



Opportunities for Enhanced Recruitment Strategies & Onboarding Practices

United Way of Greater Los Angeles
Homeless Sector Recruitment Analysis

November 2024



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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**

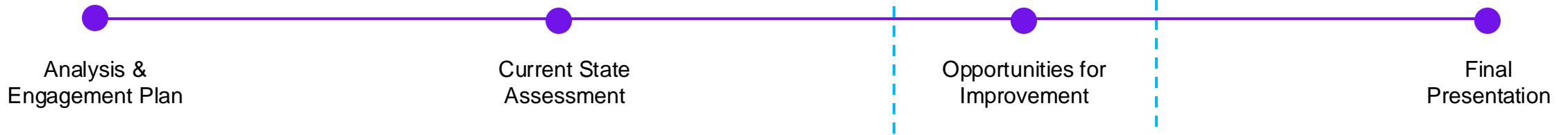
02

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



Recap: Summary of our current state findings

Although opportunities were identified for streamlining the recruitment process and providing on-the-job training, the sector should also remember to build on its **key strengths**.

Attracting Employees

Recruiting Employees

Onboarding Employees



What are the key strengths today?

- **Relationships** with **workforce development boards** and **universities** have helped attract candidates for some agencies
- 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**
- Only **57% of organizations have a recruiter(s)**, but those that do report significant improvements in their recruitment processes and efficiencies
- Job fairs have **success in mass hiring** for the sector
- 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
- 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.
- Recruiter and Gen Z focus groups shared that candidates face **societal stigma** surrounding joining the sector
- Many positions require employees to be fully onsite, however, a **flexible work schedule** that fits specific worker personas would attract more candidates
- 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**
- High rates of time to hire is a key challenge with a **desire to streamline the process**
- **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**
- **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
- Only **24% of the sector employees** indicate they were provided job specific training
- Investing in onboarding, resources, and training programs was reported as a top challenge. **Only 19% of sector organizations consider onboarding as an organizational priority**

Summary of opportunities for improvement

Below is a summary of **initial opportunities for enhanced strategies** across the recruitment lifecycle. Building in person collaboration across the sector is key for an effective recruitment and onboarding strategy. While these **themes might not apply to each individual agency**, they represent insights heard across the sector.



Overview of each attracting opportunity for improvement

Below is a summary of our recommendations for the **attracting** segment of the **recruiting** lifecycle including the opportunity overview, sector observations, and how the sector can improve.

| | Opportunity Overview: | Sector Observations: | How the Sector Can Improve: |
|--|--|--|---|
| 1 Create a Consistent Job Classification | <p>Develop a standardized nomenclature and defined job categories, levels, titles, and descriptions for each role outlining clear job responsibilities, skills, and qualifications.</p> | <ul style="list-style-type: none"> More than 50% of employees shared that their actual job responsibilities did not match their job descriptions Out of 116 participants in 18 focus groups, there were more than 90 different job titles across the sector agencies | <ul style="list-style-type: none"> Create consistent job descriptions across the sector to help ensure responsibilities are clearly documented and communicated to candidates Standardize job titles to establish common understanding of roles across the sector and enable candidates to easily find positions Connect pay to the Job Classification framework to help ensure pay equity |
| 2 Rebrand the LA Homelessness Services Sector | <p>Re-brand the LA Homelessness Services Sector to attract more candidates and improve the overall employee value proposition. Emphasize the impact employees can make within Los Angeles and how their involvement can bring change and strengthen communities.</p> | <ul style="list-style-type: none"> 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 | <p>Establish a Compelling LA Homelessness Services Sector Brand:</p> <ul style="list-style-type: none"> Create Job Shadow Programs In addition to other social media, utilize TikTok to make “Life at work” vlogs Update Job posting to reflect the mission and vision Highlight real success stories with the direct, positive changes employees have on clients |
| 3 Customize Total Rewards Package Based on Workforce Personas | <p>Understand total rewards packages offered across similar sectors and assess employee preferences to identify gaps and provide tailored benefits across distinct worker segmentations.</p> | <ul style="list-style-type: none"> Different agencies offer employees different benefits and rewards 44% of employee survey participants prefer a hybrid work schedule and 13% prefer a remote work schedule 83% of employees indicated they would consider leaving the sector for a better compensation and benefits package at a different organization | <p>Offer total rewards to attract/retain talent including:</p> <ul style="list-style-type: none"> Persona-based benefits (e.g., self-care, discounts, loan stipends, housing subsidies, team retreats etc.) Flexible working (e.g., 9/80 schedule, 36 hours/week for working mothers, allotted administration time) One-time bonuses and incentives Recognition awards (e.g., leadership recognition, employee distinction awards, Mayor’s Award) |

Overview of each recruiting opportunity for improvement

Below is a summary of our recommendations for the **recruiting** segment of the **recruiting** lifecycle including the opportunity overview, sector observations, and how the sector can improve.

Opportunity Overview:

Sector Observations:

How the Sector Can Improve:

Understand employee skills to enable the sector and organizations to identify gaps in talent. Skills lay the foundation to enable effective talent management practices such as learning, career development, hiring, workforce planning etc. across the organization.

- 30% of PWLE do not have a degree and 17% of PWLE employees only have an Associate's Degree
- About 80% BIPOC employees reported that they faced barriers or discrimination to internally grow within their organization
- 50% of employees did not clearly understand what career development opportunities were available

- Identify key skills for critical roles including case managers, housing navigators and program managers, assess employees against defined skillsets and include skills on job postings
- Create clear lateral and upward career paths
- Develop succession plans for critical roles and identified high potential employees

Enhance the Recruiting Operating Model as an integrated solution analyzing key questions around what work gets done, who does it, what technology is used, what data is required to make talent related decisions etc.

- Hiring managers and recruiters reported overlapping roles and responsibilities during the process, duplicating recruiting efforts
- Average time to hire for a position ranges from anywhere between 20- 102 days
- 53% of the organizations are unsure if they effectively utilize the right tools and technology across the recruitment process

- Assess the Recruiting Operating Model design layers to identify key challenges and areas of improvement across each agency:
 - Candidate & Employee Experience
 - Process
 - Technology
 - People and Organization
 - Service Delivery Model
 - Reporting and Analytics
 - Governance

4

Build Skills Taxonomy to Lay Foundation for Talent Processes

5

Enhance the Recruiting Operating Model



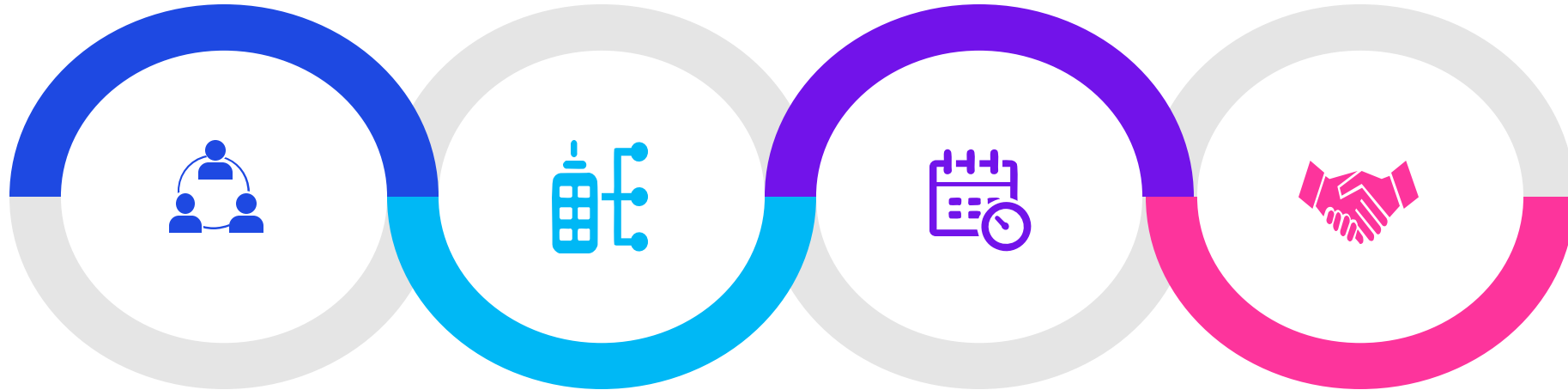
Overview of each onboarding opportunity for improvement

Below is a summary of our recommendations for the **onboarding** segment of the **recruiting** lifecycle including the opportunity overview, sector observations, and how the sector can improve. Establishing in-person collaboration is captured here but should occur throughout the entire recruiting lifecycle.

| | Opportunity Overview: | Sector Observations: | How the Sector Can Improve: |
|--|--|--|--|
| 6 Streamline Common Sector Trainings | Centralize training across the sector to help ensure all new hires are provided the same level of knowledge on the sector to enable success and reduce the burden on HR and hiring managers. Streamline sector trainings to be facilitated by SPA in person or online with a live facilitator to build comradery among sector employees. | <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> Centralize sector-wide trainings (e.g., sensitivity, de-escalation, burnout prevention, sector 101) by promoting LAHSA's Centralized Training Academy and live options by SPA SMP's Use the Workforce Development Leadership Table, WDLT, as change agents to choose which sensitivity and job-specific trainings to prioritize first and identify SMPs (subject matter professionals) to develop the trainings |
| 7 Create Job Specific Trainings | Develop targeted training programs tailored to each specific job. These programs should include a blended learning approach incorporating on-the-job training, leadership development, peer mentoring, and technical instruction to enhance employee's understanding of their responsibilities and tasks. | <ul style="list-style-type: none"> 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 It was mentioned in 13 of our 18 focus group discussions that at least one participant had not received job-specific training | <p>Long term and sector-wide activities include:</p> <ul style="list-style-type: none"> Build on existing Case Manager Cohort trainings as the foundation for all agencies in the sector Pass down tenured employee's knowledge and keep training materials in a central location Create SOPs and FAQs for direct service roles on how to deal with common situations (e.g., housing authorities' documentation, lease process etc.) |
| 8 Deploy a Formal Onboarding Program | Enhance employee orientation by implementing a thorough and structured onboarding program that sets up all new hires for success. | <ul style="list-style-type: none"> Only ~50% of employees were assigned a buddy / mentor to help acclimate to their new position 53% of organizations reported that structured onboarding programs increased retention rates for their organization. Roles that benefitted most were Case Managers, Program Managers, and HR Operations. | <p>Formal onboarding program should include:</p> <ul style="list-style-type: none"> Guide / Playbook with customization per agency Pre-onboarding (e.g., Documentation, Buddy Program) Sector 101 and job specific trainings Week 1 Job Shadowing Check-ins and formal connects up to 1 year |
| 9 Establish In-Person Collaboration Opportunities Across the Sector | Create in-person collaboration across the sector for various roles (e.g., HR, Executive Leaders, Direct Service Employees) to take advantage of the use of existing sector resources, enable knowledge transfer on successful strategies, and drive a culture of learning. | <ul style="list-style-type: none"> In-person SMP workshops and sessions by each SPA are desired by employees for knowledge sharing Field safety for direct services employees was cited as a major concern by at least 33% of the executive leaders during leadership interviews | <p>Increase in-person collaboration for the sector towards:</p> <ul style="list-style-type: none"> Field Safety by SPA (e.g., crisis response teams) Training led by sector subject matter professionals Sector-wide sub-committees (e.g., HR committee) Provider feedback on new policies, regulations etc. |

Considerations for securing funding in the sector

Funding was identified as a significant challenge during executive interviews and focus groups. To emphasize the importance of funding in recruitment and enhance advocacy efforts, **agencies should collaborate to identify and prioritize critical workforce initiatives requiring additional financial resources.**



Collaboration & Prioritization

Collaborate with sector agencies and / or coalitions (e.g., Greater LA Coalition on Homelessness) to align and **identify top areas** (e.g., compensation study, training etc.) **where additional funding is needed** to educate funders on priority challenges.

Fund Allocation for Development of Workforce

Allocate dedicated funds to **recruiting, pay, workforce trainings, and upskilling** within service contracts instead of merging them within the overall program contract to cover the actual cost of labor services.

Renewal Of Contracts

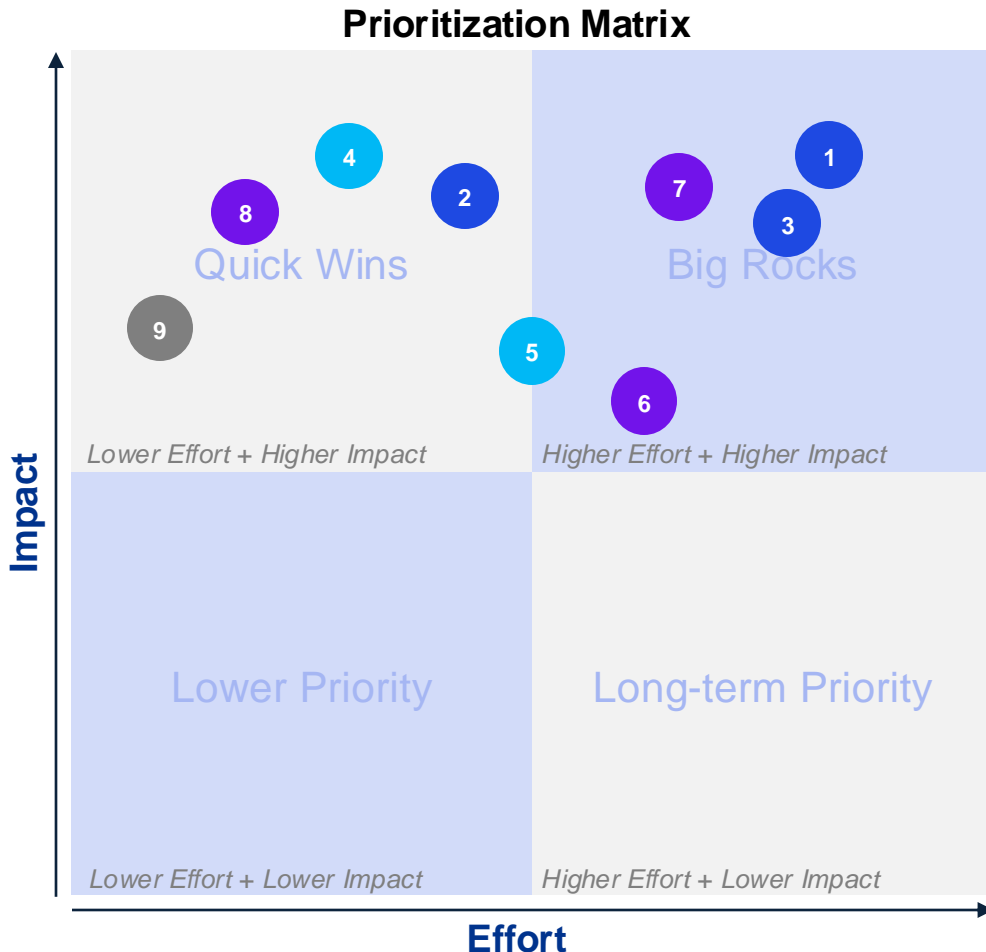
Help ensure **public contracts** can account for inflation and cost-of-living wage adjustments / increases and support day-to-day employee needs in the sector by building increases into contracts and or streamlining budget modification requests.

Trust-based Philanthropy

Build **open and trustful relationships** between both public and private funders and grantees through regular communications, community events, relationships, etc. to enable funders to have a deeper understanding of sector needs and the risks, opportunities, and trends in state and federal funding.

KPMG's impact vs. effort of opportunities

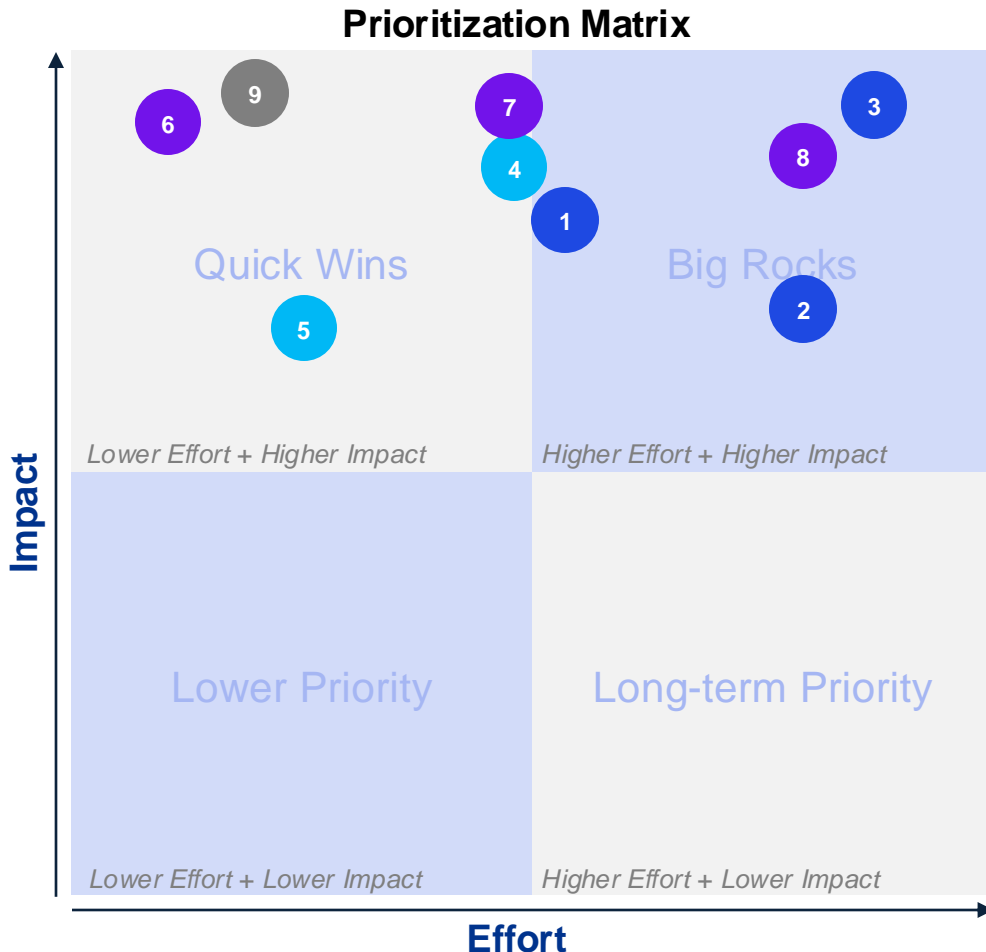
Each opportunity has been placed on the **Prioritization Matrix** by KPMG and assigned an associated **impact** and **effort** level.



| Legend | |
|--------|---|
| 1 | Create a Consistent Job Classification |
| 2 | Rebrand the LA Homelessness Services Sector |
| 3 | Customize Total Rewards Package Based on Workforce Personas |
| 4 | Build Skills Taxonomy to Lay Foundation for Talent Processes |
| 5 | Enhance the Recruiting Operating Model |
| 6 | Streamline Common Sector Trainings |
| 7 | Create Job Specific Trainings |
| 8 | Deploy a Formal Onboarding Program |
| 9 | Establish In-Person Collaboration Opportunities Across the Sector |

WDLT's impact vs. effort of opportunities

Each opportunity has been placed on the **Prioritization Matrix** through an approximation from the WDLT and assigned an associated **impact** and **effort** level.



| Legend | |
|--------|---|
| 1 | Create a Consistent Job Classification |
| 2 | Rebrand the LA Homelessness Services Sector |
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| 9 | Establish In-Person Collaboration Opportunities Across the Sector |

Opportunities for improvement roadmap

Below reflects an **illustrative timeline** of how the LA Homelessness Services Sector can **transform recruiting and onboarding** now, next, and later.

| Lifecycle | Now (Q1-Q2 FY25) | Next (Q3-Q4 FY25) | Later (FY26+) |
|---|--|------------------------------------|---|
| Attracting | Create a Consistent Job Classification | | Customize Total Rewards Package Based on Workforce Personas |
| | Rebrand the LA Homelessness Services Sector | | |
| Recruiting | Build Skills Taxonomy to Lay Foundation for Talent Processes | | Enhance the Recruiting Operating Model |
| | | Streamline Common Sector Trainings | |
| Onboarding | Create Job Specific Trainings | | |
| | | | Deploy a Formal Onboarding Program |
| Establish In-Person Collaboration Opportunities Across the Sector | | | |



Agency-specific opportunities

We have identified **immediate actions** and **long-term actions** for agencies to improve upon that are not dependent on sector-wide recommendations.

Immediate actions for agencies to implement

Update job postings to include powerful language articulating the organization's mission and potential for community impact

Expand the agency's **social media presence** by utilizing various social media platforms and the organization's career site

Develop **interview guides** for consistency in the recruiting process and utilize scenario-based questions and role playing to enhance candidate's understanding of the position

Map the ideal **candidate journey experience** from initial engagement to onboarding and identify opportunities for improvement

Implement a **buddy/mentor system** during pre onboarding stages that carries through the employee's entire formal onboarding

Long-term actions agencies can implement

After a sector **job classification** framework is established, **customize** it to the unique needs of your agency to **enhance role clarity and define career paths**

Understand **total rewards** preferences across different worker **personas to attract and retain** talent

Conduct agency-wide **skills gap analysis** to understand workforce gaps within your organizations and create a plan to **buy, build, or borrow** talent

Develop a **custom onboarding program** for new hires to increase employee retention

Develop **job-specific trainings** for both direct service and back-office roles and create cohorts for continued learning

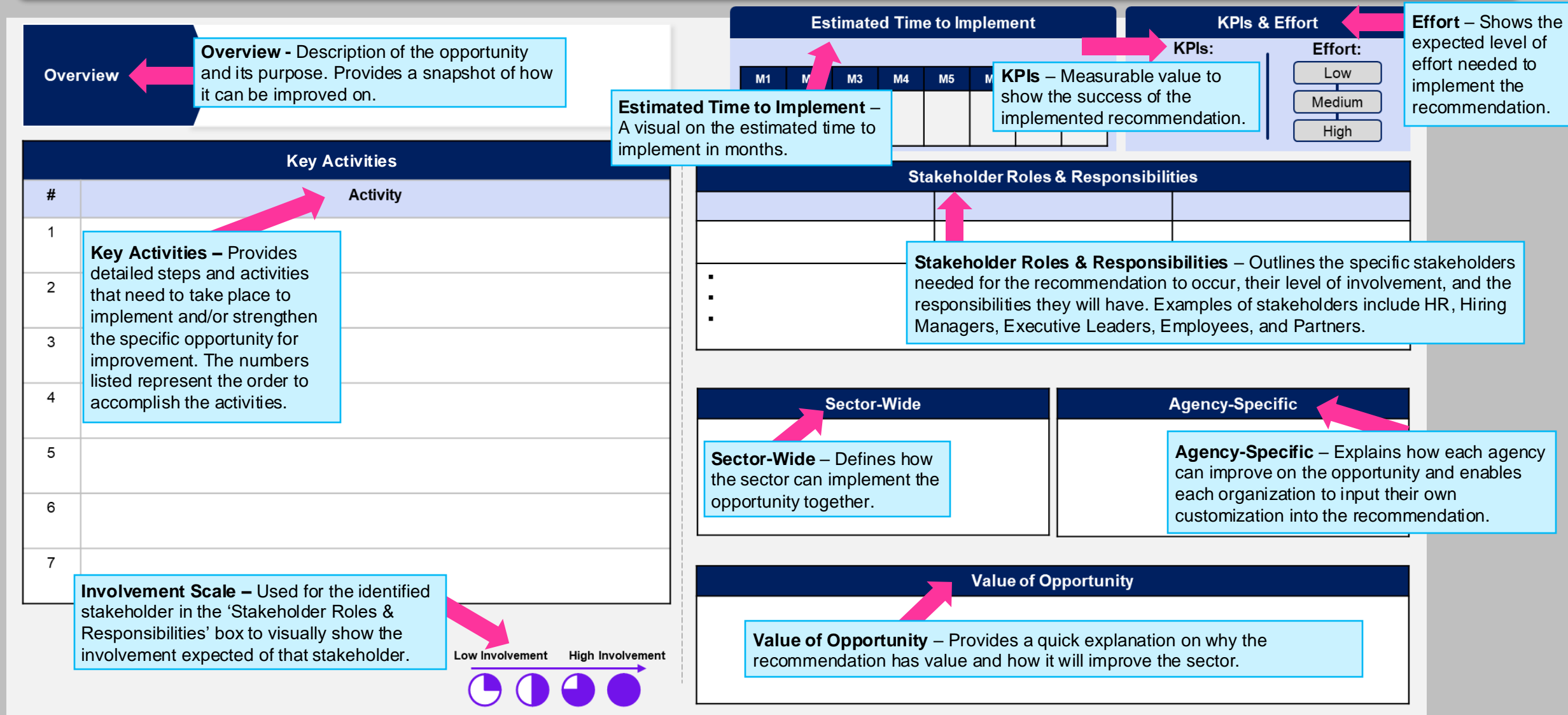


Detailed Review of Each Opportunity for Improvement



Detailed review of each opportunity for improvement

Below is the **detailed template** used for each of the 9 opportunities for improvement, along with a **description** of what will be in each box.



1. Create a Consistent Job Classification

Overview

Develop a standardized nomenclature and defined job categories, levels, titles, and descriptions for each role outlining clear job responsibilities, skills, and qualifications.

Key Activities

| # | Activity |
|---|---|
| 1 | Assess the current state of Job Classification across a sample of agencies in the sector through analyzing job descriptions, compensation, and career progression paths to understand job families and positions against leading practices in similar industries. |
| 2 | Conduct stakeholder interviews to identify strengths in the current Job Classification and identify opportunities to enhance the future state of Job Classification. |
| 3 | Design and develop the future state of Job Classification encompassing leading practice for how job categories, levels, titles, descriptions, responsibilities, skills, & qualifications are defined. |
| 4 | Streamline job title nomenclature to be indicative of a job's level, role, and responsibility. Titling may be adjective-based (e.g., Associate HR Generalist, Senior HR Generalist), ordinal/numeric-based (e.g., HR 3, HR 4, etc.) or a combination of both. |
| 5 | Update job descriptions across the sector to help ensure responsibilities are clearly documented highlighting value proposition of working in the sector, specific challenges, working conditions, experiences and skills. |
| 6 | Share the standardized sector Job Classification framework with agencies, then provide training and a playbook that describes how to agencies can adopt the new framework while customizing it to the needs of their agency. |
| 7 | Create a comprehensive change management and communication plan for agencies to implement that includes what is changing, the benefits, and impacts to career paths. |
| 8 | Connect compensation to the Job Classification framework to help ensure pay equity across all jobs. |
| 9 | Utilize the new Job Classification framework to attract talent with enhanced, clearly articulated job descriptions, enable clear communication of job responsibilities, and show the different types of career paths they could explore. |

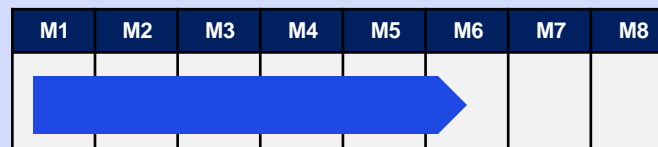
Attract

Recruit

Onboard

Estimated Time to Implement

5-6 Months

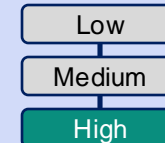


KPIs & Effort

KPIs:

- Number of roles with defined job descriptions
- Increased employee understanding of roles
- Lower turnover rate due to job misalignment

Effort:



Stakeholder Roles & Responsibilities

| HR | Subject Matter Professionals (SMPs) | Employees |
|----|-------------------------------------|-----------|
| | | |

- HR:** Job Classification review and design is owned by HR leveraging SMPs for input. Organizations with a dedicated compensation and benefits role should own the process
- SMPs:** Consulted for their knowledge and capability to validate job position mappings across job families, job functions, and job levels
- Employees:** Change impacts to employees should be assessed and communicated timely to help ensure adoption of the new Job Classification framework across the organization

Sector-Wide

- Establish guidelines for a standardized Job Classification across the sector for similar roles including salary band recommendations to help ensure pay equity
- Create a common way to articulate positions across the LA Homelessness Services Sector

Agency-Specific

- Customize the sector Job Classification framework to meet the needs of individual agencies and map jobs into the new framework
- Articulate the case for change and value of the new Job Classification to enhance role clarity and define career path opportunities

Value of Opportunity

- Organizations without an effective Job Classification often lag competitors when it comes to achieving pay equity¹
- Job Classification helps establish transparency in the organization with respect to promotions, performance review, raises etc.

Low Involvement High Involvement



2. Rebrand the LA Homelessness Services Sector

Attract

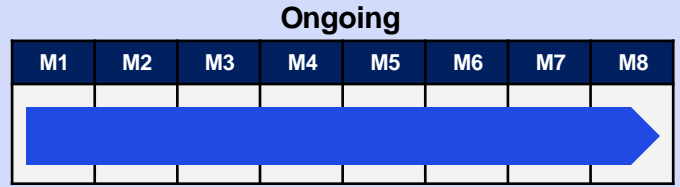
Recruit

Onboard

Overview

Re-brand the LA Homelessness Services Sector to attract more candidates and improve the overall employee value proposition. Emphasize the impact employees can make within Los Angeles and how their involvement can bring change and strengthen communities.

Estimated Time to Implement



KPIs & Effort

KPIs:

- Public sentiment score
- Employees hired from job programs
- Increase social media impressions

Effort:

Low

Medium

High

Key Activities

| # | Activity |
|---|--|
| 1 | Increase social media outreach on platforms like TikTok, Instagram, LinkedIn, Facebook, 'X', etc. to showcase the sector and tasks roles do day-to-day. Create "Life at work" vlogs for Case Managers and other sector roles to attract new talent in understanding sector positions. |
| 2 | Update job postings by highlighting the mission and using empowering language such as "Take advantage of the opportunity to leave a powerful and positive impact on your community - apply for this job and transform lives" to emphasize the direct opportunity to be part of the solution to homelessness. |
| 3 | Use passionate voices (e.g., Gen Z, BIPOC) to promote sector awareness, highlight success stories and attract new ideas into the sector. Market terms such as "Homelessness Heroes" and "I provide support for programs that serve people who are homeless. Do you want to be part of the solution?". |
| 4 | Establish programs to engage high school / college students and younger generations (i.e., Gen Alpha, Gen Z) to increase their awareness about the opportunities available in the sector and help break down societal stigma. |
| 5 | Help employees understand the value of their work by sharing sector success and agency's progress of combatting homelessness while also highlighting the strategy for the next areas of focus. Enabling employees to proudly articulate their impact can showcase the value of the sector's work to their network. |

Stakeholder Roles & Responsibilities

| HR | Communications Team | Executive Leaders | Partners | Employees |
|----|---------------------|-------------------|----------|-----------|
| | | | | |

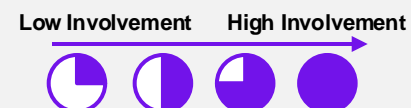
- HR:** Develop social media templates for employees to advocate their agency and sector. Establish job shadow programs attract candidates, create a realistic preview of job responsibilities, and the impact the work has in their communities. Organizations with a dedicated training specialist role should own the job shadow program
- Communications Team:** Leverage capability to review, enhance, and approve, where necessary, the materials drafted by HR intended for public consumption
- Executive Leaders:** Inspire others to join by acting as brand champions, promoting agencies and the sector narrative, attending events, and highlighting their own story within the sector
- Partners:** Help educate the public on the sector by developing initiatives that get more individuals outside the sector involved in programs and activities (e.g., education programs at colleges/universities)
- Employees:** Utilize their voices and social media platforms to showcase their agency and sector positively to help change the societal narrative

| Sector-Wide | Agency-Specific |
|-------------|-----------------|
|-------------|-----------------|

- | | |
|---|--|
| <ul style="list-style-type: none"> Create volunteer programs for local high schools & colleges Create Job Shadow programs sector-wide Update job postings to emphasize the direct impact and opportunity to be part of the solution and utilize inclusive language to attract talent | <ul style="list-style-type: none"> Market the agency through passionate employee voices Expand agency's outreach by enhancing its social media, career site, and attending job fairs and community events Create buddy job shadow programs between direct service and back-office employees |
|---|--|

Value of Opportunity

- Expanding on the "Attract Talent Through a Compelling Sector Brand" recommendation from 2022:** Utilize employee voices of all demographics to change the sector narrative and overall re-enforce the importance of employer branding with tactical steps
- Focus on the **employee value proposition (EVP)** including compelling missions, rich histories and staff success stories as invaluable selling points
- Enabling employees to share their impact creates potential **referral opportunities** with their network of individuals outside the sector



3. Customize Total Rewards Package Based on Personas

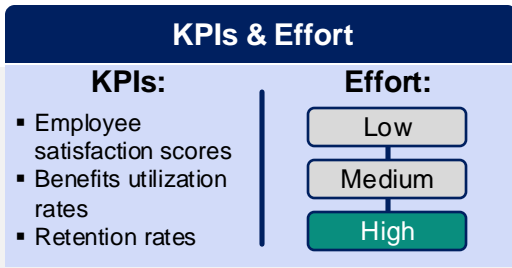
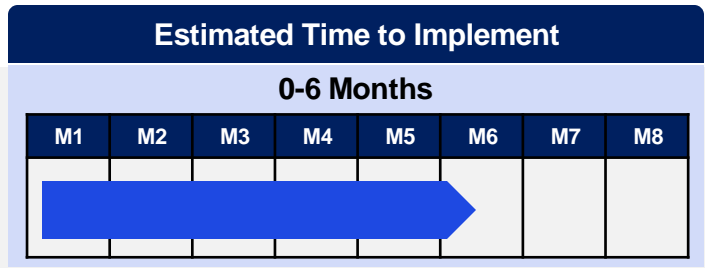
Attract

Recruit

Onboard

Overview

Understand total rewards packages offered across similar sectors and assess employee preferences to identify gaps and provide tailored benefits across distinct worker segmentations.



Key Activities

| # | Activity |
|---|--|
| 1 | Reference the personas that we did in the study to understand preferences on benefits, motivations, and pain points across personas. |
| 2 | Understand options of different types of benefits to offer to recruit / retain persona groups. For example: <ol style="list-style-type: none"> Compensation: Create competitive packages that reflect industry standards and recognize the employee's individual contributions and roles Persona Based Benefits: Identify benefits that mean the most to your employees. Tailor those unique benefits to employee personas, such as self-care packages, discounts, loan stipends, tuition reimbursement, housing subsidies, etc. Flexible Working Schedules: Where possible, provide different worker segmentations flexible working arrangements (e.g., flextime, 36-hour work week, administration time) Career Development: Create training and defined career paths for employees Recognition: Set up a recognition system that highlights employees' exceptional performance and contributions, such as leadership recognition or employee distinction awards Incentives: Offer one-time bonuses based on performance, project completion or other significant contributions (e.g., sign-on bonuses, performance-based bonuses) |
| 3 | Identify gaps in existing total rewards plans and tailor new programs to specific personas. |
| 4 | Conduct a financial assessment of the packages that are available given the current operational budget, estimates for what different packages will cost, and a phased plan for implementation (e.g., will the agency have to increase fundraising goals, etc.). |
| 5 | Have a communication plan to deliver for employees that explains the total reward changes. |
| 6 | Continue to evaluate total rewards packages through employee feedback and adjust, as needed, to meet revolving employee needs. |

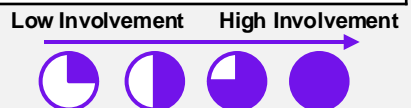
Stakeholder Roles & Responsibilities

| HR | Employees | Managers |
|---|--|---|
| | | |
| <ul style="list-style-type: none"> HR: Design, and implement tailored total rewards packages including understanding industry standards, and assessing employee preferences | <ul style="list-style-type: none"> Employees: Vocalize what is missing in their total rewards packages and what they want to be included | <ul style="list-style-type: none"> Managers: Advocate for employees by providing recognition for accomplishments, encouraging sponsorship for promotion, and serving as a key resource for employees regarding benefits |

| Sector-Wide | Agency-Specific |
|---|--|
| <ul style="list-style-type: none"> Provide what the livable wage compensation structures looks like for agencies to utilize as a standard Create a knowledge sharing program to vocalize which benefits are most attractive to both current and incoming employees Apply employees for the Mayor's Award which is presented to individuals who demonstrate a commitment to public services Leverage the workforce scale to attain cost effectiveness across benefits for efficiency and total rewards while incentivizing wages | <ul style="list-style-type: none"> Customize the total rewards package that your company offers to match your specific worker segmentations preferred benefits Identify if additional personas should be created to understand additional employee segmentations |

Value of Opportunity

- A 'one size fits all' approach will not meet the diverse needs of the workforce. To attract and retain your employees, the sector needs to prioritize what matters most to your workforce
- There are ways to uplift employee total rewards that do not include monetary awards / increases. Find what matters most to your employees to increase both recruitment efforts and retention efforts



4. Build Skills Taxonomy to Lay Foundation for Talent Processes

Attract

Recruit

Onboard

Overview

Understand employee skills to enable the sector and organizations to identify gaps in talent. Skills lay the foundation to enable effective talent management practices such as learning, career development, hiring, workforce planning etc. across the organization.

Key Activities

| # | Activity |
|---|--|
| 1 | Establish guiding principles and goals for designing the future state skills taxonomy. |
| 2 | Build the skills framework for including leadership, technical and business skills across job families identifying critical and adjacent skills. |
| 3 | Use “outside in approach” to benchmark relevant job descriptions for sector jobs and conduct workshops with subject matter professionals across job families to validate skillsets. |
| 4 | Use validated skills to conduct skills gap analysis to assess current capabilities and what future skills are needed to support the organization mission. |
| 5 | Embed the skills taxonomy into talent programs including hiring, career paths, succession planning, high potential talent identification, and learning and development programs. |
| 6 | Use skills to enable skills-based hiring with more emphasis on experience and less on degrees (unless required) and ultimately to identify, develop, and promote talent within. |
| 7 | Build the internal talent pipeline encouraging employees to participate in online programs, acquire certifications and/or gain experience in special projects to accelerate advancement. |
| 8 | Develop effective strategies to retain talent by creating career development programs for specific roles (e.g., people managers), mentorship, and rotational opportunities into different positions. |

Low Involvement High Involvement



Estimated Time to Implement

3-4 Months

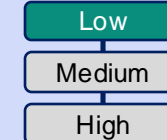
| M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 |
|----|----|----|----|----|----|----|----|
| | | | | | | | |

KPIs & Effort

KPIs:

- Skills coverage rate
- Training enrollment vs completion rate
- Employee mobility rate

Effort:



Stakeholder Roles & Responsibilities

| HR | Managers | Partners | Executive Leaders |
|---|--|--|-------------------|
| | | | |
| <ul style="list-style-type: none"> HR: Owns and manages the skills framework design and taxonomy with operational support and input from subject matter professionals to identify and validate skills | <ul style="list-style-type: none"> Managers: Partner with HR to utilize the skills framework to assess employees and embed it in other talent programs | <ul style="list-style-type: none"> Partners and Executive Leaders: Enable relationships with other similar sectors to learn how to cross-train the workforce | |

Sector-Wide

- Outline adjacent skills for roles across similar sectors such as healthcare, hospitality, government etc. to source talent
- Create pilots to test skills framework efficiency
- Use skills to create uniformity across talent programs leading to more consistent expectations

Agency-Specific

- Conduct skills gap analysis to inform strategic decisions to buy, build, or borrow talent
- Encourage managers to connect skills in employee career conversations and HR to connect skills to employee development

Value of Opportunity

- 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.)
- A skills-based organization enhances employee experience, widens the talent pool and redefines the overall employee value proposition

5. Enhance the Recruiting Operating Model

Overview

Enhance the Recruiting Operating Model as an integrated solution analyzing key questions around what work gets done, who does it, what technology is used, what data is required to make talent related decisions etc.

Key Activities

| # | Activity |
|---|--|
| 1 | <p>Conduct an analysis identifying strengths and opportunity areas across the 7 layers of the Recruiting Operating Model.</p> <p>a) Candidate and Employee Experience: Describes the degree of quality, interactions, and personalization as it relates to the candidate and employee hiring experience</p> <p>b) Process: Specific process steps link to functions that perform each step, and the policy/procedures</p> <p>c) People & Organization: The functional capabilities are needed to execute the defined roles and responsibilities</p> <p>d) Service Delivery Model: The “ways of working”—i.e., intersection of “what”, “how,” and “where” the process is delivered</p> <p>e) Technology: Infrastructure and applications that enable recruitment processes</p> <p>f) Reporting and Analytics: Ability to collect, analyze, and report recruitment data</p> <p>g) Governance: Specific roles, responsibilities, and accountability for existing processes and decisions</p> |
| 2 | Establish goals and metrics to refine the recruitment function (e.g., decrease time to fill, improve candidate quality, enhance diverse hires, increase offer acceptance, etc.). |
| 3 | Broaden talent pools with a focus on skills (e.g., reduce education requirements, creating job shadow programs to identify future talent, university relationships, referrals etc.). |
| 4 | Enhance the brand through a strong online presence, engaging career webpages/job boards, social media, employee testimonials; encourage employees to act as brand ambassadors. |
| 5 | Define clear roles and responsibilities through RACIs to identify process handoffs and owners between recruiters and managers. |
| 6 | Invest in enhancing recruiter skill sets and provide necessary resources for success (e.g., behavioral interview guides, interviews with cases for candidates to get example of the work they will do, etc.). |

Attract

Recruit

Onboard

Estimated Time to Implement

2-3 Months

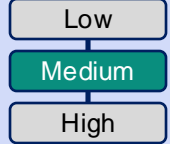
| M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 |
|----|----|----|----|----|----|----|----|
| | | | | | | | |

KPIs & Effort

KPIs:

- Time to hire
- Quality of hire
- Number of positions filled via new model

Effort:



Stakeholder Roles & Responsibilities

| HR | Hiring Managers |
|----|-----------------|
| | |

- HR:** If your organization has a dedicated recruiter(s), they should own the recruitment process. This includes phone screens, coordinating interviews between hiring managers and candidates, providing interview guides, extending the offer to candidates, and initiating the background check process
- HR & Hiring Managers:** Clarify roles and responsibilities through a RACI matrix for consistent and effective execution of recruitment tasks across all hiring cycles, especially in the absence of a dedicated recruiter(s)

Sector-Wide

- Partner with finance, program leads to get visibility into your headcount needs and secure funds accordingly
- Integrate DEI Principles into the recruitment process
- Provide resources across the 7 layers, interview guides, example RACIs, etc. for agencies to leverage

Agency-Specific

- Assess your agencies recruitment process against the 7 layers of the recruiting operating model to determine feasibility
- Map the ideal candidate journey experience from initial engagement to onboarding and identify opportunities for improvement
- Utilize sector resources and customize to agency-specific needs

Value of Opportunity

- Having an internal recruiter reduces the amount of time hiring managers spend on recruiting (~20 requisitions per recruiter)¹
- Reducing or removing educational degree requirements from job postings and focus on skills-based hiring can widen the sector talent pool

Low Involvement High Involvement

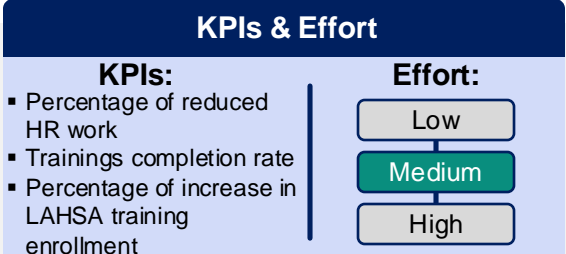
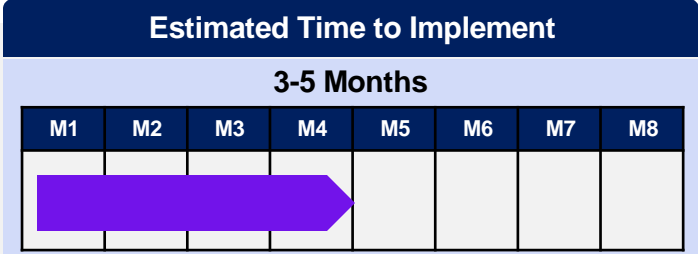


6. Streamline Common Sector Trainings



Overview

Centralize training across the sector to help ensure all new hires are provided the same level of knowledge on the sector to enable success and reduce the burden on HR and hiring managers. Streamline sector trainings to be facilitated by SPA in person or online with a live facilitator to build comradery among sector employees.



| Key Activities | |
|----------------|--|
| # | Activity |
| 1 | Form a training committee represented with individuals from all SPAs and identify which trainings can be streamlined by SPA (e.g., Overview of LA Homelessness Sector, Burnout Prevention, De-Escalation, Safety 101, etc.). |
| 2 | Identify subject matter professionals that can help develop and facilitate in-person or online live trainings and create incentives for them to participate as facilitators. |
| 3 | Create a curriculum and segment the trainings by audience (e.g., back office, front office) to determine who receives trainings by each modality and the amount of time spent in trainings. |
| 4 | Develop trainings on how to effectively use organizational technology and tools, especially since technology can present a barrier to some (e.g., PWLE, incarcerated individuals). |
| 5 | Offer and motivate employees to enroll in continuous learning opportunities (e.g., unconscious bias, harm reduction, anti-racist training, safety trainings etc.) delivered through platforms, such as the Centralized Training Academy, other institutions, or developed in-house. |
| 6 | Emphasize clear and consistent communication to employees on changes in the streamlined training approach during periods of learning and development change within the organization. |
| 7 | Identify opportunities to include trainings in the online Centralized Training Academy to be facilitated live with an instructor and leverage the current online Centralized Training Academy curriculum as a resource for employees to refresh their knowledge on specific training topics. |
| 8 | Determine additional training opportunities outside of onboarding that can be used to bring employees in the sector together and share leading practices. |

Stakeholder Roles & Responsibilities

| HR | Hiring Managers | Partners | WDLT |
|----|-----------------|----------|------|
| | | | |

- HR and Hiring Managers:** Collaborate to design and execute effective training initiatives for new hires across back-office and direct service roles. Determine ways to leverage LAHSA's Centralized Training Academy to meet their organization's needs and streamline onboarding responsibilities. Organizations with a dedicated training specialist should own the process
- Partners:** Promote and encourage system provider to utilize LAHSA's Centralized Training Academy without it being a contract requirement, but more of an incentive
- WDLT:** Act as the change agents for determining which sensitivity trainings and job-specific trainings to prioritize streamlining first and identify SMPs (subject matter professionals) to develop the trainings. Promote LAHSA's training academy to system providers

| Sector-Wide | Agency-Specific |
|--|---|
| <ul style="list-style-type: none"> Promote enhancements to Centralized Training Academy resources and encourage organizations across the sector to make the most of its existing resources Identify SMPs per SPA to be live facilitators for common sector trainings | <ul style="list-style-type: none"> Utilize the Centralized Training Academy and SPA SMP trainings as an opportunity for new hires to network with other employees in the sector and supplement the agency's onboarding program |

- ### Value of Opportunity
- By facilitating common sector trainings, the sector can help ensure all new hires receive equivalent preparation regarding the sector and the practical aspects of their roles and daily occurrences
 - Improving the use of existing sector-wide resources can alleviate onboarding stressors, enabling for focus and energy to be directed towards other important areas



7. Create Job Specific Trainings

Attract

Recruit

Onboard

Overview

Develop targeted training programs tailored to each specific job for back-office and direct service roles. These programs should include a blended learning approach incorporating on-the-job training, leadership development, peer mentoring, and technical instruction to enhance employee's understanding of their responsibilities & tasks.

Key Activities

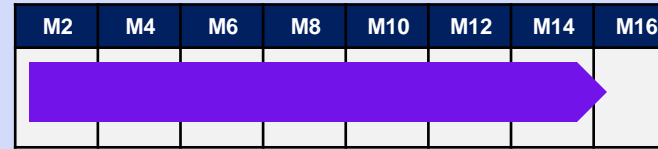
| # | Activity |
|---|--|
| 1 | Utilize existing job-specific training (where available) to share content and identify where curriculum gaps exist with leaders outside of HR. Leverage existing Case Manager Cohort trainings as the foundation for all agencies in the sector. These on-the-job training programs promote continuous learning and actively foster the employee lifecycle. |
| 2 | Once gaps are identified, partner with subject matter professionals to develop and facilitate job specific trainings in collaboration with HR (i.e., case notes training, uploading them, technology training, enrolling in external learning courses such as LinkedIn Learning). Launch small group training pilots to evaluate the effectiveness of job-specific trainings and identify areas for improvement. |
| 3 | Create SOPs and FAQs for direct service roles on how to deal with common situations (e.g., housing authorities' documentation, lease process, scope of responsibilities etc.). |
| 4 | Introduce management skills to new managers and improve people leadership skills among existing managers and director through supervisory/leadership trainings. Integrate soft skills into job-specific training, combining technical and experiential learning. |
| 5 | Create job-specific training cohorts to enable peer learning among Gen Z, PWLE etc. Connect new case managers with effective and tenured case managers to pass on institutional knowledge and discuss on how to manage case load. |
| 6 | Provide training sessions led by individuals with lived experience covering technology, re-entry into the work environment, self-care, office politics, and how to work with others in a professional space. |
| 7 | Facilitate sector knowledge and department-specific trainings for back-office staff to increase their understanding of the sector's mission and the organization they work for. |

Low Involvement High Involvement



Estimated Time to Implement

14-15 Months

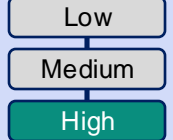


KPIs & Effort

KPIs:

- Training completion rate
- Knowledge retention rate
- Application of learnings

Effort:



Stakeholder Roles & Responsibilities

| HR | Subject Matter Professionals (SMPs) | Partners |
|----|-------------------------------------|----------|
| | | |

- HR:** Develop people management trainings for hiring managers. Determine what trainings need to be expanded on and work towards developing them out further. Organizations with a dedicated training specialist should own the process
- Subject Matter Professionals:** Pass down sector knowledge and mentor the incoming generation of employees. Work alongside HR to develop job-specific trainings. SMPs will be responsible for facilitating these job-specific trainings for the new hire employees
- Partners:** Promote the Centralized Training Academy for training refreshes, make it more user-friendly, and standardize training across the sector

Sector-Wide

- Increase the focus on training for back-office staff on different department programs across the sector
- SMP workshops and sessions by each SPA help impart institutional knowledge and veteran experiences across the sector

Agency-Specific

- Identify gaps in your organization's current training program and determine what training needs to be prioritized and developed
- Place an equal amount of emphasis on developing back-office specific job trainings that you do on direct services roles

Value of Opportunity

- Encourage and build a culture of collaborative learning through cohort training and learning alongside peers, where different personas (e.g., Gen Z, PWLE) can feel more supported during their initial start with organizations
- Job specific training increases employee engagement and improves long-term retention through fostering psychological safety
- Encourage all employees to participate in trainings to create continuous learning opportunities

8. Deploy a Formal Onboarding Program



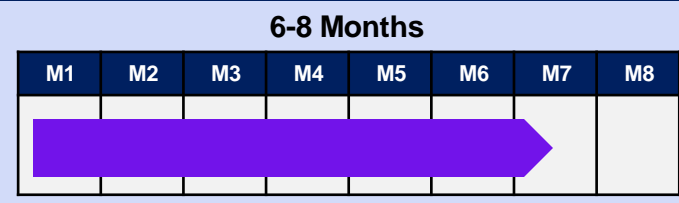
Overview

Enhance employee orientation by implementing a thorough and structured onboarding program that sets up all new hires for success.

Key Activities

| # | Activity |
|---|---|
| 1 | Identify onboarding goals by determining the length of the program, essential knowledge, operational understanding, and skills new hires should have at the end of the program. |
| 2 | Assign an HR/Training Specialists to be responsible for the development, implementation, and evaluation of the onboarding program with support from hiring managers. |
| 3 | Develop user-friendly handbooks, guides, and resources that clearly communicate the organization's work, culture, and protocols, as well as details about employee roles and responsibilities. |
| 4 | Create an agenda and learning objectives for new hire's day 1, 2, and 3, along with the first week that includes orientation sessions, introduction to teams and stakeholders, technology tutorials, job-specific trainings, and job shadowing. |
| 5 | Assign a buddy / mentor to each new hire and have them connect with the new hire before the first day to address questions and provide ongoing support after Day 1. These buddies can provide guidance, answer questions, and help new hires integrate into the team. |
| 6 | Understand the skill sets required for the job and create training modules accordingly. Include general trainings like organizational culture, compliance, and technology, as well as job-specific ones and LA Homeless Services Sector Trainings. |
| 7 | Establish a formal connect / check-ins at 30, 60, and 90 days for new hires to provide feedback on their onboarding experience. HR should deploy feedback surveys every 30 days, 6 months, and 1 year. Use this feedback to continuously improve the program. |
| 8 | After a set period, evaluate new hire performance, engagement, and retention rates to determine the effectiveness of the onboarding program making adjustments as necessary. |

Estimated Time to Implement



KPIs & Effort

KPIs:

- New hire retention rate
- Onboarding satisfaction score

Effort:

Low (Green)

Medium (Grey)

High (Grey)

Stakeholder Roles & Responsibilities

| HR | Managers | Employees |
|--|----------|-----------|
| ● | ◐ | ◐ |
| <ul style="list-style-type: none"> HR: Clearly distinguish roles and responsibilities between HR and Managers during the onboarding process, (e.g., a checklist that aligns owners, roles, and responsibilities). If your organization has an onboarding specialist, they own creating orientations for different role personas (e.g., executive leadership, Gen Z) Managers: Own and take accountability in facilitating specific training session Employees: Take ownership in their careers by being an active participant and completing onboarding. Provide feedback to HR and managers on how the onboarding program can improve | | |

Sector-Wide

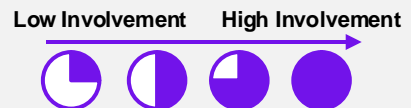
- Provide an onboarding guide/playbook that outlines onboarding steps and actions and enables agencies to customize for their employees

Agency-Specific

- Develop a custom onboarding program for new hires to increase employee retention
- Implement a buddy system
- Cater onboarding to different personas (e.g., PWLE) and roles in your organization

Value of Opportunity

- High-performing organizations are more than twice as likely as their lower-performing counterparts to incorporate mentors into the onboarding process¹
- 53% of organizations reported that structured onboarding programs increased retention rates for their organization. Roles that benefitted most were Case Managers, Program Managers, & HR Operations
- A formal onboarding program initiates the employee lifecycle within the organization, laying the foundation for their performance, growth, and integration into the company culture (e.g., networking front office staff with back-office staff through a job shadow buddy program)



Source: ¹SHRM, New Hire Integration: Start Here When Onboarding a New Employee, 2024

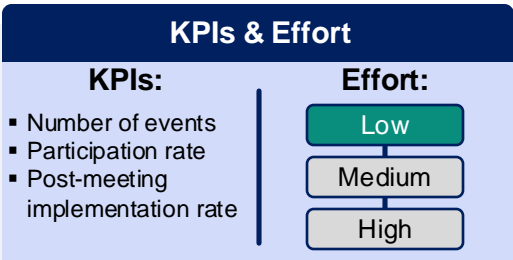
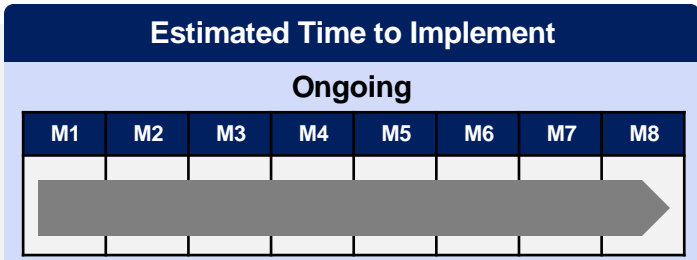
9. Establish In-Person Collaboration Opportunities



Overview

Create in-person collaboration across the sector for various roles (e.g., HR, Executive Leaders, Direct Service Employees) to take advantage of the use of existing sector resources, enable knowledge transfer on successful strategies, and drive a culture of learning.

| Key Activities | |
|----------------|---|
| # | Activity |
| 1 | Identify opportunities within the sector to amplify in-person collaboration. Use these findings to initiate 'quick win' projects with immediate benefits from increased collaboration (e.g., sessions to share leading practices, brainstorm solutions, coordinating support on initiatives). |
| 2 | Initiate informal networking events like picnics or field days to create in-person collaboration among sector employees. Share these engaging experiences on social media to enhance the sector's image. |
| 3 | Focus on field safety for direct service employees. Host in-person collaboration sessions to go through safety scenarios to help ensure employees are equipped with the necessary skills and knowledge. 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. |
| 4 | Identify tenured employees in the sector that have interest in delivering in-person trainings to transfer knowledge to newer sector employees. |
| 5 | Utilize the Workforce Leadership Development Table (WDLT) to explore opportunities to form in-person, role-specific committees comprised of sector employees that support execution of WDLT's initiatives (e.g., HR Committee, Program Manager Committee). |
| 6 | Seek opportunities to create in-person collaboration among partner organizations and system providers. Establish a feedback mechanism for these groups to share thoughts and concerns on new policies and regulations implemented by the partner organizations and enable system providers to vocalize what they need the most. |



Stakeholder Roles & Responsibilities

| Executive Leaders | WDLT | Partners | HR |
|--|------|----------|----|
| | | | |
| <ul style="list-style-type: none"> Executive Leaders: Be involved in in-person collaboration initiatives, helping ensure they meet strategic goals, sharing personal sector experience, and cultivate a culture of collaborative learning WDLT: Utilize their presence to promote in-person collaboration (e.g., creating quick win projects, establishing sub-committees, and helping form the Partner/Provider Feedback System) Partners: Be available to system providers meet in-person and provide both resources and funding to help these initiatives start HR: Work with their leaders to develop programs to increase field safety and provide more employee support resources, and be a part of smaller role-specific committees | | | |

| Sector-Wide | Agency-Specific |
|---|--|
| <ul style="list-style-type: none"> Create in-person SMP workshops and sessions per SPA for knowledge sharing Participate in in-person collaboration events to enable knowledge transfer sector-wide | <ul style="list-style-type: none"> Increase onsite resources for employees that cater to all worker segmentations Promote opportunities for employees to collaborate with other agencies |

Value of Opportunity

- Enhanced in-person collaboration significantly increases employee engagement, demonstrating a unified, sector-wide community with shared goals
- More employee voices can be heard which gives the sense of "my opinion matters"
- Collaboration encourages a healthy exchange of ideas, brainstorming, and how to improvement
- Sector-wide initiatives not only improve role clarity and mutual problem-solving but deepen the collective understanding of challenges faced by the sector

