veterans and military spouses as a source of talent** who often have a desire for nonprofit work, are known lifelong learners and frequently pursue additional trainings or certifications. Alongside continuing to partner with **AmeriCorps**, this presents an opportunity for **increased recruitment engagement**[1]

**Sources**:
[1]National Council of Nonprofits, Untapped Talent for Nonprofit Employers, 2023; The Wall Street Journal Report 2022
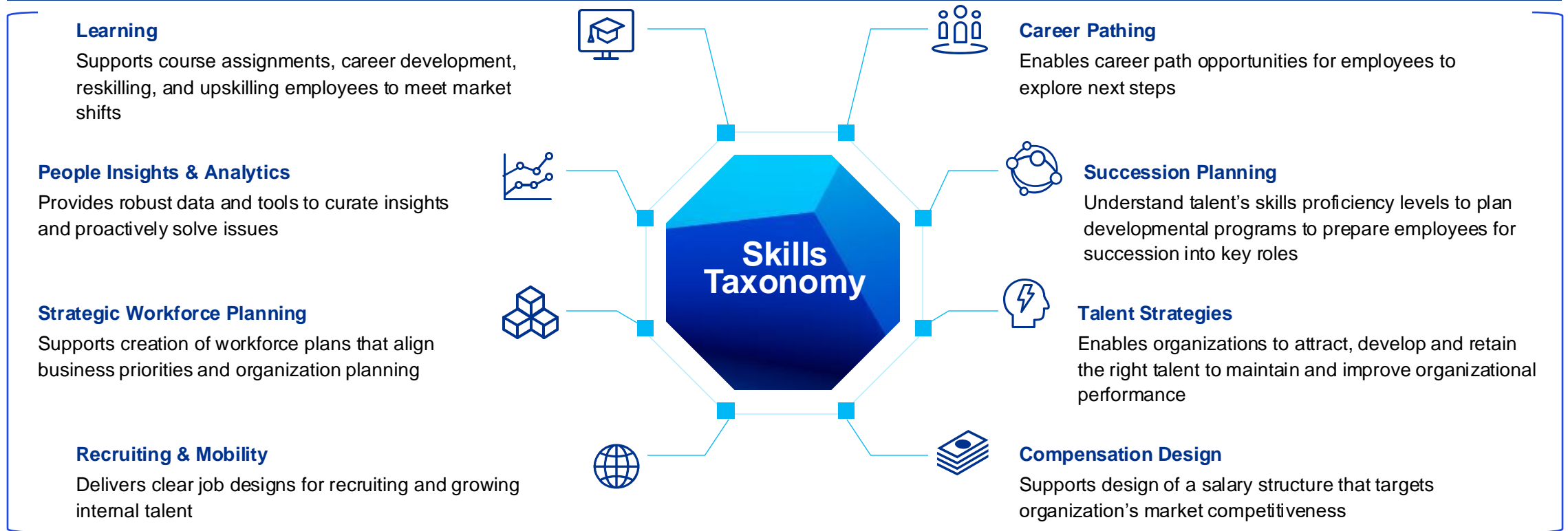[2]Indeed, Open vs. Targeted Hire: Comparing Recruiting Strategies
[3]BambooHR, Targeted Recruiting, HR Glossary

*Note: Refer to the appendix for agency specific use cases*

# Foundational components to enable skills-based hiring

The sector can attract more talent by **lifting educational requirements** and **focusing on skills-based hiring** and relevant experience. Further, skills lay the foundation to enable effective talent management practices across the organization.

## Connecting skills to sector's talent processes



**Learning**
Supports course assignments, career development, reskilling, and upskilling employees to meet market shifts

**People Insights & Analytics**
Provides robust data and tools to curate insights and proactively solve issues

**Strategic Workforce Planning**
Supports creation of workforce plans that align business priorities and organization planning

**Recruiting & Mobility**
Delivers clear job designs for recruiting and growing internal talent

**Career Pathing**
Enables career path opportunities for employees to explore next steps

**Succession Planning**
Understand talent's skills proficiency levels to plan developmental programs to prepare employees for succession into key roles

**Talent Strategies**
Enables organizations to attract, develop and retain the right talent to maintain and improve organizational performance

**Compensation Design**
Supports design of a salary structure that targets organization's market competitiveness

*Understanding employee skills will allow the sector and organizations to identify gaps in talent and create a plan to prepare the workforce to successfully deliver their strategic mission and vision towards ending homelessness*

# Promoting talent development to hire from within

**It's all about Talent, but skills are the new currency due to the lack of available external talent and high attrition in the sector.** Listed below are some key benefits to hire internally within the organization and potential areas of opportunity for the sector.

## Key benefits of hiring and developing internal talent

- Decrease in employee turnover
- Available supply of talent
- Enhanced employee experience
- Increased organizational agility
- Reduced hiring costs
- Redefined employee value proposition

## Key trends in the homelessness sector today

**Only 27%**
Organizations mention that their primary talent source is finding talent within the organization

**35%**
Organizations reported case managers and housing navigators as most difficult to fill roles

**~80%**
BIPOC employees in focus groups claimed that they faced barriers to internally grow or move within their organization

**50%**
Employees did not clearly understand what career development opportunities were available in their organization.

**Majority**
Contract funders shared that staff being promoted is not ready for supervisory roles and require people training

**Very few**
Sector agencies have established career paths today for employees to understand their career journey

## Potential areas of opportunity

- **Skills Taxonomy**
- **Career Pathing**
- **Succession Planning**
- **Talent Development**

# Recruiting employees: Opportunities & next steps

## LA County Development Focus Areas

### Clearly Define Roles in Recruiting Process
Ensure there is a clear delineation of roles and responsibilities in the recruiting process across stakeholders. Incorporate owners to create enhanced recruiting materials to incorporate case studies and interview guides to consistently evaluate candidates.

### Build on Successful Recruitment Strategies
Understand effective sourcing channels for talent and minimize use of ineffective channels. Leverage existing initiatives and effective outcomes across agencies to grow together as a sector.

### Understand Employee's Career Aspirations
Identify strengths and opportunities for skill development across employees. Encourage managers to engage in career development conversations and enable HR to connect employees to development opportunities.

### Develop Talent Management Processes
Utilize skills to assess talent and conduct performance reviews. Use insights to create individual, customized development plans for employees to grow from within into leadership roles and inform succession planning.

## Suggested Next Steps

### Enhance the Recruiting Operating Model
Determine areas across the recruiting operating model where sector support can be leveraged to gain efficiencies (e.g., sector-wide interview guides, role plays and case studies, KPIs, technology assessment) across **people, process, technology, data, and governance**.

### Conduct Regular In-Person HR Meet-ups
Conduct monthly sessions or workshops for different demographics (e.g., recruiters, onboarding specialists etc.) to discuss what's working well for their agencies and expand towards untapped talent. This will enable effective knowledge sharing of recruitment strategies across the sector.

### Create a Skills Taxonomy
A strong skills taxonomy lays the foundation for all subsequent talent management activities. Use skills to enable skills-based hiring without focusing on degrees (unless required) and ultimately to identify, develop, and promote talent within.

### Create Career Pathways
Develop and communicate clear career pathways highlighting skills for different roles within the organization. Create development programs to allow employees to develop into specific roles (e.g., people manager trainings) within your organization.

# Onboarding Employees

# Onboarding employees: Analysis findings

## Observations from Current Analysis

- Only **~50%** of employees were **assigned a buddy / mentor** who helped them acclimate to their new work environment

- **37% PWLE** employees claimed that onboarding/training did not set clear expectations for their job
- **PWLE** individuals had a difficult time **acclimating to their agencies**, **adapting to technology** and **the working environment**, often feeling lost during onboarding

- **~60%** of organization participants mentioned **financial resources and lower priority within the organization** as **key barriers** to developing and maintaining a structured onboarding program
- **Field safety** for direct services employees **was cited as a major concern** by at least 33% of the executive leaders during leadership interviews

- Many employees are aware of **LAHSA's Centralized Training Academy;** however less than **20% of employees** utilize it for their onboarding/training and about **50% of organizations are unsure** if the academy has improved the development of required skills and competencies for employees

## Leading Practices

- **56%** of respondents stated that a **mentor** at work was **very important when getting started**. High-performing organizations are more than twice as likely as their lower-performing counterparts to incorporate mentors into the onboarding process[1]

- Leading practice in Houston for hiring PWLE suggests -
- **Guide individuals** towards full-time, living-wage jobs by offering essential **skill building**
- Understand each person's **past work experiences and skills**
- **Create individual and specific employment plans** tailored for the individual to be successful[2]

- **66%** of organizations utilize **effective onboarding** as a key qualitative tactic for **employee retention**[3]
- Onboarding that includes trainings on **safety practices** for **new employees** lead to **fewer workers' compensation claims** through supervised practice and safety culture integration[4]

- **Collaboration** across the sector on **in-person trainings** and maximizing existing resources (e.g., **consistent sensitivity trainings, case manager cohorts** for the sector)
- Utilize the Centralized Training Academy for **training refreshes**
- **Revamp** the Centralized Training Academy to make it more user-friendly and standardize training across the sector

Sources:
[1]SHRM, New Hire Integration: Start Here When Onboarding a New Employee, 2024
[2]Star of Hope, Workforce Development Program, 2024
[3]Nonprofit HR, Social Impact Talent Retention Practices Survey, 2023
[4]SHRM, New Employees at Risk for Workplace Injuries, 2022

# What does a leading onboarding program look like?

Organizations should prioritize **unique onboarding experiences for different personas and roles**. Personalization helps increase employee retention by creating a supportive environment where new hires can succeed. Effective **onboarding should last 1 year** to ensure long-term retention[1]. Here's an **illustrative onboarding program** inspired by leading programs in the sector, that combines elements from multiple agencies into one structured plan.

## Pre-onboarding

Upon offer acceptance, send new hires a congratulatory email detailing next steps. Prior to their start date, email **important documents** (e.g., contract details, company policies, benefits, tax and payroll forms, etc.) and outline **any pre-Day 1 requirements.**

## Buddy / Mentor Program

**Assign a buddy / mentor** to each new hire. Buddy should connect with the new hire before the first day to address questions and provide ongoing support after Day 1.

## Day 1 Onboarding

- Welcome and introductions
- **Administrative Tasks:** New hire paperwork and compliance trainings
- **Orientation**: Walk through of company mission, visions, benefits and support resources
- **Senior Leadership:** Include a senior level leader to join an onboarding session
- **Connect:** In-person Manager and buddy connect

Receive a 90-day plan with milestones, expectations, and what success looks like

## Day 3 Onboarding

**Department-specific training:**

- Training on day-to-day role and job-specific responsibilities
- Learn about the different roles within their department and how they interact with each other
- Opportunity to meet, connect, and start building relationships with the team

## Day 2 Onboarding

- **LA Homelessness Services Sector Training:** invite leaders / veterans to facilitate
- Sensitivity trainings, de-escalation trainings, etc.
- Burnout/safety discussion and how the organization supports employees

## Week 1

- **Job shadow** to learn tasks, processes, and leading practices from coworkers (e.g., walkthrough of common scenarios, difficult clients, etc.)
- **Learn about other remaining departments** and their role in the organization

## Ongoing

- Managers should have regular **check-ins** and **formal connects during 30, 60, and 90 days** to provide support, address questions, etc.
- At the **30-day mark, HR** should **conduct a feedback session** to gather thoughts on the **onboarding experience and improvement areas**
- At the **6 month** and **1 year** mark, **HR** should **deploy a feedback survey** so new hires can provide input on "areas they **wish they would have known** their first few months"

*Note: Refer to the appendix for agency specific use cases*

Sources:
[1]SHRM, New Hire Integration: Start Here When Onboarding a New Employee, 2024

# Existing sector onboarding trends and challenges

Only **58% of employees agree that their onboarding experience clearly set expectations** for their job and what it entails. To avoid reinventing the wheel, agencies need to come together, share resources, and **standardize existing sector programs.**

## Existing Trends

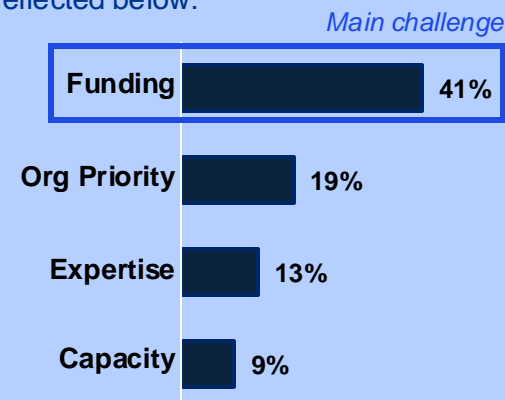Across the sector, **Reading Materials** and **On-the-Job Training** were reported as top 2 modes of delivery for onboarding and training programs, however…

### Only 25%

Of the organizations reported they provide on the job training and reading materials to train their employees.

Stakeholders who develop the onboarding trainings include:

- HR and Onboarding Team: ~60%
- **Hiring Managers: 25%**

## Challenges to Onboarding

**Key barriers** identified for developing and maintaining a formal and structured onboarding and training program are reflected below:

*Main challenge*

| Barrier | % |
|---|---|
| Funding | 41% |
| Org Priority | 19% |
| Expertise | 13% |
| Capacity | 9% |

## The Investment Factor

To develop and maintain an onboarding program, annual organization investments are:

- **Average: $93,272.02**
- **Median: $50,000.00**

Funding comes from various sources:

1. Private Fundraising
2. Grants
3. Foundations
4. Private sector/donations
5. Government contracts

*\*\*Not all onboarding programs receive funding*

## Key Benefits

**When asked:** "Structured onboarding programs have increased the retention rate at our organization":

- **38% organizations stated they were neutral**
- 53% organizations stated they agreed
- 9% organizations stated they disagreed

Structured onboarding programs have increased retention rates for:

**Case Managers**

**Program Managers**

**Operations - HR**

## Key Takeaways

Though 24% of employees validated they received on the job training, there are opportunities to expand across the sector. **Hiring managers can bridge this gap** by sharing job-related knowledge and designing and facilitating trainings.

Funding is the major barrier towards a cohesive onboarding and training strategy today, **curating the need for more collaboration across all agencies** in the sector.

There is an **opportunity to educate individuals** on the current training challenges for the sector and **advocate for increased funding** towards onboarding and training initiatives.

There needs to be an **increased focus on training for back-office staff** on different agency programs across the sector. Programs need to **focus on job related knowledge** to increase engagement and reduce turnover.

# Building collaboration across the sector

Building a culture of collaboration across sector agencies can enhance the sector's onboarding strategy. This may include establishing in-person peer networking events across agencies to **create a sense of community, facilitate knowledge sharing, and contribute to sector-wide growth** and success.

## Knowledge Management

- There is a need for **sector-wide knowledge management platform** for sharing onboarding resources, training materials, and best practices (e.g., standard operating procedures, FAQs for commonly asked questions)

- **Value:** Support new direct-service employees to be successful in their job and enable sharing of existing training resources to avoid reinventing the wheel

## Subject Matter Experts (SMEs)

- Considering **~31% of the sector generation is comprised of baby boomers and millennials**, it is imperative to pass on sector knowledge and mentor the incoming generation of workers

- **Value:** SME workshops and sessions by each SPA help impart institutional knowledge and veteran experiences across the sector

**Opportunities for Sector Onboarding Optimization**
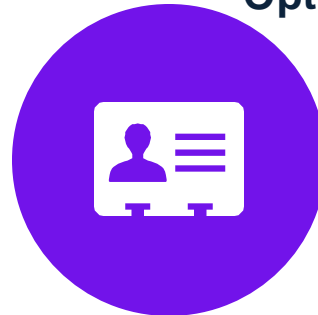
## Standardization of Orientation Trainings

- Consider **standardizing sensitivity trainings** (e.g., Harm reduction de-escalation, trauma informed care, sexual harassment etc.) across the sector

- **Value:** Enable centralization of orientation trainings across the sector ensuring uniform dissemination of knowledge to clients

## Onboarding Cohorts

- Gen Z claimed peer learnings/cohorts to be helpful during onboarding; PWLE expressed interest to learn alongside peers with similar experiences encouraging a **culture of collaborative learning**

- **Value**: Increases employee engagement, and improves long-term retention through fostering psychological safety

*Note: Refer to the appendix for agency specific use cases*

# Onboarding employees: Opportunities & next steps

## LA County Development Focus Areas

### Streamline Onboarding Resources

Keep all onboarding program materials in a centralized location for HR, managers, and new hires. Use tenured employees to pass down information and learnings to new hires.

### Deploy a Formal Onboarding Program

Define responsibilities for new hires, managers, and HR during an employee's first year. Include job-specific training, department training, and regular check-ins for employees to ask questions and provide feedback on their experience.

### Centralize Common Trainings

Utilize existing job-specific training (where available) and identify where curriculum gaps exist with leaders outside of HR. Focus on creating job-specific training cohorts to enable peer learning.

### Field Safety

Focus on field safety for direct service employees. Offer onsite mental health support and access to peer support through employee resource groups across demographics (e.g. PWLE, incarcerated employees, People of Color (POC) etc.).

## Suggested Next Steps

### Create Standard Procedures

Create standard operating procedures (SOPs) and FAQs for direct service roles on how to deal with common situations (e.g., housing authorities' documentation, lease process, scope of job responsibilities etc.) that can be leveraged across the sector.

### Empower Leaders to Enhance Onboarding

Assign buddies to each new hire and hold managers accountable to provide job-specific guidance and support through regular and formal check-ins. Determine SMEs by each SPA area that can speak with new employees on their learnings / career in the sector.

### Leverage WDLT as Change Agents

Use the WDLTs experience to prioritize which sensitivity and job-specific trainings to complete first and identify subject matter experts to develop these trainings. Spread awareness about where these trainings exist and create employee communications including timelines, access to resources etc.

### Build Safety Teams

Create crisis response teams by each SPA to support agencies and individuals as an incident happens. This team may be responsible for developing safety protocols, dispatch systems, panic buttons etc.

# Voice of the Sector Findings

# Persona overview

## Example personas…



**Gen Z Employee**

**Hiring Manager**

**Program Manager**

### What is a persona?

A persona is a representation of a typical type of employee inclusive of their motivations, pain points, working styles, sentiments, and preferences. Specific activities and characteristics can vary by persona.

### Why is this important?

Personas show key elements of how each employee experience is defined. They uncover characteristics, motivations, and challenges, assisting in informed decision-making by accounting for how individuals think, what they feel, and what they desire, helping determine where focus should be maximized. The output of the personas directly feed into the recommendations / opportunities identified for the sector.

### How can organizations use this?

Personas should often be revisited and refreshed to :
- Develop focus by highlighting features that are critical to what matters most to your workforce
- Communicate the recommendations and the rationale behind it
- Determine priority recommendations for the sector in collaboration with system partners and make justified decisions

# Interpreting stakeholder personas

To **represent unique feedback**, we heard from key stakeholder groups, and we have developed **representative personas** to personify current state experiences. These personas are:

### 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

human-like stories segmented into relevant and meaningful narratives that describe the journey

### Non-exhaustive

an indicative view of a predetermined subset of a broader, intersectional population of individuals

### Patterns

illustrates the red thread 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

# Meet Riya

## Motivations

- Help others and serve the community
- Impact decisions that benefit others
- Advocate and support through outreach
- Personal connections

## Pain Points

- Lengthy recruitment process
- Lack of job-specific training
- Lack of sensitivity trainings
- Over-reliance on administrative work as compared to actual job to support unhoused people

## To My Manager

### What I wish you knew

Regular check-ins with my manager and general sector knowledge on how to work with clients (e.g., trauma informed care, de-escalation, mental health intervention trainings etc.) would make me feel supported.

## To My Leadership

### One takeaway

The older generation is retiring, and we learn from them. Our generation is moving away from the sector towards sustainable jobs. To tackle this challenge, offering flexible schedules, allowances, or career growth opportunities will attract and retain talent.

# Gen Z Employee

Before joining the sector, Riya noticed there was lot of bureaucracy around how to access services related to homelessness. She was attracted to the sector because of her **passion to make a difference, help her community and positively impact decisions being made to reduce homelessness.** Riya is interested in jobs such as Case Managers, Program Managers, Grants, and Communications.

## Thinks

My peers and my voice can push the sector narrative and attract new minds and thoughts into the sector

## Feels

Getting more students involved in volunteering, from high schools to colleges could help break down some stigma and create awareness about the sector

## Wants

To understand the potential risks and level of on-the-job training required to interact with those experiencing homelessness

> "I love my organization and coworkers and the work itself, but don't see how I **can grow** or keep up with the **cost of living** without switching jobs"

## HOW WE CAN HELP:

✓ Increase **self-care perks** (e.g., wellness, discounts/coupons, pet care) would help towards employee retention

✓ Create **visibility into career paths** and progression opportunities for new employees entering the sector

# Meet Alex

## Motivations

- Provide service to vulnerable populations
- Empower individuals
- Provide community to individuals
- Dedication to social justice

## Pain Points

- Manual processes
- Unmatched pay with expectations
- Limited funding for training and capacity building
- Unclear job responsibilities

## To My Manager

What I wish you knew

My team needs career visability, with clear pathways for growth and development, alongside effective performance management systems to enhance motivation, align with organizational objectives, and increase productivity.

## To My Leadership

One takeaway

We will need more funding to build our workforce pipeline which includes attracting, training & developing employees in sector.

## Hiring Manager

Alex is a manager at a prominent homeless service provider and has over a decade of experience in the social services sector. He has a desire **to make tangible differences in the lives of the homeless population**. A typical day involves managing staff concerns and support, overseeing pay and benefits, and ensuring compliance with policies / contracts, all while navigating funding limitations and staff burnout.

### Thinks
How can I support my team better to prevent burnout and ensure their success

### Feels
Overburdened due to the overlapping responsibilities between HR, Recruiters, and Hiring Managers

### Wants
A benefits package that is more inclusive and meets the needs of our potential and current employees

> **Consistent communication** across all organization levels has been the most helpful in **adapting programs and schedules** to meet the needs of our team

## HOW WE CAN HELP:

- ✓ Utilize **motivational interviewing**, a communication technique that empowers individuals (i.e., PWLE, BIPOC) to believe in themselves, make a change in their lives and support re-entry into the workforce

- ✓ **Provide guidance** to prioritize trainings, support staff who cover graveyard shifts, set **performance expectations** etc.

# Meet Emily

## Motivations

- Desire to give back to the sector
- Personal/lived experience
- Compassion and empathy towards the sector

## Pain Points

- Lack of trust in the recruitment process
- Inability to offer competitive compensation packages
- Inaccurate hiring forecasts due to absence of headcount planning
- Stigma about working in the sector

### To My Manager

What I wish you knew

There should be standardized guidelines between Hiring Managers and my team to reduce time to hire. This will improve the candidate experience while reducing the overall burden on managers.

### To My Leadership

One takeaway

There are benefits to invest in recruiting tools, technology, and data resources. With the right resources, we can identify and engage with top talent more effectively and improve our recruiting efforts.

# Recruiter

Emily is a Recruiter at a homeless service provider and has been with her organization for the last 2 years. She is motivated by **finding candidates who are not only skilled, but also passionate about serving the homeless population**. She seeks to leverage her background in talent acquisition and Applicant Tracking Systems (ATS) to modernize and improve the recruitment practices in the sector.

### Thinks

How can I improve the visibility of open roles and attract more candidates to apply for the roles

### Feels

Hiring managers should be trained to recruit effectively and improve overall candidate and hiring manager experience

### Wants

To hire candidates with skillsets including emotional intelligence, resilience, empathy, and language proficiency

" To attract the right talent, we **need to offer more than just a paycheck**; we **need to market the organization and its benefits to attract** candidates "

## HOW WE CAN HELP:

✓ Build and showcase an **attractive employer brand** with a focus on the impact we make in the community

✓ Develop a **relationship with the talent pool** through social media, universities and create awareness around the sector

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# Meet Caleb

## To My Manager

### What I wish you knew

Reducing education requirements for entry-level programs roles may expand our talent pools, however we need to train new hires with sector knowledge, resources and their role.

## To My Leadership

### One takeaway

Implementing standard guides for knowledge sharing across agencies would facilitate collaboration, promote consistency, and ensure that essential information is readily accessible to all sector organizations.

# Program Manager

Caleb is a is a committed program manager who leads a dedicated team in the LA Homelessness Services Sector. He is driven by a strong motivation to **create meaningful and impactful social change within the community**, with the end goal of ending homelessness in Los Angeles. Caleb handles a faucet of responsibilities within his role, including managing program funds, overseeing recruitment efforts, maintaining compliance with regulations, securing grants, and more.

| **Thinks** | **Feels** | **Wants** |
|---|---|---|
| It will be helpful to understand actual job responsibilities and boundaries of the job before joining the organization | Overwhelmed by the number of responsibilities with the recruitment process, along with core job responsibilities and onsite issues | A standardized outline of interview questions for consistency in the hiring process and properly evaluate and interview candidates |

" Social work is **counter intuitive,** and it takes a lot to act **opposite of our natural thoughts and tendencies**. We normally hear **negative comments** during times of burnout "

## HOW WE CAN HELP:

✓ Create **designated safe spaces to hold discussions with peers without managers present** to help alleviate work-related pressure

✓ Start **burnout prevention trainings and coaching programs** to proactively work through times of burnout

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# Meet Cynthia

| Motivations |
| --- |
| • Make a difference and leave a long-lasting impact<br>• Drive efforts to reduce homelessness in LA<br>• Reduce barriers to support unhoused individuals |

| Pain Points |
| --- |
| • Lack of structured training for my role and responsibilities<br>• No flexibility in work schedule as a working mother<br>• Unrealistic client caseload causing burnout<br>• Limited resources and information available for me to be successful |

## To My Manager

What I wish you knew

Consistent support and guidance from my manager is important to overcome barriers, such as having to earn our clients' trust and encountering different protocols.

## To My Leadership

One takeaway

With the constant policy and program changes from our funders, we are not provided the right guidance to stay on track with our program.

# Case Manager

Cynthia is a Case Manager who joined the sector 3 years ago with some case work experience. She is a working mother and usually caters to between 20-25 clients. **Due to understaffing at her agency, she currently has 38 clients and is stressed.** On a day-to-day basis, she is mostly onsite, checking in with clients, providing them resources, driving clients to medical appointments, documenting case notes, etc.

### Thinks

Job shadowing and hands-on training would be beneficial in gaining the necessary skills and knowledge for my role

### Feels

There is no degree program that prepares you to serve as a case manager; skills needed for this job are best learned through on-the-job experience

### Wants

To alleviate the loss of valuable information due to team members leaving the organization

" When I was first onboarded, I was the only case manager on my team and **struggled to provide the necessary resources and information** to support my clients. To perform my job effectively, I had to seek help from my coworkers in other teams "

## HOW WE CAN HELP:

✓ Share highlights of **homeless services success stories** to help change the **public stigma**

✓ Establish a **knowledge management system** and **FAQs** for case managers

# Meet Jeremy

## Motivations

- Work alongside motivated co-workers
- Enhance employee engagement and retention through effective onboarding

## Pain Points

- Manage logistics such as spacing and staffing for onboarding
- Make constant updates to trainings due to frequent changes in programs
- Secure funding towards onboarding programs and employee trainings

## To My Manager

What I wish you knew

We have unclear responsibilities that lead to confusion about task ownership, such as identifying the point of contact for missing new hires.

## To My Leadership

One takeaway

Our leadership needs to ensure that new staff are equipped with the resources and skills they need to be successful in their roles; they need to encourage and support employees to participate in trainings.

# Onboarding and Training Specialist

Jeremy is an onboarding specialist working to improve the onboarding experience within the LA Homelessness Services Sector. Jeremy wants **to increase employee engagement and ensure employees feel valued and welcomed in their organizations**.

### Thinks

How can we ensure the training provided is directly applicable and beneficial to actual job responsibilities

### Feels

Optimistic about providing sensitivity trainings (e.g., trauma informed care, DEI, harm reduction etc.) across the organization

### Wants

To roll-out surveys and collect data to establish correlation between structured onboarding and retention

" Crafting an **orientation program that equally serves all roles, from leadership to direct services staff**, while emphasizing company culture and tools, has **proved to be challenging** "

## HOW WE CAN HELP:

- ✓ **Develop role-specific onboarding and training tracks** to cater to the unique needs of different personas

- ✓ **Build sector-wide collaboration** for sharing onboarding resources, training materials, and best practices

# Meet Amber

| Motivations |
| --- |
| • Reward for work<br>• Compassion for the sector<br>• Give back to the society |
| **Pain Points** |
| • Expectation for HR to handle all communication with candidates; lack of manger accountability<br>• Lack of mental health resources<br>• No visibility into career paths<br>• Inconsistent onboarding programs |

## To My Manager

What I wish you knew

We want to work alongside our case mangers and program managers to develop targeted career paths and professional development programs for our employees.

## To My Leadership

One takeaway

A flexible work schedule (e.g., summer Fridays, 9/80 schedule) has proved to work well in some sector organizations and helped towards attracting, retaining, and engaging employees.

# HR Representative

Amber is an HR Representative for a leading organization in the LA Homelessness Services Sector. She **understands the needs of the employees in her organization and strives to get them the resources they need to be successful in their role**. Amber is actively engaged in all of the HR functions at her organization, including recruiting, onboarding, talent development and more.

### Thinks
Standardizing the application and assessment process would help by creating a centralized model where candidates are evaluated, hired, onboarded, and trained

### Feels
Job fairs, employee referrals and participation in community events have proved to be effective recruitment channels

### Wants
To connect with others in the sector outside my organization to collaborate, share pain points, and enhance the people management practices

" My organization is making an **intentional effort** to make onboarding and orientation an **ongoing training experience** instead of limiting it to 1 day to make new hires feel supported and set them up for success "

## HOW WE CAN HELP:

✓ **Define clear accountabilities** between Hiring Managers, Recruiters, and HR (e.g., reference checks, follow ups, etc.)

✓ Provide **mental health resources and enhanced benefits** such as wellness days, personal flex days, debriefing sessions etc.

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# Meet Laine

## To My Manager

### What I wish you knew

Even though I am not client-facing, I would greatly benefit from a thorough onboarding program, with regular check-ins, to feel more supported and confident in my first few months.

## To My Leadership

### One takeaway

There is a need to transform our commitment to DEI efforts into practical policies that truly embrace our organizational values, with our leadership setting the example.

# DEI Coordinator

Laine is a DEI Coordinator and has been working in the LA Homelessness Services Sector for 3 years. Laine's journey into the sector involved her belief in social justice, equity, and the desire to create a diverse culture. As someone who has navigated the complexities of the sector, she brings a **unique blend of enthusiasm for supporting others and a drive to foster an inclusive environment** for all the employees in her organization.

### Thinks

Empowering staff to form any employee resource groups (ERG) will drive inclusivity and self-determined support systems

### Feels

More DEI trainings (e.g., anti-racist trainings, LGBTQ+ trainings, hiring biases training, etc.) will boost employee morale

### Wants

To be an advocate for fair pay, offer self-care forums, and provide stipends (e.g., bilingual, harm reduction champions, etc.) for all employees

" Creating an **inclusive culture** requires more than just intention; it demands **consistent practice** and **reinforcement** "

## HOW WE CAN HELP:

✓ Offer inclusive spaces by supporting **employee resource groups** and encouraging employees to share diverse experiences

✓ Integrate **DEI principles** into **recruitment and onboarding processes** to promote transparency and inclusivity

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# Meet Crystal

**Motivations**

- Contribute to the community
- Support individuals in achieving stability
- Assist individuals in re-entering and reintegrating into the society

**Pain Points**

- Limited mental health and wellness support for staff
- Insufficient resources to deal with high stress and exposure to trauma for mental health staff
- Inadequate compensation and support for living expenses

## To My Manager

What I wish you knew

Mapping out a calendar schedule for different sites and clients at the time of onboarding would be extremely helpful towards managing my time and balancing priorities.

## To My Leadership

One takeaway

Employee success and a culture of growth comes from leadership financially investing in employees. Travelling stipends and housing subsidies will be a great support for us.

# Mental Health Specialist

Crystal is an empathetic and resilient mental health specialist working within the LA Homelessness Services Sector. **With a past that includes overcoming personal hurdles, Crystal brings personal experiences into her role.** Crystal navigates the complexities of mental health care with a focus on substance abuse, offering support through recovery bridge housing and outreach services.

### Thinks

It is important to be emotionally and mentally stable to deal with all the trauma and stress everyday

### Feels

The mental health knowledge and policies from 5 years ago do not apply today (e.g., looking at harm reduction instead of abstinence)

### Wants

Mental health staff to receive more support, better job-specific training, and adequate compensation to ensure personal stability and professional effectiveness

" While we focus on **helping individuals get the resources** they need to survive, like housing and food, it's important to remember that **we also need support along the way** "

## HOW WE CAN HELP:

✓ Conduct **mental health retreats**, guided meditation programs, invite wellness coaches to discuss key stressors in the sector

✓ Enhance knowledge in **general safety and marginalized groups** to better support all clients and staff

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# Meet Tyler

## Motivations
- Want a better life for family
- Treated like a family member at my organization
- Give back to the organization that gave me another chance

## Pain Points
- Deal with emotional triggers when working with clients
- Lack of compatibility compared to my peers
- Need for improvement in soft skills to work with others
- Technical barriers regarding commonly used technology

## To My Manager
### What I wish you knew
Providing support and training to lived experienced employees can boost the morale for our population in the work environment, leading to high satisfaction and productivity.

## To My Leadership
### One takeaway
Implementing therapy assessments to help gauge the level of trauma myself and other employees with lived experience may be experiencing during onboarding will increase retention rates.

# People with Lived Experience (PWLE) Employee

Tyler is an individual who has lived experience with homelessness and previously was incarcerated. **He volunteered for his current agency for a month and was offered an opportunity to become a full-time employee**. Working in the LA Homelessness Services Sector gave Tyler a second chance to get his degree and re-enter the workforce to grow his career.

## Thinks
Promoting lived experience as a skill will help reach our population better since we all share that experience and can support each other

## Feels
There should be a trainer for PWLE during onboarding for paperwork, administrative tasks, and guidance on ways of working

## Wants
On-site therapy services offered to help alleviate the job triggers for PWLE and enhance mental health

" My manager was a bully, and I come from the streets where we fight. It is difficult for me to maneuver pollical dilemmas and **no one taught me how to navigate the business world** and work with others "

## HOW WE CAN HELP:
- ✓ Establish **lived experience employee resource groups (ERGs) or multidisciplinary teams** towards knowledge sharing on the sector culture

- ✓ Provide **training sessions led by individuals with lived experience**, covering soft skills, Crisis Prevention Training (CPT), re-entry into work culture, office politics, and self-care

# Meet Amira

## Motivations

- Be part of the solution for homelessness
- Driven to create change
- Belief in the power of community and assistance reciprocity

## Pain Points

- Demographic bias during the hiring process
- No influence in changing existing policies and regulations to support the BIPOC population

### To My Manager

What I wish you knew

We need to see that behavior is shaped by experiences and we really need to know the population of people we're serving, instead of relying on preconceived notions of what we think it is.

### To My Leadership

One takeaway

The presence of People of Color in leadership positions is necessary. It not only inspires but sets up our organization and sector to break the systemic barriers in place and showcases a pathway to leadership for all.

# Black, Indigenous, People of Color (BIPOC) Employees

Amira's journey into the sector was ignited by her **experience in volunteering with her local church homeless program, where the realities of homelessness community moved her**. She noticed individuals who suffer from homelessness, but did not have the resources and opportunity to end it. This experience propelled Amira into seeking a career in the sector to do her part in ending homelessness.

### Thinks

The sector should hire for skillsets such as volunteering, outreach, and passion instead of educational requirements and degrees

### Feels

No training made me feel like I was thrown into a challenging situation without guidance, setting me back in an already difficult field

### Wants

Standardize the recruitment process and training for hiring managers to conduct candidate interviews

" Becoming an entry-level case manager wasn't difficult due to the high turnover in the role. **The greatest barrier as a BIPOC individual** came, when I applied for a **higher-level supervisory position** "

### HOW WE CAN HELP:

- ✓ Implement strategies to **promote talent from within** the organization to **increase diversity in leadership** roles.

- ✓ **Increase inclusivity in hiring practices** by modifying job description language, white labelling of resumes, valuing soft skills, etc.

# Appendix A

Supplemental materials to support the understanding of the Current State Assessment Report

# Master report assumptions

| | Demographics |
|---|---|
| 1 | Los Angeles Homelessness Services Sector: Includes Service Planning Areas (SPAs), Housing & Urban Development (HUD), and Continuum of Care (COC) |
| 2 | Organization Size: Large organizations (>200 employees), Medium organizations (51-200 employees), Small organizations (<= 50 employees) |
| 3 | Employment Status type: Full-time employees (employees who work 35-40+ hours per week); Part-time employees (employees who work 1 - 34 hours per week); Contractors/temporary workers (those who work for a specific period such as a season); Interns (students who work for a specific period on a temporary basis) |
| 4 | Tenure Classification: Less than 1 year; 1 - 2 years ; 3 - 5 Years; 6 - 10 years; More than 10 years |
| 5 | Role Classification: Direct Services vs. Back-Office:<br>▪ Direct Services: Case managers, Housing Navigators, Program Managers, Mental Health Specialist, etc.<br>▪ Back-Office: Finance, HR, IT, etc. |
| 6 | Demographic Included:<br>▪ PWLE: Person with lived experience of homelessness or housing instability<br>▪ BIPOC: Black, Indigenous, and People of Color |
| 7 | New Hires: Individuals hied less than 1 year ago |
| 8 | Hiring Managers: Back-Office or Direct Services manager who oversees their teams' vacancies and selects candidates |
| 9 | Education Level: Bachelor's degree; Master's degree; Associate's degree; Ph.D. or higher; High school graduate/GED; Some high school education; Certification/trade/technical/ vocational school |
| 10 | Generation: Baby boomer is born 1946-1964; Gen X is born 1965-1980; Millennial is born 1981-1996; Gen Z is born 1997 – 2012) |
| 11 | Ethnicity: Black or African American; White or Caucasian; Asian; Native Hawaiian and/or Pacific Islander; Middle Eastern or North African; Native American or Indigenous; Hispanic or Latinx/o/a; Two or more races and/or ethnicities; Employees prefer not to answer |

| | Demographics |
|---|---|
| 12 | Gender: Woman; Man; Non-binary; Transgender |
| 13 | Sexual orientation: Heterosexual; Homosexual; Bisexual; Pansexual; Asexual |
| 14 | Disability: A visible/ non-visible physical, mental, or emotional impairment |
| 15 | Veteran Status: Veteran, Active Guardsman's or Reserve, Not a Veteran / Active Guardsman |
| 16 | System Partners: Include system partners that may have improved policies and talent programs in place to measure overall success (i.e., DHS, DMH, LAHSA etc.) |

| | Recruiting & Onboarding Analysis |
|---|---|
| 1 | Current Job Level: Entry level; Manager level; Director level (e.g., Director of Operations, Director of Programs); Executive Level/Senior leadership (e.g., Executive Director, VP) |
| 2 | Work Location: Hybrid schedule; Onsite work; Remote work |
| 3 | Mode of Application for Job: Job boards (i.e., Indeed, Glassdoor); Organization Website; Employee Referral; Organization Recruiter; Job Fairs; Social Media; LinkedIn or Indeed; System Partner Websites (LAHSA, DHS); Internal Job Posting |
| 4 | Onboarding/Training Program Mode: On-the-Job Training; Reading Materials (e.g., QRGs, SOPs); Classroom Training; Self-Paced Online Training |
| 5 | Employee Perception Questions (based on 5-point scale): Strongly Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Strongly Agree |
| 6 | Salary: Unless otherwise specified, all reported salaries in this analysis are global base salary approximations in USD. Averages are calculated using a simple average calculation and are directional. This does not represent total compensation |
| 7 | Shared Recruitment Strategies: Collaborative recruiting activities (e.g., job fairs) that occur between partner organizations. |
| 8 | Targeted Recruitment Strategies: Strategies to recruit candidates within your organization with certain skills or experience |

# Demographics: Organization survey data

We utilized **key assumptions** identified below across workforce and demographic data to pull insights to inform the **current state assessment**.

## Race & Ethnicity

| | |
|---|---|
| Asian Employees | 6% |
| Black or African American Employees | 24% |
| Employees of Two or More Races | 4% |
| Hispanic or Latinx/o/a Employees | 49% |
| Indigenous or Native American Employees | 0.40% |
| Middle Eastern or North African Employees | 0.10% |
| Native Hawaiian and/or Pacific Islander Employees | 0.33% |
| White or Caucasian Employees | 18% |

## Education Level

| | |
|---|---|
| Associate's Degree | 8.84% |
| Bachelor's Degree | 38.88% |
| Certification / Trade / Technical / Vocational School | 6.00% |
| High School Graduate / GED | 25.70% |
| Master's Degree | 19.03% |
| Ph.D. or Higher | 1.50% |
| Some High School Education | 0.05% |

## Tenure

| | |
|---|---|
| < 1 year | 26.05% |
| 1 - 2 years | 32.01% |
| 3 - 5 years | 21.64% |
| 6 - 10 years | 12.76% |
| 10+ years | 7.53% |

## Gender

| | |
|---|---|
| Woman | 62.57% |
| Man | 34.50% |
| Non-Binary | 0.58% |
| Transgender | 2.34% |

## PWLE*

| | |
|---|---|
| Percentage of employees who have experienced homelessness | 19% |

## Disability Status

| | |
|---|---|
| Employees without Disabilities | 92% |
| Employees with Disabilities | 8% |

## Generation

| | |
|---|---|
| Baby Boomer (born 1946 - 1964) | 8% |
| Generation X (born 1965-1980) | 23% |
| Generation Z (born 1997 - 2012) | 17% |
| Millennial (born 1981 - 1996) | 52% |

*Based on response from 8 organizations only*

# Demographics: Employee survey data

We utilized **key assumptions** identified below across workforce and demographic data to pull insights to inform the **current state assessment**.

## Race & Ethnicity

| | |
|---|---|
| Asian | 7.62% |
| Black or African American | 20.95% |
| Hispanic or Latina/o/x | 42.86% |
| Middle Eastern or North African | 1.43% |
| Native Hawaiian and/or Pacific Islander | 1.90% |
| Prefer not to answer | 2.38% |
| Two or More Races and/or Ethnicities | 7.14% |
| White or Caucasian | 13.81% |

## Education Level

| | |
|---|---|
| Associate's Degree | 12.38% |
| Bachelor's Degree | 39.05% |
| Certification / Trade / Technical / Vocational School | 6.19% |
| High school GED and some college | 1.43% |
| High School Graduate / GED | 13.33% |
| Master's Degree | 25.24% |
| Ph.D. or Higher, Clinical Doctorate, Juris Doctorate | 2.38% |

## Tenure in sector

| | |
|---|---|
| < 1 year | 17.14% |
| 1 - 2 years | 20.00% |
| 3 - 5 years | 28.57% |
| 6 - 10 years | 17.62% |
| 10+ years | 16.67% |

## PWLE

| | |
|---|---|
| Experienced homelessness | 54.29% |
| Not experienced homelessness | 24.76% |
| Navigated homelessness on behalf of a member of my immediate family or household member | 17.62% |
| Prefer not to answer | 3.33% |

## Gender

| | |
|---|---|
| Woman | 66.67% |
| Man | 26.67% |
| Non-Binary | 2.86% |
| Prefer not to answer | 1.90% |
| Woman, Non-Binary | 0.95% |
| Man, Transgender | 0.48% |
| Non-Binary, Transgender | 0.48% |

## Generation

| | |
|---|---|
| Baby Boomer (born 1946 - 1964) | 5.24% |
| Generation X (born 1965-1980) | 28.10% |
| Generation Z (born 1997 - 2012) | 17.14% |
| Millennial (born 1981 - 1996) | 49.52% |

## Disability Status

| | |
|---|---|
| No, I do not have a disability | 75% |
| Yes, I have a disability | 15% |
| Prefer not to answer | 10% |

# Demographics: Focus group data

We utilized **key assumptions** identified below across workforce and demographic data to pull insights to inform the **current state assessment**.

## Representative Organizations

| |
|---|
| The People Concern |
| Housing Works |
| Downtown Women's Center |
| PATH |
| St. John's Community Health |
| Hope the Mission |
| Venice Community Housing |
| Covenant House California |
| Chrysalis |
| The Center in Hollywood |
| Brilliant Corners |
| Union Station Homeless Services |
| Hope the Mission |
| St Joseph Center |
| St. Joseph Center |
| Chrysalis |
| Center for Living and Learning |
| HOPICS |
| REACH LA |
| Venice Community Housing |
| Watts Labor Community Action Committee |
| WLCAC - Watts Labor   Community Action Committee |

## Job Title*

| | |
|---|---|
| Program Manager | 4 |
| Case Manager | 4 |
| HR Director | 3 |
| Recruiter | 2 |
| HR Specialist | 2 |
| Professor (previously management for youth services) | 1 |
| Solving Manager, Family Regional Coordinator | 1 |
| Chief Human Resources Officer | 1 |
| MIST Case Manager | 1 |
| Community Design and Engagement Manager | 1 |
| Compliance and Services Manager | 1 |
| Peer Navigator | 1 |

*Please note that this is representative list. The complete list consists of more than 90 job titles for 116 FGD participants.*

## Job level

| | |
|---|---|
| Director Level (e.g., Director of Operations, Director of Program | 12.07% |
| Entry Level | 43.97% |
| Executive Level / Senior Leadership (e.g., Executive Director, VP | 6.90% |
| Management Level | 37.07% |

## Tenure

| | |
|---|---|
| < 1 year | 32% |
| 1 - 2 years | 29% |
| 3 - 5 years | 25% |
| 6 - 10 years | 8% |
| 10+ years | 6% |

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