Targeted Local Hire Working Group
REPORT 16-04

Date: October 5, 2016

To: Targeted Local Hire Working Group

From: Personnel Department Staff

Subject: Test Launch Proposal for the Program

Recommendation:
That the Targeted Local Hire Working Group approve the implementation dates for the Targeted Local Hire Program launch, to include an initial test launch.

Overview:
To date, the Targeted Local Hire Working Group (the "Working Group") has approved the following Program parameters:

- ✓ Job classifications to be used as part of the Targeted Local Hire Program
- ✓ Advancement timeline between the identified job classifications
- ✓ Referral procedures for candidates, which include the designation of six WorkSource Centers as primary application sites and the process through which candidates will be referred to City departments

The following milestones are still pending before the Targeted Local Hire Program can be launched:

- ☐ Standardization of WorkSource Center (WSC) intake procedures
- ☐ Finalization of Vocational Worker pay scale changes to parallel the first training step of the Assistant classifications pay scale
- ☐ Final Program Overview Report to Workforce Development Task Force
- ☐ Final Program Overview Report to the Personnel Committee and the City Council

Staff projects the above milestones will be achieved by the end of the calendar year.

In preparation of actual program launch, staff is putting into place the mechanisms to allow intake of applications and the necessary accompanying process workflows. However, upon review of available resources and capabilities, staff recommends an initial test launch of the Program with a smaller, controlled candidate pool referred from a handful of community based programs and organizations (CBO), followed by a full launch:

Test Launch January 1, 2017	Phase I Launch March 1, 2017	Full Launch July 1, 2017
▪ Referrals from select CBOs (see below) ▪ WSC Clients ▪ Current City employees by department referral	▪ Referrals from all partner CBOS (for tentative list, see Attachment A) ▪ WSC Clients ▪ Current City employees by department referral ▪ LAUSD DACE Clients	▪ Available to all

Staff recommends that the test launch accept referrals from programs and organizations that have existing working relationships with City departments or initiatives:

- LA RISE
  Administered through EWDD and targets hard to reach populations
- CalTrans Litter Abatement Program
  Administered through the Mayor's Office of Reentry and targets individuals on parole or probation
- LA Youth at Work
  Administered/sponsored by the LA Chamber of Commerce and the Mayor's Office and targets youth
- YWCA (completion of programs)
  Relationship with Airports and administers programs for vocational workers and clerks
- LA Trade Tech (Vocational Worker Program)
  Relationship with Public Works and administers programs for vocational workers
- WorkSource Centers (all 17 in the City)
  Partnership with EWDD and offers case management and supportive services
- Current part-time/as-needed City employees by department referral
  Many departments employ part-time or as-needed staff that will fall into the Program's target demographic

These programs and organizations have developed standard skills assessments, provide job readiness training or subsidized job experience, and/or supportive services. Individuals referred from these programs and organizations will showcase the potential of future applicants, which will be particularly beneficial in gaining City departments' support for usage of this Program. Staff additionally recommends including current WSC clients for the initial test launch who have a dedicated case manager that is assisting them with job readiness and obtaining employment. Lastly, current part-time/as-needed City employees who fall into program parameters should also be included as to provide an opportunity to obtain a full-time position, in accordance with Executive Directive 15.

Basis:

The smaller Test Launch is necessary to allow Program staff time and ability to review:

A. the operational efficiency of the Program framework;
B. the ability of the designated WSCs and partner CBOs to assess pre-employment readiness in a consistent manner;
C. the capacity of the Program's online system(s) to store and manage high volumes of applications and support online traffic; and
D. the dynamic, ongoing hiring needs and practices of City departments as it relates to the Targeted Local Hire Program.

A. Operational Efficiency

The test launch phase will provide three months within which to ensure all components of the agreed upon process are working and streamlined for a larger launch. With numerous stakeholders involved in this process, a smaller, controlled launch will allow Program Staff to identify any weaknesses in the process and remedy them prior to a full launch that will involve a far wider reach of individuals.

B. Consistent Readiness Assessments

While each WSC and CBO has similar procedures for assessing employment readiness, there are slight differences. Staff is working to create a baseline of accepted readiness criteria. With the test launch phase, staff will have an opportunity to review the existing baselines to ensure that they are sufficient to provide Program candidates skills necessary to succeed on a long-term basis at their City jobs. The initial test launch will accept referrals from programs and entities with comprehensive program and/or services. Staff is recommending these initial programs and organizations as they have demonstrated experience in developing job-ready candidates and/or have infrastructure in place to help candidates succeed to competitive employment (from subsidized employment). Until the official launch, staff will continue to communicate with the other CBOs to ensure that all CBOs are able to assess job readiness baseline criteria. Currently, the CBOs offer an array of services and assessments that may require more time for standardization.

C. Application Intake & Tracking Functionality

The Program must be supported by a system that will allow functionality on a large scale. Program Staff has been working with ITA to identify the different workflows and to document the requirements needed at each step. A system supporting the Program must meet the following main needs:

OPERATIONAL NEED	DESCRIPTION	STATUS OF DEVELOPMENT
Website and Content	• Permanent website to house content available for all stakeholders • Location for application submission	http://lacity.org/lalocalhire Will redirect current interim site (http://bit.do/lalocalhire) to above site once program launches
Application Intake & Management	• Ability for applications to be created, saved, edited, and archived • Ability for each applicant to create their own profiles	In progress (potential solutions: Google Forms, Drupal, NeoGov)
Referral Process & Employee Selection Workflow	• Ability for departments to submit request for referrals • Ability for departments to submit results of each selection process	In progress (potential interim solutions: Google Forms, Excel)
Tracking of Data & Performance Metrics	• Ability to run various reports	In progress

The initial test launch can be immediately supported by utilizing one of two different existing options:

- *Google Forms:* Initial applications may be received by Google Forms. Google applications are currently available as the City uses Google for its email system. There is no cost attached with using Google Forms. However, there is an issue of capacity. The form intake may not be able to support upwards of tens of thousands of applicants, and there is also a question as to whether it will be able to support very large numbers of users who may be completing the form at the same time.

- *NeoGov:* The Test Launch can be alternatively supported by utilizing a variation of the City's current application system, NeoGov. While the application system is a bit more complicated as the user must build a profile, NeoGov certainly has the capacity to support an application pool of tens of thousands and large number of simultaneous users, as evidenced by current intake processes.

These tools will assist staff with the application intake. Additional manual work will be required from staff however as referral requests are sent by departments and candidates are referred out.

As such, for the long-term, Program Staff will need a more formal solution to address all steps of the process. Staff from ITA has been working with Program Staff to comprehensively document all necessary requirements. The ideal business requirements document has been finalized, and is attached to this report (see Attachment B). ITA is working to find the solution(s) that will support the documented requirements. Staff anticipates that a full solution will be ready for the full launch.

D. Job Availability

A smaller, controlled test launch will also assist in managing expectations of potential job-seekers who may believe they have an immediate opportunity for a City job. Based on conversations with City departments, staff is forecasting up to approximately 100 positions that may potentially be filled during the test launch. This is with the assumption that each department will open up at least one or two positions for Program candidates, with consideration of larger departments being able to hire significantly more numbers. Staff is in the process of compiling vacancy information and clarifying Department responses to the Mayor's Executive Directive 15.

Conversely, based on discussions with the Economic Workforce Development Department (EWDD) and the Program's designated WorkSource Centers, staff anticipates a very high number of interested applicants. Anecdotally, the WSCs indicate that there are lines around the building when City openings are advertised. Staff has also taken a look at previous administrations of entry level City civil service exams, which have very minimal requirements. The City last opened Administrative Clerk to outside candidates in 2007 and received over 11,500 applications. The most recent opening for Customer Service Representative received 24,000 applications and over a limited filing period of three days.

Given these numbers, a full launch will invite tens of thousands of applications. As the Program has yet to be established, there is likely to be a limited amount of vacancies anticipated in the initial year. A test launch will allow staff to not only manage expectations, but to obtain a better understanding of the actual applicant volume versus the ongoing availability of positions and how best to manage the workflow.

Staff believes that a successful, smoothly run initial test launch which provides solid candidates will motivate more Departments to participate. An initial positive experience will demonstrate that the Program is a viable talent pipeline for entry level positions and encourage Departments to find ways to use the Program to fill future vacancies.

Submitted by: _____
Esther Chang

Approved by: _____
Vincent Cordero

TARGETED LOCAL HIRE PROGRAM

APPLICATION SITES

1. El Proyecto Del Barrio Inc., WorkSource Center
2. Goodwill Southern California
3. Harbor Gateway WorkSource Center
4. Jewish Vocational Services (JVS)
5. Pacific Asian Consortium in Employment (PACE)
6. UAW-LETC - South Los Angeles WorkSource Center

TENTATIVE LIST OF ACCEPTED REFERRAL AGENCIES/ENTITIES
As of September 30, 2016

1. WorkSource Centers (non-Application Sites)
2. YouthSource Centers
3. Alliance for Children's Rights
4. Armenian Relief Society
5. Black Workers Center
6. California Now/South LA Now
7. City Departments (part-time/as-needed)
8. Communities in Schools*
9. Community Coalition
10. Downtown YWCA
11. Economic Workforce Development Department (EWDD)/LA RISE
12. Friends Outside
13. Gang Reduction Youth Development (GRYD) by Recreation and Parks
14. Korea Churches for Community Development (KCCD)
15. Koreatown Immigrant Workers Alliance (KIWA)
16. Koreatown Youth Community Center (KYCC)
17. LAUSD Adult and Career Education Division
18. Los Angeles Chamber of Commerce (including LA Youth at Work)
19. Los Angeles LGBT Center
20. Los Angeles Trade Technical College
21. Los Angeles Urban League
22. New Directions for Youth*
23. Office of Reentry (CalTrans Litter Abatement Program)
24. Pacoima Beautiful
25. PATH
26. San Fernando Valley Rescue Mission
27. Youth Justice Coalition
28. Youth Policy Institute

** Pending initial meeting*

City of Los Angeles

Business Requirements of the Targeted Local Hire Work Program

Prepared for the Personnel Department

Information Technology Agency

Revision History

Version No.	Date	Compiled By	Description
1	9/21/2016	Madeline Paguio	Initial business requirements document for review and approval
2	9/28/2016	Madeline Paguio	Updates on initial business requirements document after review with Esther Chang

Executive Summary

Targeted Local Hire was initiated by Mayor Garcetti's Executive Directive No. 15 on Equitable Workforce and Service Restoration. The directive directs the Personnel Department to create and manage a new initiative called the Targeted Local Hire Program, and instructs all Departments to participate. The Targeted Local Hire Working Group, which was convened as directed by the Directive, reached out to the Information Technology Agency (ITA) for help with finding a technology solution for their needs.

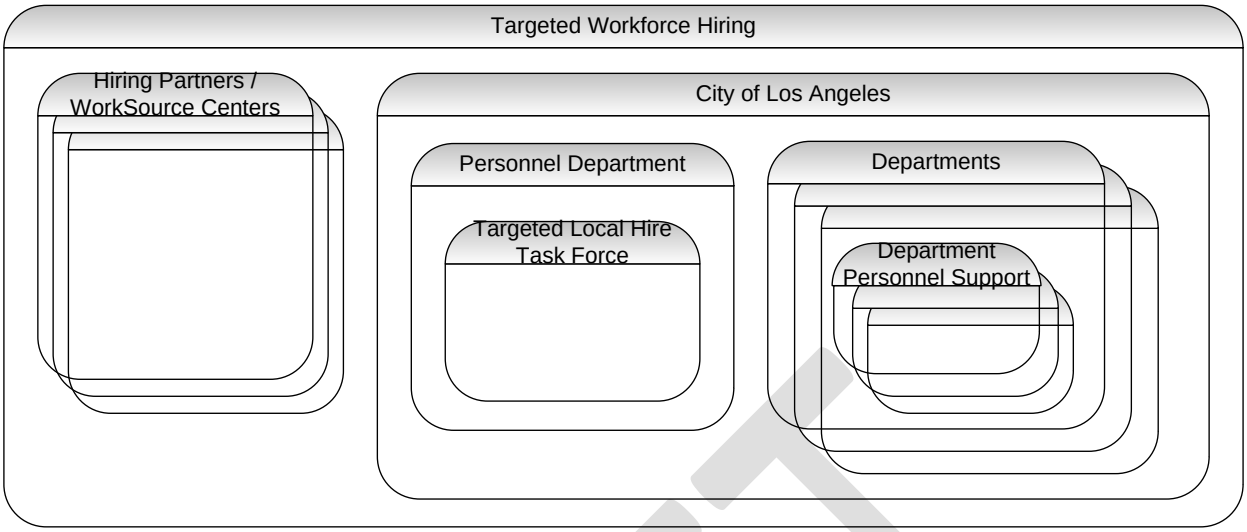
The business drivers that will determine success of the Targeted Local Hire Initiative, as derived from the Mayor's Executive Directive, are:

- Trainee and Vocational Worker Programs as alternative pathways into the City workforce
- City job opportunities for people in the City of Los Angeles who face the biggest barriers to full-time employment: the unsheltered; people with criminal records including those with a history of incarceration; veterans; and disconnected youth at risk of unfortunate outcomes
- Marketing and outreach to lead to the ultimate hiring from a wide range of populations into City jobs
- Lead in employment equity
- Fair chance at success for City residents beginning with real prospects for gaining employment
- Contribution to Los Angeles's long-term economic development and safety of our communities

Some critical success factors needed to achieve the business objectives and track progress towards them are namely:

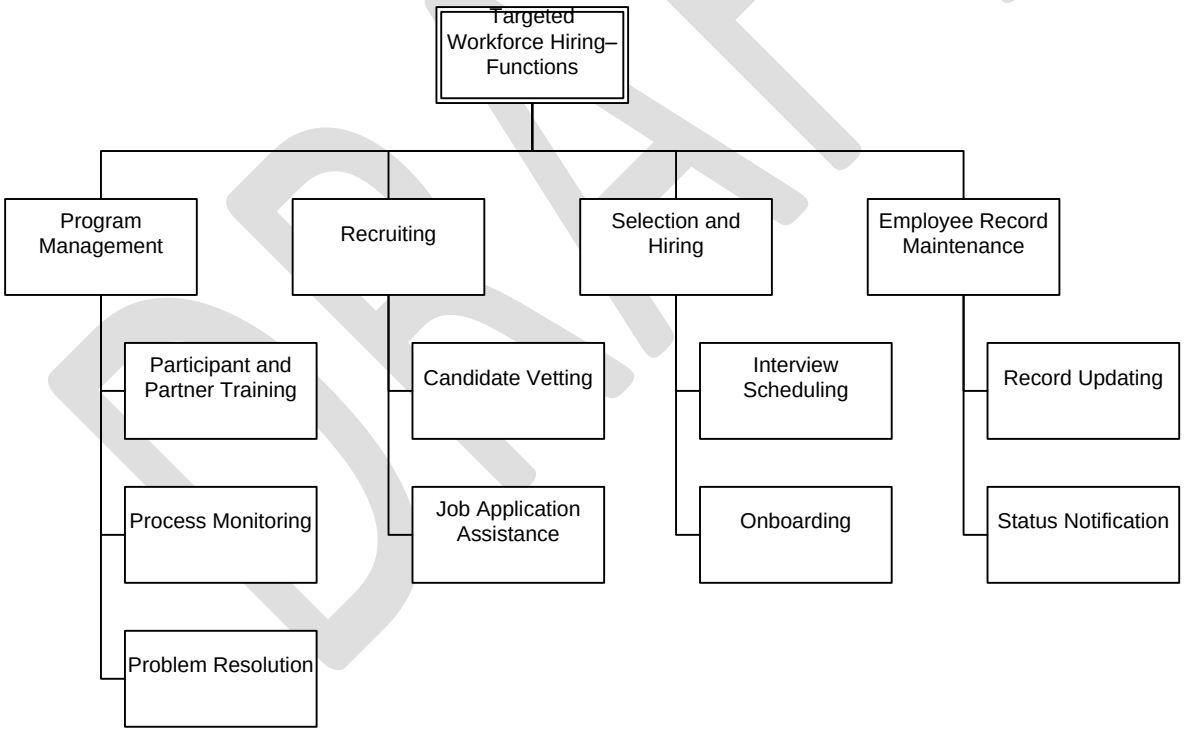
- Providing a way for candidates of the targeted hiring initiative to apply for jobs made available for them by the City
- Enabling partner organizations such as WorkSource Centers to help candidates apply for jobs
- Developing a new website geared for an audience with no professional experience and need on-the-job training
- Implementing a solution for managing the Targeted Local Hire program and to allow Departments to a way to provide job opportunities for the program as well as hire candidates

ITA will be assisting the Personnel Department by evaluating solutions to attain these critical success factors. To date, ITA has gathered, analyzed, and documented business requirements for the Targeted Local Hire Program business stakeholders who consist of groups external to the City from Hiring Partner organizations, and groups internal to the City from the Personnel Department and other City departments.



Targeted Local Hire Organizational Structure

Working together, these stakeholders will be performing all the functions and sub-functions identified within the scope of the Targeted Local Hire Program. These are illustrated in the following diagram:



Functions and Sub-Functions of the Targeted Local Hire Program

If approved, the business requirements within this document will be used as ITA's foundation in finding and evaluating technology solutions that satisfy the identified business needs for all stakeholders.

Contents

Introduction

This document is a Business Requirements Document (BRD) prepared by the Information Technology Agency (ITA). A BRD emphasizes what is required, rather than on how to achieve it, which is usually delegated to a Systems Requirements Specification or Document or other variation such as a Functional Specification Document.

A BRD is a product of conducting Business Analysis, which is defined by the International Institute of Business Analysis as "the practice of enabling change in an organizational context, by defining needs and recommending solutions that deliver value to stakeholders". There are many benefits to business analysis, some of which include:

- ensuring solutions address business problems
- reducing business risk
- generating business value
- reducing project failure
- creating consensus and collaboration
- saving costs

ITA conducts business analysis services to help its customers think through their business needs in order to realize those benefits. Information gathered and analyzed as a result of collaboration between ITA Business Analysts and Customers is compiled and presented in this BRD in a way that aims to provide a clear and comprehensive reference about the Customer's business requirements.

Business Context of the Project

This section provides background and perspective of the business for which the project was initiated for and this BRD was developed for.

Background

Targeted Local Hire was initiated by the Personnel Department in response to Mayor Garcetti's Executive Directive No. 15 on Equitable Workforce and Service Restoration. The directive orders the Personnel Department to create and manage a new initiative called the Targeted Local Hire Program, and instructs all Departments to participate. Specific text from the directive that pertain to this project include:

- Each General Manager or Head of Department/Office shall participate in the Targeted Local Hire Program managed by the Personnel Department to fill positions with trainees where operational needs permit. To support this effort, each General Manager or Head of Department/Office shall provide to the Deputy Mayor for Budget and Innovation and the General Manager of the Personnel Department the numbers and titles of vacant positions, an assessment as to which of these positions are appropriate for consideration in our hiring initiative, and the results of hiring efforts.
- Even though state law does not prohibit the use of credit consumer reports for employment purposes for managerial positions, each General Manager or Head of Department/Office shall ensure that such reports are not used for employment purposes for non-executive positions that do not involve public safety where the only basis for using the report is that a position is managerial. The General Manager of the Personnel Department shall develop appropriate recruitment policies and training programs to effectuate this mandate.
- To ensure that the use of intermittent employees is limited to operational necessity and to maximize the opportunities for full-time employment, each General Manager or Head of Department/Office:
    - shall not terminate or schedule any intermittent employee solely to avoid the employee qualifying for benefits;
    - shall not use "as needed" employees to circumvent the hiring of permanent employees or to circumvent the denial of a request to fill vacancies; and
    - is encouraged to move part-time employees to full-time positions where possible.

A Targeted Local Hire Working Group was assembled to focus on the establishing the processes necessary to begin the program. As part of their effort, they reached out to ITA for help with finding a solution that will enable them to successfully manage the program. Personnel Department employees provide program staffing to the Working Group and have been meeting with ITA.

Business Drivers

To insure success or growth of the program, it is important to identify the resources, processes, or conditions of the initiative that determine, or cause, an increase in value or major improvement of the City of Los Angeles. For the Targeted Local Hire Initiative, these business drivers are the following:

- Trainee and Vocational Worker Programs as alternative pathways into the City workforce
- City job opportunities for people in the City of Los Angeles who face the biggest barriers to full-time employment: the unsheltered; people with criminal records including those with a history of incarceration; veterans; and disconnected youth at risk of unfortunate outcomes
- Marketing and outreach to lead to the ultimate hiring from a wide range of populations into City jobs
- Lead in employment equity
- Fair chance at success for City residents beginning with real prospects for gaining employment
- Contribution to Los Angeles's long-term economic development and safety of our communities

Critical Success Factors

Some of the critical success factors needed to achieve the business objectives and track progress towards them are namely:

- Providing a way for candidates of the targeted hiring initiative to apply for jobs made available for them by the City
- Enabling partner organizations such as WorkSource Centers and other Hiring groups to help candidates apply for jobs
- Developing a new website geared for an audience with no professional experience and need on-the-job training. The website should:
    - be similar to LA Youth at Work (layouthatwork.org) with success stories and resources
    - be able to connect back to agencies with jobs
    - be referred to by WorkSource Centers
- Implementing a solution for managing the Targeted Local Hire Program and to allow Departments a way to provide job opportunities for the program as well as hire candidates

Constraints

The target date for launching a website about the program is July 1, 2016. The soft launch target date for implementing a solution to manage the Targeted Local Hire Program is in January 2017, with a full launch target of July 2017. A September 30, 2016 target date is for all Departments to submit an Equitable Workforce and Service Restoration Plan to the Mayor's Office addressing front-line services, succession planning, and technology needs, to bolster critical City services and to address any gaps in service delivery.

No budget has been dedicated to this effort, but there may be opportunities to request funding. Cost estimates will need to be provided with solution recommendations.

The following staff resources are allotted by the Personnel Department to the project:

- 1 Senior Personnel Analyst II
- 1 Senior Management Analyst I
- 1 Personnel Research Analyst II

Current Business Scenario

This section discusses what is currently in place in the business.

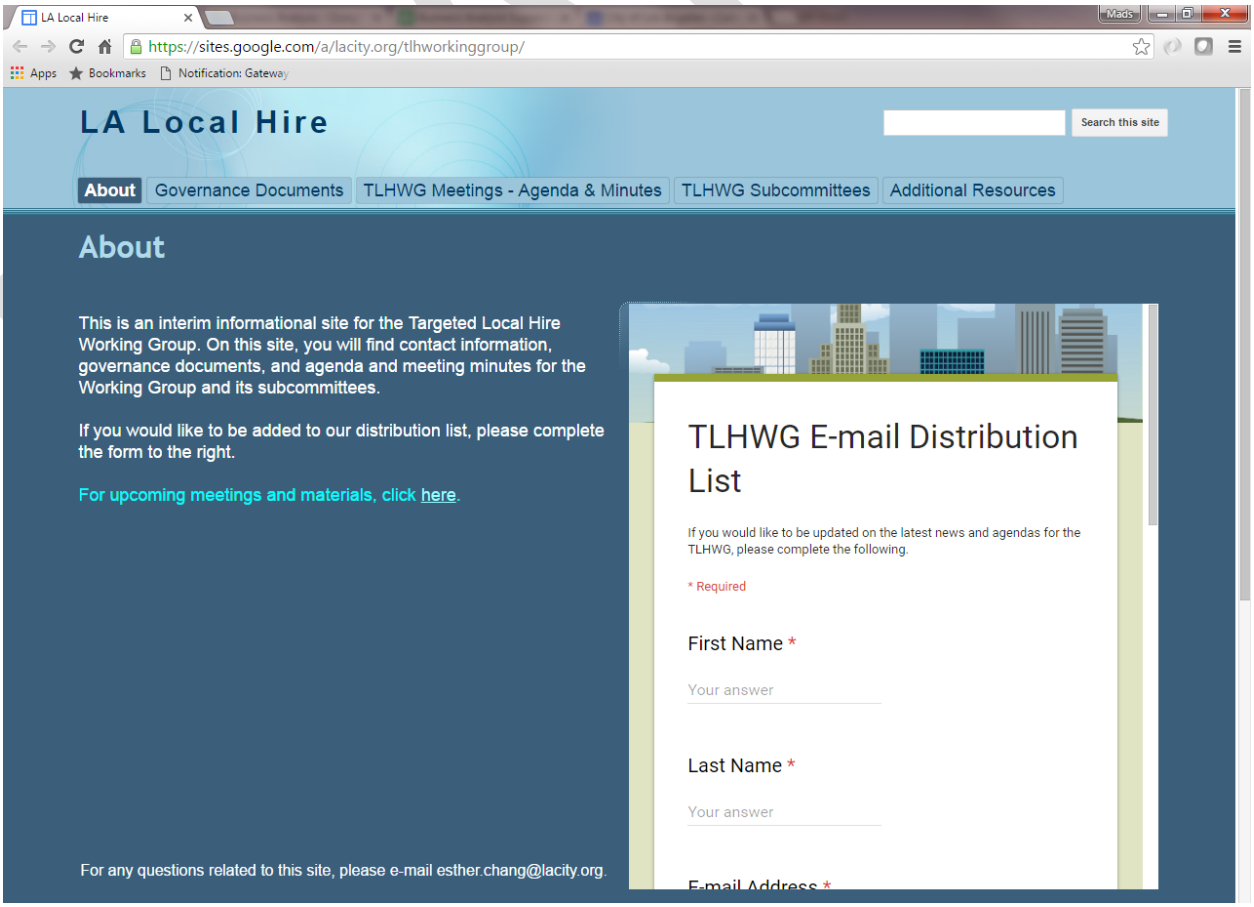
Business Processes

The Targeted Local Hire Initiative is a new City program with all business processes currently being developed. There are no current business processes being conducted until the program launches after September 30, 2016.

IT Systems

To ensure smooth business transactions through the use of technology, specifically IT systems, it is important to know the current systems embedded in a business environment and other systems that are connected to them. The following are IT systems in place today that are being used or may need to be integrated with in this project's business processes:

- **Google Sites –** Google Sites was being used temporarily to communicate information about the new initiative and to build a mailing list. The temporary website at https://sites.google.com/a/lacity.org/tlhworkinggroup/ was developed by the subject matter experts. Program staff have been forwarding stakeholders to the link http://bit.do/lalocal hire, which directs to the Google Sites link indicated.



Screenshot of Temporary LA Local Hire Website

Future Business Scenario

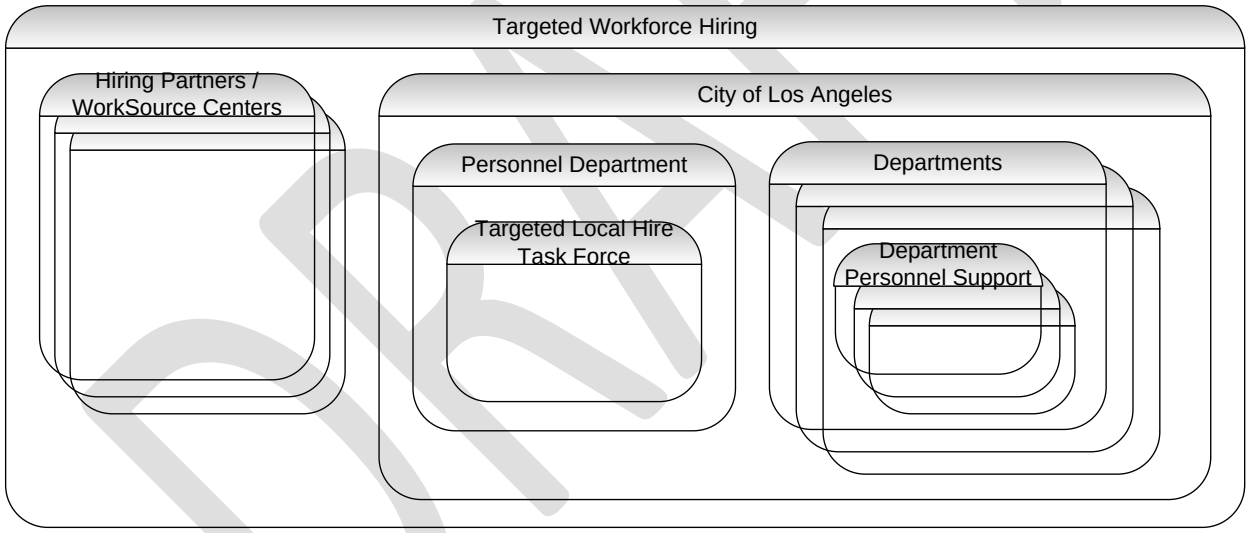
This section discusses business requirements for the change that is being initiated. They can apply to the whole of an enterprise, a business area, or a specific initiative.

Organizational Description

This area provides context of who are involved in the business initiative.

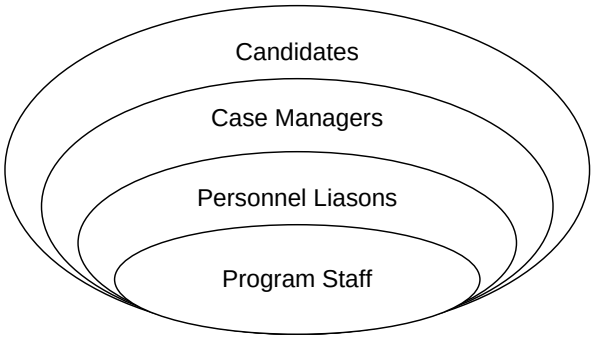
Organization Structure

There are multiple organizational units involved in the Targeted Local Hire Initiative. Hiring Partners, such as WorkSource Centers, are external to the City of Los Angeles and provide the candidates to be considered for hire. Within the City of Los Angeles, the Targeted Local Hire Program staffwithin the Personnel Department manages the initiative. City Departments identifiy the jobs available and their Personnel Support or Liaison section facilitates filling the jobs with candidates provided by the Hiring Partners. The following diagram provides a visual of the organizational structure described:



Stakeholders

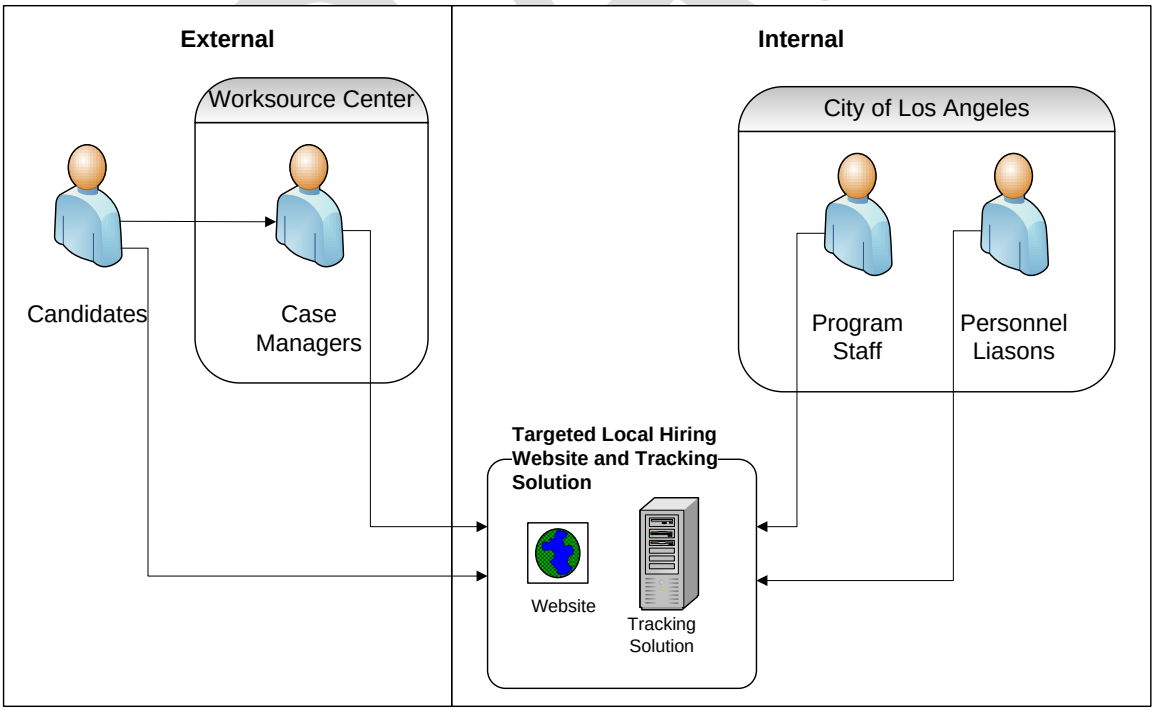
The Targeted Local Hire initiative has four key stakeholder groups that will be involved in business process activities. One of the stakeholder groups also serves as submit matter experts of the initiative.



Stakeholder Map

- **Program Staff** – core stakeholders who consist of employees in the Personnel Department who assigned to assist the Targeted Local Hire Working Group to design and manage the program; this group is also the initiative's subject matter experts
- **Personnel Liaisons** – HR staff representatives for City Departments
- **Case Managers** – staff in partner agencies, such as WorkSource Centers
- **Candidates** – job candidates who may be unsheltered; people with criminal records including those with a history of incarceration; veterans; disconnected youth at risk of unfortunate outcomes (and other additional categories as identified by the Program)

The illustration below represents the internal actors (i.e., roles and entities that work within the system) and the external actors (those who interact externally with the system).

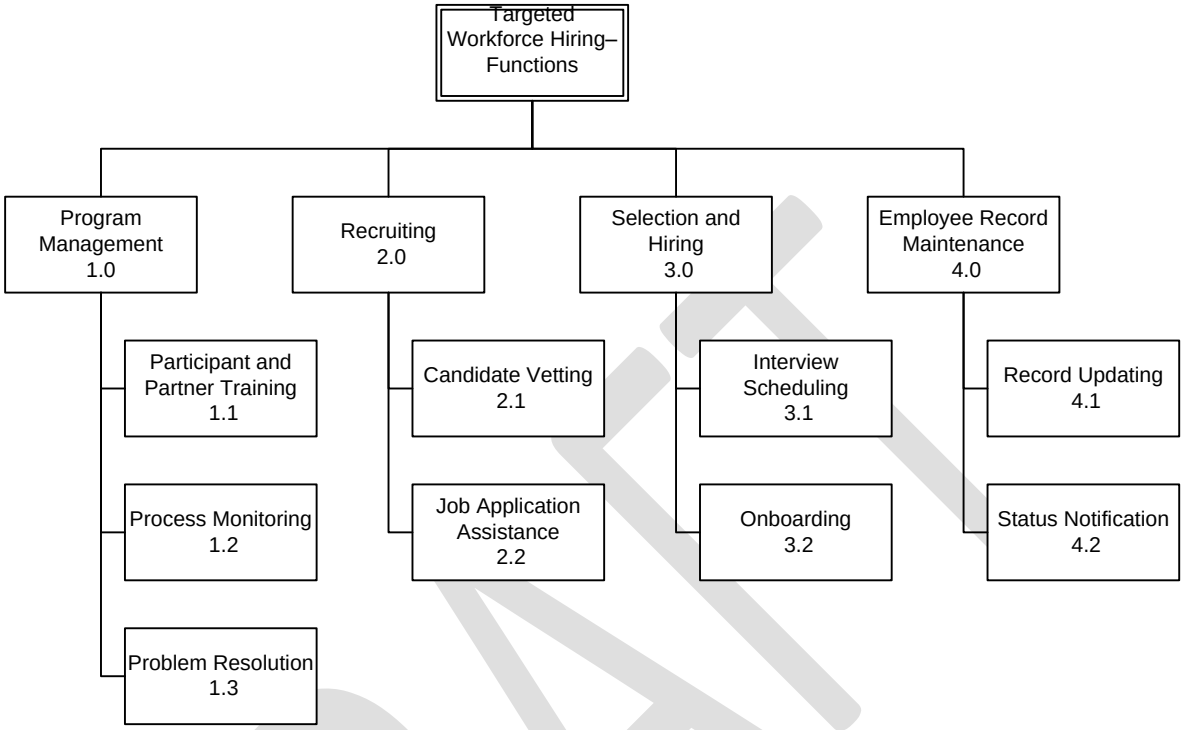


Functional Description

This area provides context of how the business initiative is conducted.

Functional Decomposition

This section documents the initiative's high-level functions and sub-functions. Below is an illustration of the functional breakdown followed with function descriptions.

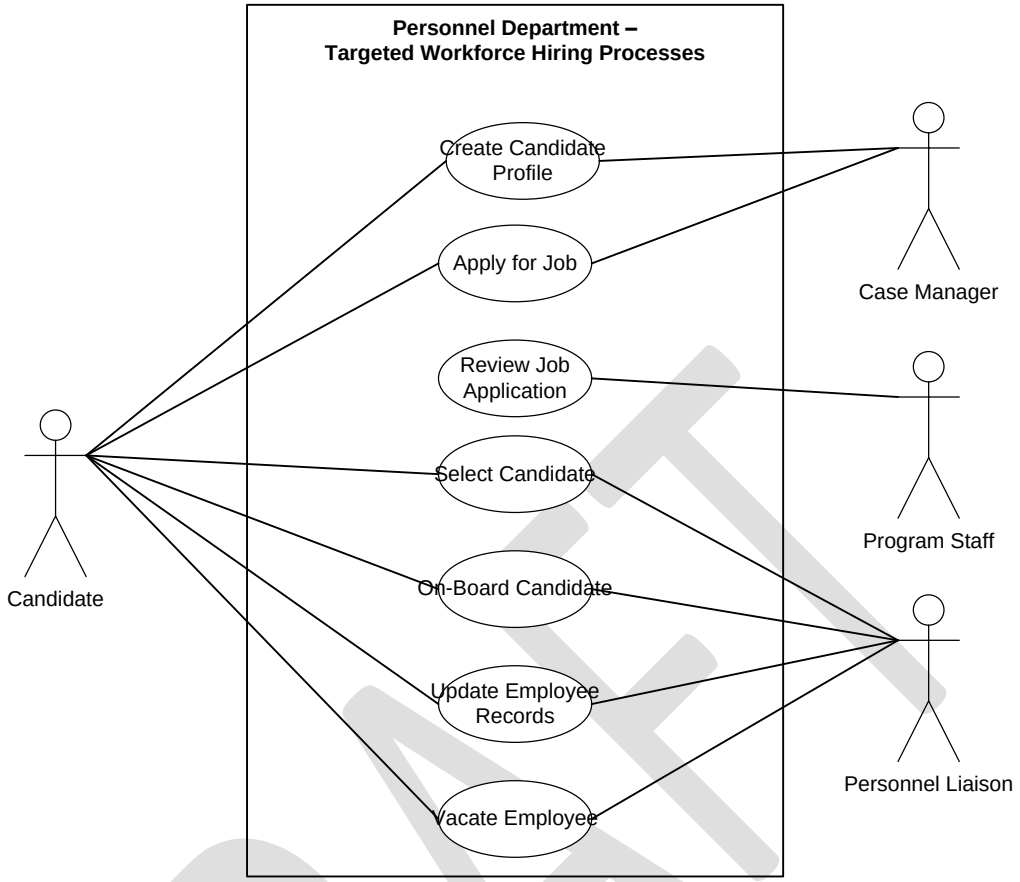


1. **Program Management**: Program Management is the oversight and overall support of the operations of the Targeted Local Hire Program. It is conducted by the Program Staff and consists of Participant and Partner Training, Process Monitoring, and Problem Resolution sub-functions.
   1.1. Participant and Partner Training involves giving an overview and some basic training to be ready for involvement in the initiative
   1.2. Process Monitoring requires receiving key updates and viewing ad hoc reports to insure the program is running smoothly
   1.3. Problem Resolution involves studying an issue and finding best way to fix it and help participants succeed with their objectives, which lends to the overall suggest of the Targeted Workforce Hiring program
2. **Recruiting:** Recruiting involves bringing in candidates for job positions available through the Targeted Local Hire Program. It is conducted by Case Managers that work within partner hiring agencies such as WorkSource Centers. Its sub-functions are Candidate Vetting and Job Application Assistance.
   2.1. Candidate Vetting is done before a candidate can submit a job application
   2.2. Job Application Assistance involves the Case Manager helping a Candidate create and complete their job application. The candidate's job application can also be submitted for the Candidate by the Case Manager.

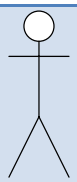
3. **Selection and Hiring:** Selection and Hiring involves coordinating with candidates and hiring managers to fill job positions. This is conducted by Personnel Liaisons and has the Interview Scheduling sub-function and Onboarding sub-function.
   3.1. Interview Scheduling with candidates and hiring managers is done when there is a job to fill and there are job applications whose selected criteria is a good fit with the job
   3.2. Onboarding involves setting up a hired candidate as an employee in any system, provide them access needed, and insure that they receive the necessary information and orientation for them to start their work.
4. **Employee Record Maintenance:** Employee Record Maintenance involves helping records and employees associated with an employee stay updated. The Personnel Liaison performs this function, which has Record Updating and Status Notification sub-functions.
   4.1. Record Updating is done on an as needed basis when the Personnel Liaison receives a request to change employee information, or learns of new information that needs to be updated in the employee's record.
   4.2. Status Notification is made to the appropriate persons that need to be informed of status changes. These may be supervisors, managers, Program Staff, or the employees themselves.

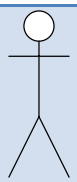
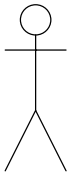
Business Use Cases

Business use cases are processes done in the business to satisfy a primary actor's goal. Primary actors can include a business's customers and partners. Activities that concern the customer, or partner, as well as supporting or managerial tasks that indirectly concern the external party can also be presented. The following illustrate the business use cases for this initiative:



The following table describes the actors in the business use case:

Actor	Description
 Candidate	A candidate applies for jobs made available through the City of LA's new Targeted Workforce Hiring Initiative through WorkSource Centers with the aid of Case Managers. If hired, they become exempt employees who go through job training and probationary periods before they can become full-time City employees.
 Case Manager	A case manager works in partner organizations such as WorkSource Hiring groups. Case managers vet candidates, provide them necessary access to apply for jobs, and can assist them with completing and submitting their job applications. Case managers may also provide candidates with updates regarding their job application status.

 Program Staff	Program staff work for the City of Los Angeles' Personnel Department. They conduct the planning and preparation for the Targeted Workforce Hiring Initiative. Upon launch of the initiative, Program staff will continue with the work of managing and monitoring the activities and results of the initiative. They will also report findings and statistics to appropriate managers as needed. Program staff serves as the contacts for Case Managers and Personnel Liaisons for any questions or concerns about the initiative.
 Personnel Liaison	A personnel liaison is a City Department's HR representative who provides human resource services for the Department they are assigned to. For this initiative the personnel liaison helps the Department participate in the initiative by facilitating the selection and hiring of targeted candidates into positions identified by the Department. Personnel liaisons also support the candidate and department upon hire by updating employee records as needed. Personnel liaisons also help support the initiative by providing feedback to program staff.

The following tables briefly describe each of the processes in the business use case:

Process Name:	**Create Candidate Profile**
Actors:	Case Manager [Primary], Candidate [Secondary]
Primary Actor's Goal:	Create candidate account and profile so that the candidate can apply for a job with the City
Description:	Candidates go to WorkSource centers to express interest in applying for a job. A case manager will then create a candidate account a profile for the candidate.

Process Name:	**Apply for Job**
Actors:	Candidate [Primary], Case Manager [Secondary]
Primary Actor's Goal:	Created job application is saved and submitted
Description:	When ready, candidates will create a job application or obtain assistance from a case manager to create the job application. The candidate or case manager then fills out the job application and saves it if not ready to submit. The candidate or case manager resumes working on the job application and submits it when the application is ready.

Process Name:	**Review Job Application**
Actors:	Program Staff [Primary]
Primary Actor's Goal:	Verify job applications for selection
Description:	Once a job application is submitted, a member of the program staff reviews it. If they approve the application, it is made available for selection.

Process Name:	**Select Candidate**
Actors:	Personnel Liaison [Primary], Candidate [Secondary]

Primary Actor's Goal:	Facilitate best candidate for available job positions
Description:	When a Department has a job position available for Targeted Workforce Hiring, the personnel liaison obtains a candidate list. The personnel liaison schedules interviews with candidates and makes an offer to a candidate, if one is selected by the manager of the job position being filled. If no candidate is selected, the personnel liaison must note why.

Process Name:	**On-Board Candidate**
Actors:	Personnel Liaison [Primary], Candidate [Secondary]
Primary Actor's Goal:	Set up candidate as a new employee
Description:	When a candidate accepts a job offer, the personnel liaison must record them as a new employee and make sure they receive the information and orientation needed to begin employment.

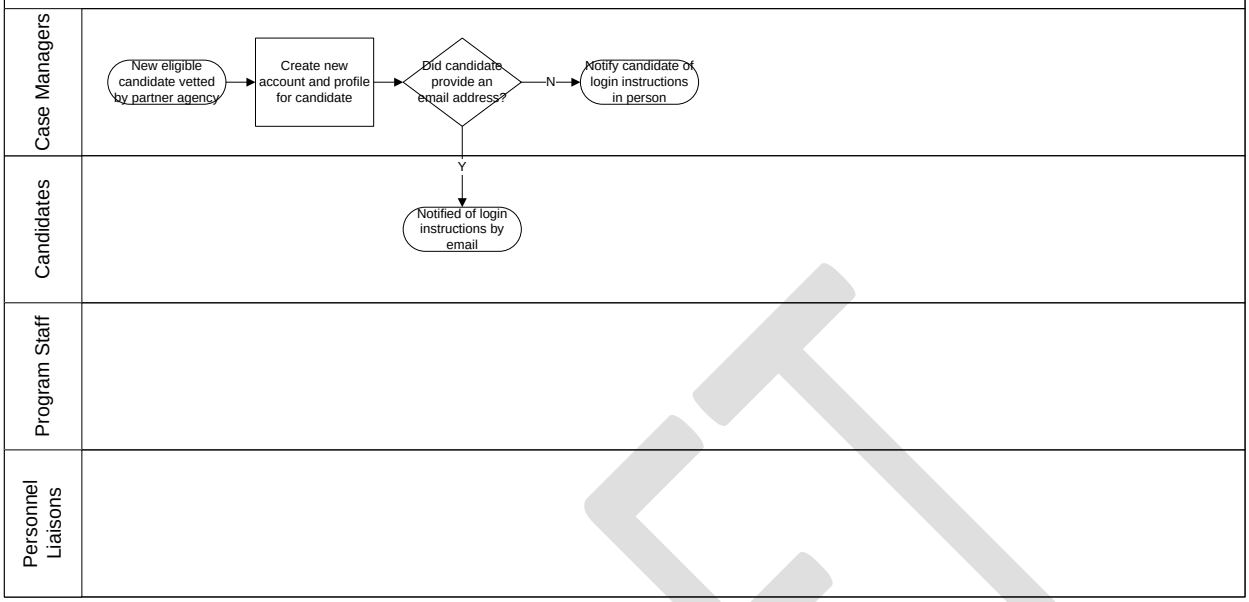
Process Name:	**Update Employee Records**
Actors:	Personnel Liaison [Primary], Candidate [Secondary]
Primary Actor's Goal:	Perform employee record updates as needed
Description:	If the personnel liaison is provided new information that must be updated in a candidate's record, they will perform the update and inform the candidate of the change.

Process Name:	**Vacate Employee**
Actors:	Personnel Liaison [Primary], Candidate [Secondary]
Primary Actor's Goal:	Free the job position an employee vacates from
Description:	When an employee vacates from the position, the personnel liaison needs to remove any access an employee may have and make the job position available

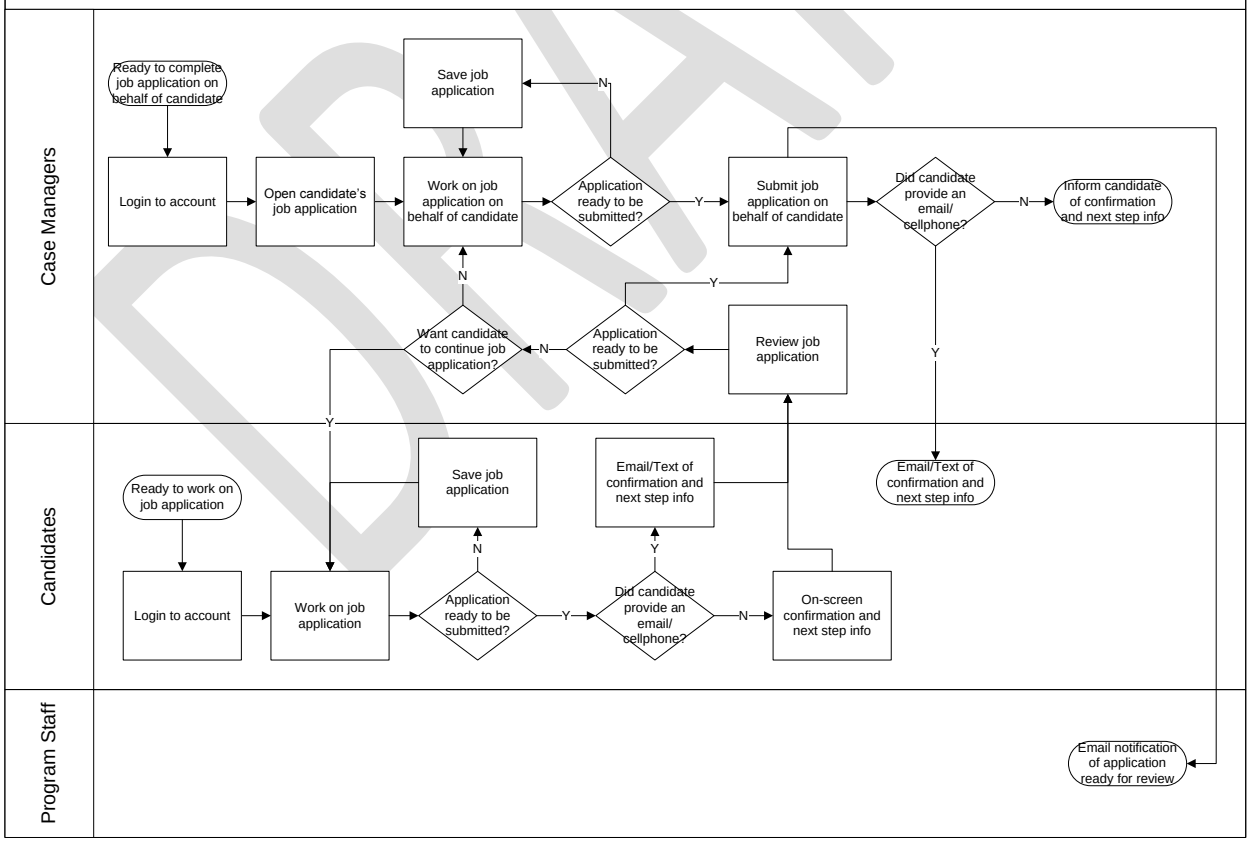
Business Process Models

Below are behavioral representations of the business and are developed for each process in the business use case.

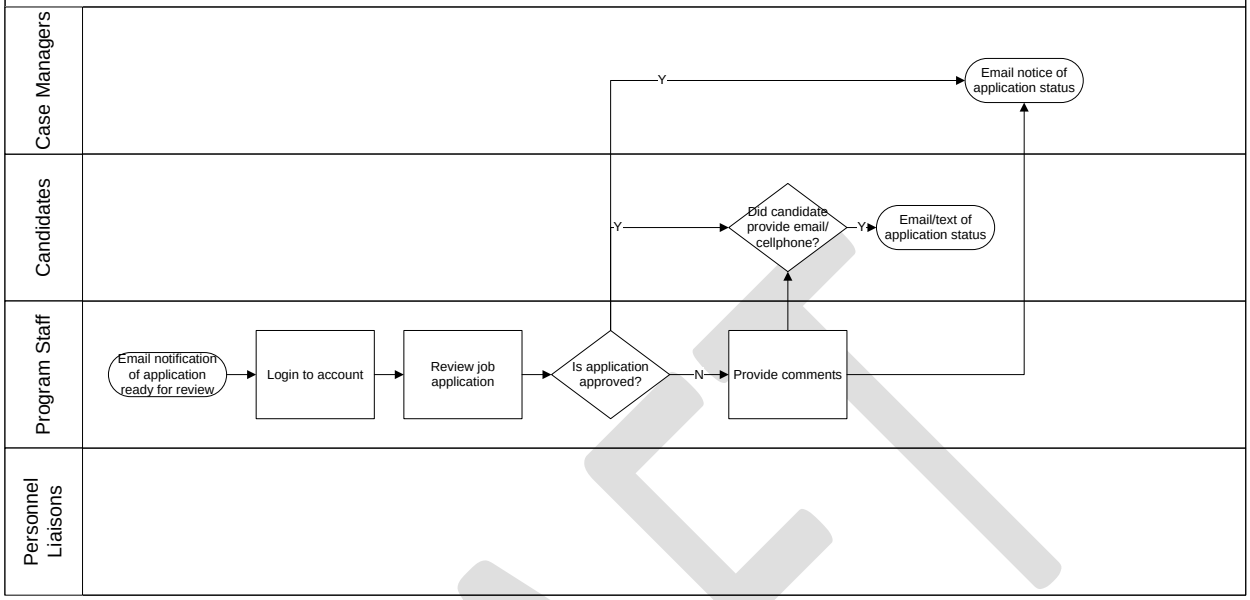
01 – Profile Creation Process



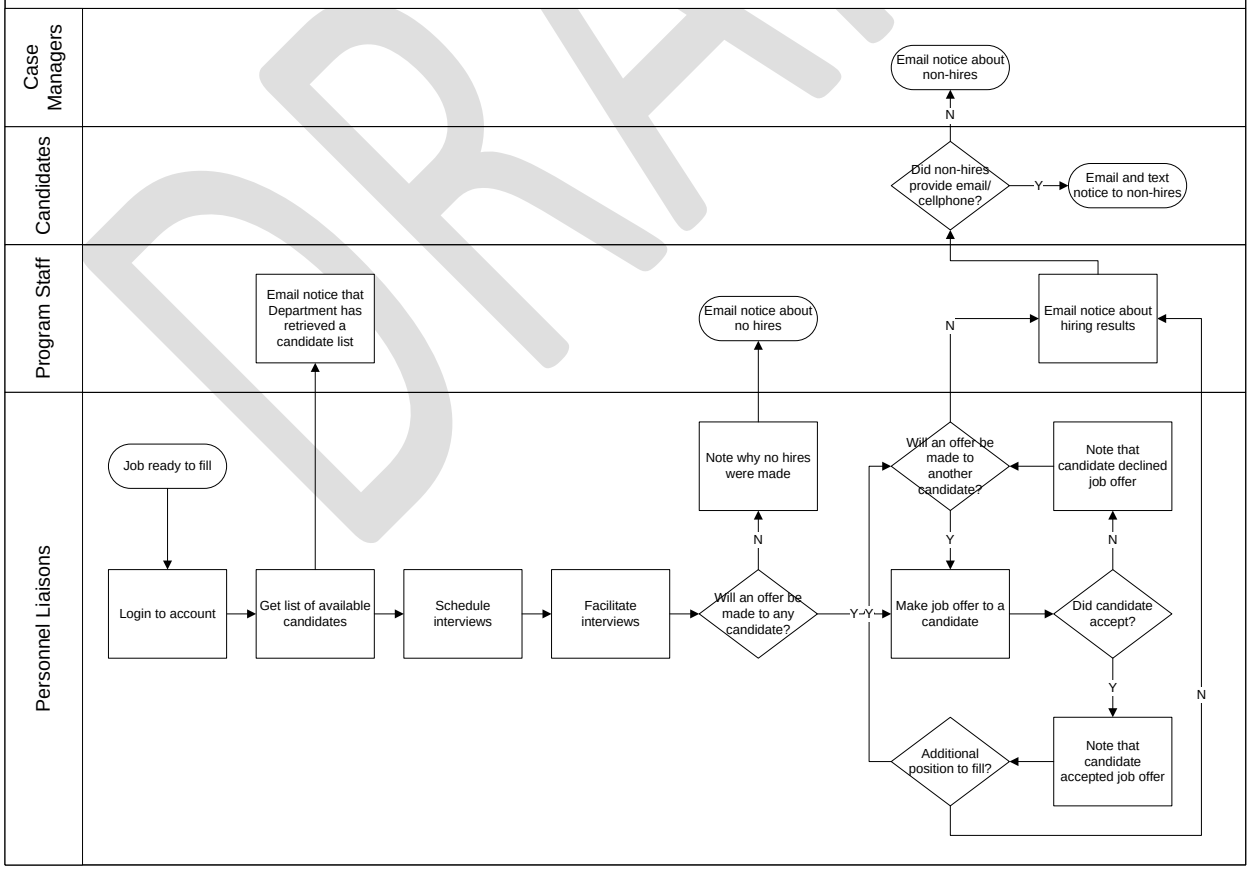
02 – Job Application Process

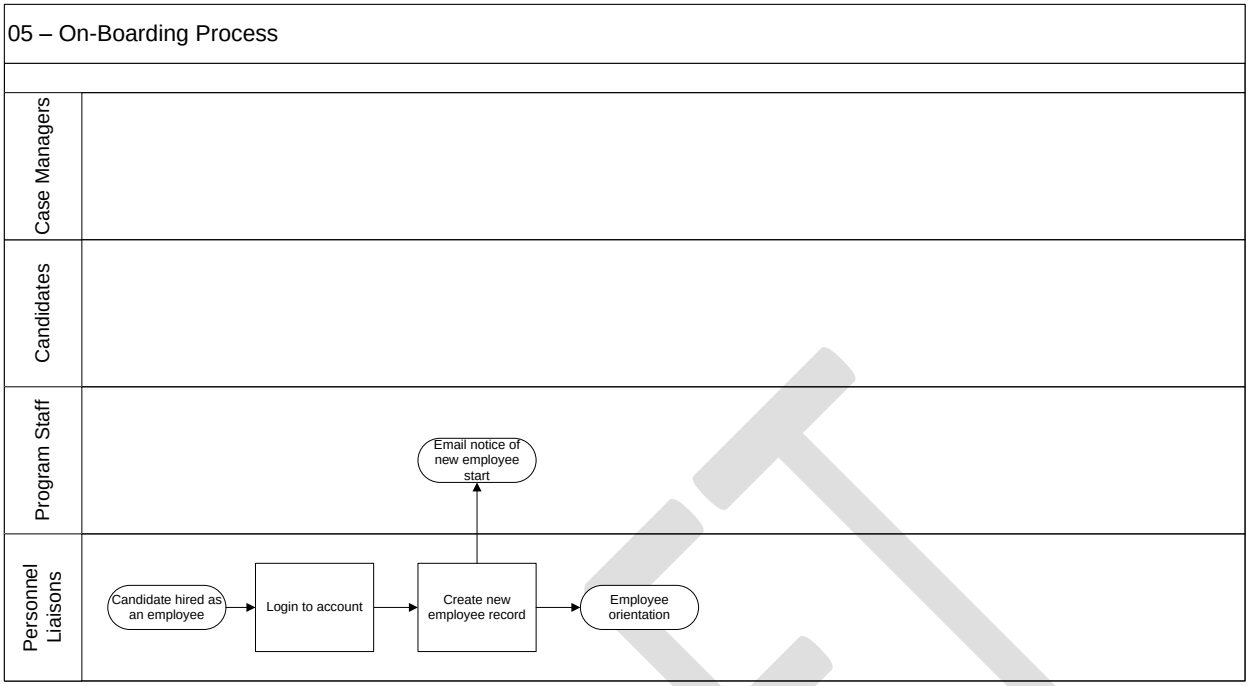


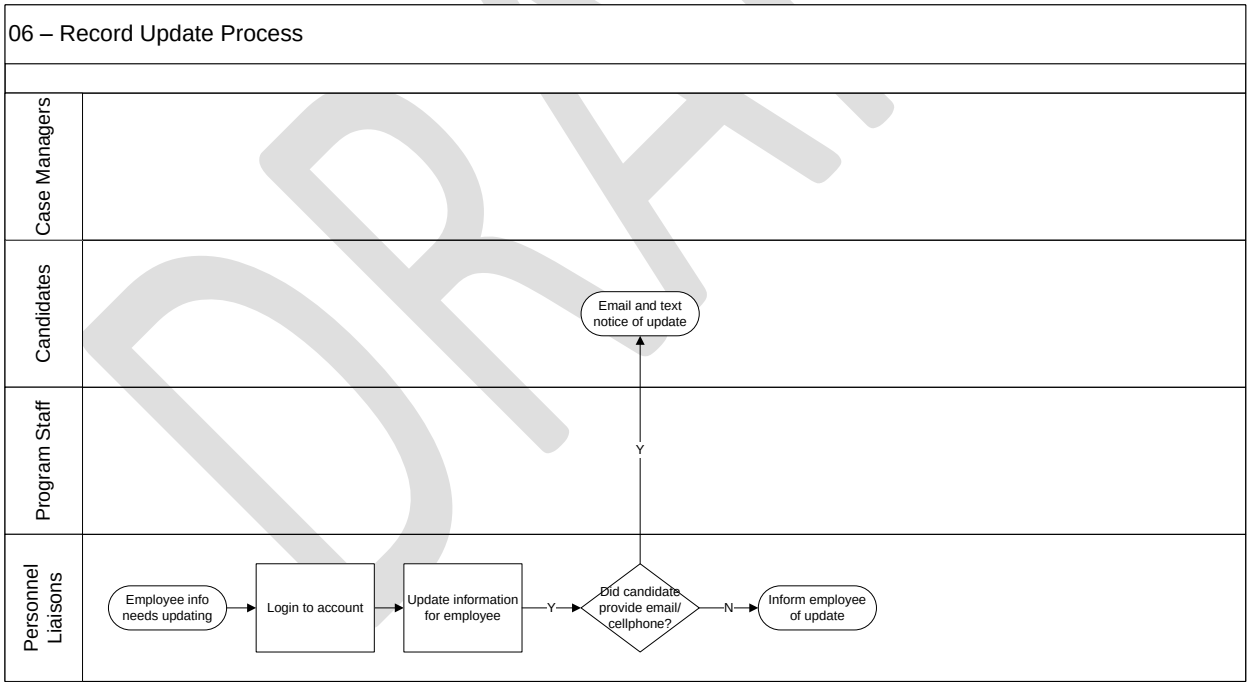
03 – Application Review Process

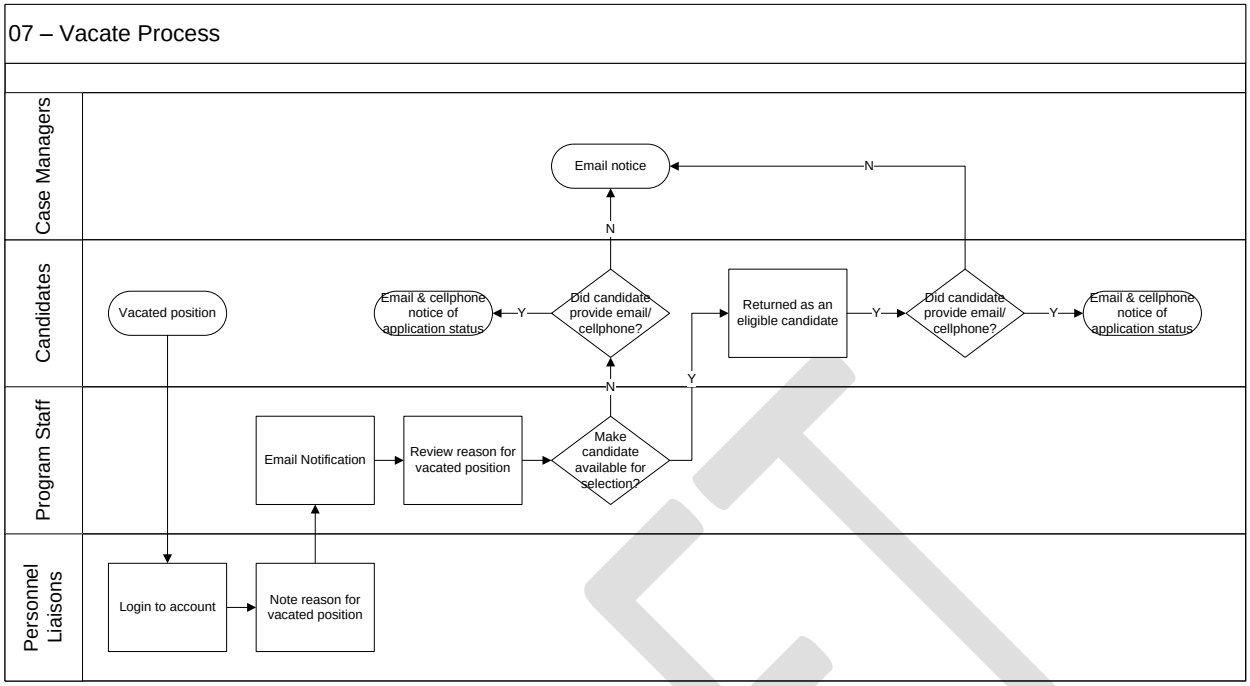


04 – Selection Process




05 – On-Boarding Process
Case Managers
Candidates
Program Staff
Personnel Liaisons
Email notice of new employee start
Candidate hired as an employee
Login to account
Create new employee record
Employee orientation


06 – Record Update Process
Case Managers
Candidates
Program Staff
Personnel Liaisons
Email and text notice of update
Y
Employee info needs updating
Login to account
Update information for employee
Y
Did candidate provide email/ cellphone?
N
Inform employee of update



Business Rules and Constraints

For each of the business processes, the following are rules that define boundary conditions, decisions on how processes are performed, approval or ownership, and guidelines for moving forward with a process:

A. Profile Creation Process

1. No restrictions foreseen on numbers of case managers and candidates, but would be nice to limit number of case managers
2. Case Managers can only obtain profile accounts with Program Staff approval
3. Candidates can only obtain profile accounts with Case Manager Approval
4. Case managers must be restricted to create profiles within their own WorkSource Center
5. Profiles and accounts are to be automatically deleted if there is no activity for 2 years, but information regarding job applications and selection efforts should be archived for purposes of future reporting needs

B. Job Application Process

1. Lifetime of a job application is limited to 12 months after they are submitted
2. A job application is automatically archived after 12 months they are submitted and is no longer available for selection
3. Candidates can re-apply after their job application is archived
4. Job applications can be updated anytime within 12 months after they are submitted
5. All activities must be logged so Program Staff can query to generate reports
6. Candidates and their Case Managers must get notification at 11 months after a job application is submitted that the job application is about to expire in a month
7. Candidates and their Case Managers must receive notification when a job application expires

8. Candidates and their Case Managers must get notification when applications are updated, replaced, or archived
9. Candidates, Case Managers or Program Staff must be able to manually archive a job application (e.g. in case candidate no longer needs to apply and needs to withdraw application, or if the Case Manager or Program Staff see need to place hold on application)
10. Candidates may only view/edit their application. Case Managers may only view/edit applications for candidates applying through their WorkSource Center. Program Staff may view/edit all applications.
11. There must be no duplicate applications and only one application per e-mail address

C. Application Review Process

1. The ability to disable to completely skip the Application Review process performed by Program Staff must be possible (e.g. in case Case Manager job application review is found to be working well)
2. Only Program Staff can initiate hold on candidate job applications

D. Selection Process

1. Personnel Liaisons must only be allowed to generate one list of candidates for each hiring effort
2. Generated list of candidates must use conditions to randomly match candidates with job
3. Total number candidates on generated list must equal the number of vacancies plus a number specified by the Personnel Liaison that must be a minimum of 5
4. In the event that selected conditions do not result in the minimum total number of candidates, there must be an option to produce the candidate list from the entire pool of available candidates
5. Of the total number of candidates on the generated list 80% must come from Tier 1 and 20% from Tier 2, which are specified as:
    - Tier 1
        - Former gang member
        - Formerly incarcerated
        - Formerly homeless
        - Foster, transition, or at-risk youth
        - Veteran
        - Individuals from under-served zip codes
        - LGBT Community
        - Individuals with disabilities
        - Older workers protected under the Age of Discrimination in Employment Act of 1967
    - Tier 2
        - Otherwise under-employed individuals
        - General Public
6. Personnel Liaison must have the option to increase number of vacancies even after a candidate list is generated

7. The option to increase number of vacancies must include the original candidate list plus additional names
8. Personnel Liaisons must work with Program Staff to request any override or replacements of candidate names on a list for instances such as: a) the department has two concurrent requests open and has the same name on each list; should be allowed an opportunity to request an extra name to replace the duplicate; and b) the department requests a list but a candidate has been considered and not appointed from a previous selection process.
9. Only Program Staff should have the ability to make changes to a candidate list
10. Personnel Liaison must conduct a background check for every selected candidate who accepts a job offer before then can proceed with onboarding
11. Personnel Liaison must provide feedback if they did not select any of the candidates referred, including if there are concerns from a background check in order for Program Staff to be notified and initiate a review

E. On-Boarding Process

1. Candidates must be hired for full time work assignment
2. Candidates must start as a Vocational Worker or Office Trainee
3. A candidate's job application is no longer available for selection once they are hired

F. Record Update Process

1. Hired candidates start as Vocational Worker or Office Trainee, which is considered an on the job training period
2. If hired candidates complete the job training period they can be placed in an Assistant classification, which is considered a probationary period
3. The duration for job training or probationary periods is usually 6 months, but can be longer for some job positions
4. Hired candidates may incur approved absences which would extend the end dates of job training and probationary periods by the number of days absent
5. Hired candidates who are not terminated after their probationary period can be placed in a civil service classification via a 1014 transfer
6. Hired candidates must be given a letter of agreement informing them of these steps
7. Program Staff must be notified when a hire is placed in an Assistant classification
8. Moving a hire from Vocational Worker or Office Trainee to an Assistance classification must be initiated by the Personnel Liaison
9. The 1014 transfer process must be initiated by the Personnel Liaison
10. Program Staff must be notified when a hire is placed in a civil service classification via a 1014 transfer
11. Program Staff must be informed of the termination date of a hire if the terminations date is within the first two years of hire. This means if the hire was terminated while in a job training or probationary period, or within one year after a 1014 transfer.
12. MOUs applicable to Vocational Worker, Office Trainee, and Assistant classifications are MOUs 3, 4, 14, and 15

G. Vacate Process

1. Unless placed on hold, the job application of the vacating employee must be made available for selection if application life is within the 12 month limit
2. Program Staff must be notified if hired candidate who made it into a civil service class vacated within 1 year of being a civil service employee
3. If hired candidates vacate after becoming a civil service employee, they would not be automatically placed in the program as an applicant and would need to apply

Responsibility (RACI) Matrix

A responsibility assignment matrix, or RASCI matrix, describes the participation by various roles in completing tasks or deliverables for a project or business process. The types of responsibilities are:

- Responsible (R) – persons who will be performing the work on the task
- Accountable (A) – person who is accountable for completion of the task and is the decision maker. Only one stakeholder receives this assignment.
- Consulted (C) – stakeholder or stakeholder group who will be asked to provide an opinion or information about the task. This assignment is often provided to the subject matter experts (SMEs). This involves two-way communication.
- Informed (I) – a stakeholder or stakeholder group that is kept up to date on the task and notified of its outcome. This involves one-way communication.

This table identifies roles and their types of responsibilities in each of the business processes:

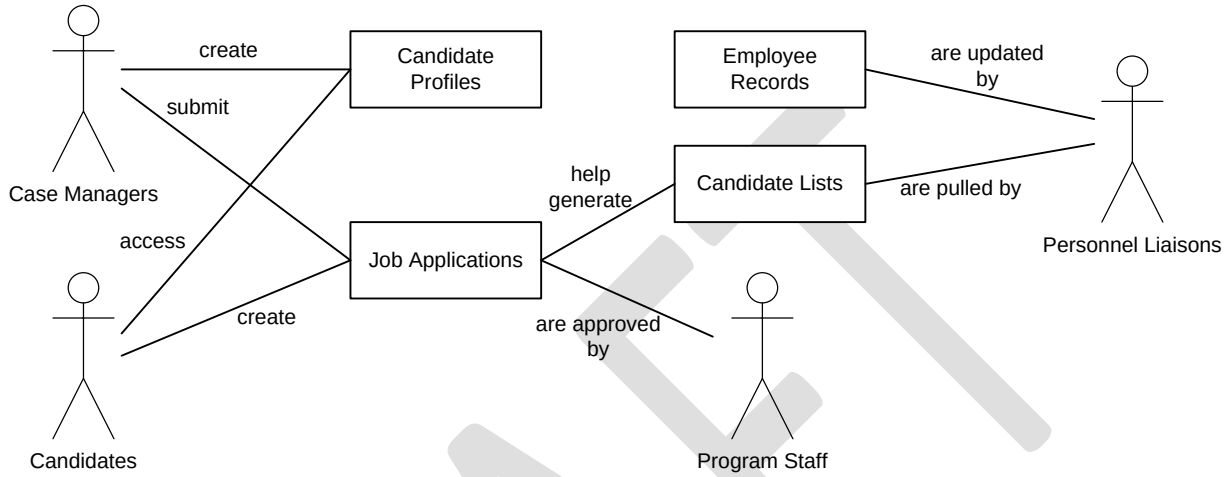
ROLES	PROCESSES							
	Targeted Local Hiring	Profile Creation	Job Application	Application Review	Selec-tion	Onboar-ding	Record Update	Vacate
Executive Sponsor – *Raul Lemus*	AI	I	I	I	I	I	I	I
Project Manager – *Vincent Cordero*	R	R	R	R	R	R	R	R
Information Architect – *Program Staff*	R	C	C	C	C	C	C	C
Subject Manager Expert – *Program Staff*	R	C	CI	AR	CI	C	C	CI
Other Stakeholders – *Personnel Liaisons*	C	n/a	n/a	n/a	AR	AR	AR	AR
Other Stakeholders – *Case Managers*	I	AR	A	C	n/a	n/a	n/a	n/a
Other Stakeholders – *Candidates*	I	n/a	R	n/a	n/a	n/a	n/a	n/a

Structural Description

This area provides context of what is in the business initiative.

Business Domain Model

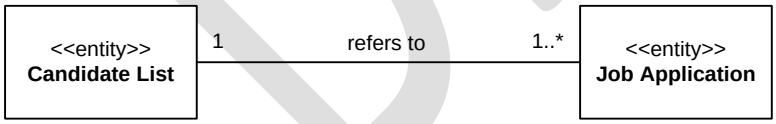
The following diagram is a structural view of things in the business initiative and the relationships between them:



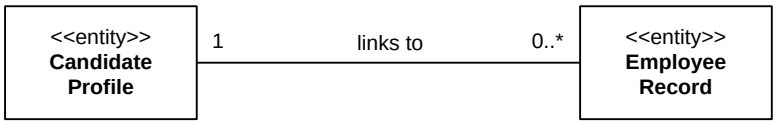
Association Multiplicity

This section describes how many of one object can be related to the other.

- Each Candidate Profile saves zero or one Job Application
- Zero or one Job Application is saved in one and only one Candidate Profile



- Each Candidate List refers to one or more Job Applications
- Each Job Application is referred by one and only one Candidate List



- Each Candidate Profile links to zero or more Employee Records
- Each Employee Record is linked by one and only one Candidate Profile

Interface Description

This section describes the interfaces that are used to exchange information in the business initiative.

Business Interface: Candidate Profile

Users: Case Manager enters it. Candidate views it.

Description and/or Layout:

Applicant Information

Last Name: First Name: Middle Initial: Phone Number:
Street Address: City: State: Zip Code:
Email Address (if any): Date Completed:

Case Manager Information

Applicant Case Manager: Phone number: Email Address:

Data Items:

Name	Mandatory or Optional
Last Name	Mandatory
First Name	Mandatory
Middle Initial	Optional
Phone Number	Optional
Street Address	Optional
City	Optional
State	Optional
Zip Code	Optional
Email Address	Mandatory
Date Completed	Mandatory
Applicant Case Manager	Mandatory
Applicant Case Manager Phone Number	Mandatory
Applicant Case Manager Email Address	Mandatory

Business Rules: A-1, A-2, A-3, A-4, A-5

Business Interface: User Profile Listing

Users: Program Staff reads it and uses it.

Description and/or Layout:

User Profile Listing

Generated: mm/dd/yyyy hh:mm [a.m. or p.m.]

Profile ID	First Name	Last Name	Role	Date Created

Data Items:

Name	Mandatory or Optional
Report Generated Timestamp	Mandatory
Profile ID of User	Mandatory
First Name of User	Mandatory
Last Name of User	Mandatory
Role of User	Mandatory
Date Profile Was Created	Mandatory

Business Rules: A-1, A-2, A-3, A-4, A-5

Business Interface: Job Application

Users: Case Manager or Candidate enters and saves it. Case Manager submits it.

Description and/or Layout:

Targeted Local Hire Program Application

This application will be used to refer candidates for hiring consideration to fill vacancies as a Vocational Worker or Office Trainee in operating departments of the City of Los Angeles.

Applicant Information
Last Name: First Name: Middle Initial: Phone Number:
Street Address: City: State: Zip Code:
Email Address (if any): Date Completed:

WorkSource Center Information
Referring WorkSource Center:
Applicant Case Manager: Phone number: Email Address:

Geographic Area Preferences
Please select ALL geographic areas in which you are interested.
___ Downtown ___ Harbor/San Pedro ___ San Fernando Valley ___ LAX/Westchester
___ East Los Angeles ___ South/Central Los Angeles
Note: Consideration will be given to each preference; however, there is no guarantee that applicant will be placed in area of preference.

Work Environment Preferences (*OPTIONAL. Note: You may choose to leave this section blank.*)
Please select the work environment in which you prefer to work. Please note that work environment preferences are *OPTIONAL*. You may choose to leave this section blank.
___ I prefer to work indoors. ___ I prefer to work outdoors. ___ I prefer physical labor.
___ I prefer to operate a vehicle and I have a valid driver's license.

Employment/Job Interests
Please select ALL employment areas in which you are interested.
___ Day ___ Evening ___ Late Night ___ Weekends

Experience and Training (*OPTIONAL. Note: You may choose to leave this section blank.*)
Please select any areas in which you have previous experience or training. Please note that this section is *OPTIONAL* and will

not affect your possibilities of being referred to a hiring department.
___ Clerical/Customer Service ___ Gardening and landscape ___ Custodial Services
___ Mechanical ___ Maintenance and Construction

You may briefly describe your experience and training in the areas you selected above. Please note that this section of the application is OPTIONAL. You may choose to leave this section blank.

Data Items:

Name	**Mandatory or Optional**
Last Name	Mandatory
First Name	Mandatory
Middle Initial	Optional
Phone Number	Optional
Street Address	Optional
City	Optional
State	Optional
Zip Code	Optional
Email Address	Mandatory
Date Completed	Mandatory
Referring Work Source Center	Mandatory
Applicant Case Manager	Mandatory
Applicant Case Manager Phone Number	Mandatory
Applicant Case Manager Email Address	Mandatory
Geographic Area Preferences	Mandatory
Work Environment Preferences	Optional
Employment/Job Interests	Mandatory
Work Shift Preference	Mandatory
Experience and Training	Optional
Experience and Training Description	Optional

Business Rules: B-1, B-2, B-3, B-4, B-7, B-8, B-9, B-10, B-11

Business Interface: Current Application Status

Users: Program Staff reads it and uses it.

Description and/or Layout:

Current Application Status

As of <month day, year>

Partner Agency Name	# Submitted Applications	# Referred Applications	# Other Status Applications	TOTAL
<partner agency name>	##	#	#	##
Tier 1	##	#	#	##
<category ##>	##	#	#	##
<category ##>	##	#	#	##
Tier 2	##	#	#	##
<category ##>	##	#	#	##
<category ##>	##	#	#	##
<repeat above rows as necessary>				
TOTAL	##	##	##	##

Data Items:

Name	Mandatory or Optional
Date Report was Generated	Mandatory
Partner Agency Name	Mandatory
Category Code	Mandatory
Number of Submitted Applications	Mandatory
Number of Referred Applications	Mandatory
Number of Other Status Applications	Mandatory
Totals	Mandatory

Business Rules: B-5

Business Interface: Candidate Referral Listing

Users: Personnel Liaison reads it and uses it.

Description and/or Layout:

Candidate Referral Listing

Date Generated: <month day, year>

Number of Candidates: ##

Selection Criteria
Geographic Area Preferences: <area 1>, <area 2>, …
Work Environment Preferences: <preference 1>, <preference 2>, …
Employment/Job Interests: <interest 1>, <interest 2>, …
Experience and Training: <experience training 1>, <experience training 2>, …

Candidate Name	Geographic Area Preferences	Work Environment Preferences	Employment/Job Interests	Experience and Training	Experience Description (if

					any)
<full name>	<area 1>, <area 2>, …	<preference 1>, <preference 2>, …	<interest 1>, <interest 2>, …	<experience training 1>, <experience training 2>, …	<description> or "none provided"
<full name>	<area 1>, <area 2>, …	<preference 1>, <preference 2>, …	<interest 1>, <interest 2>, …	<experience training 1>, <experience training 2>, …	<description> or "none provided"

Data Items:

Name	Mandatory or Optional
Date Report Was Generated	Mandatory
Selection Criteria	Mandatory
Candidate Full Name	Mandatory
Candidate Geographic Area Preferences	Mandatory
Candidate Work Environment Preferences	Mandatory
Candidate Employment/Job Interests	Mandatory
Candidate Experience and Training	Mandatory
Candidate Experience Description	Mandatory

Business Rules: D-1, D-2, D-3, D-4, D-5, D-6, D-7, D-8, D-9

Business Interface: Candidate Listing Selection Results

Users: Personnel Liaison enters it. Program Staff views it.

Description and/or Layout:

Candidate Listing Selection Results

Candidate List Date: <month day, year>

Number of Candidates: ##

Selection Criteria
Geographic Area Preferences: <area 1>, <area 2>, …
Work Environment Preferences: <preference 1>, <preference 2>, …
Employment/Job Interests: <interest 1>, <interest 2>, …
Experience and Training: <experience training 1>, <experience training 2>, …

Candidate Name	Selection Result	Date of Result
<full name>	"Non-Select", "Declined Interview", "Declined Position," "Non-Responsive", "Hired"	

Data Items:

Name	Mandatory or Optional
Date of Candidate List	Mandatory

Selection Criteria	Mandatory
Candidate Full Name	Mandatory
Selection Result Type	Mandatory
Date Result Occurred or Was Determined	Mandatory

Business Rules: D-10, D-11

Business Interface: Candidate Referral Listings Generated

Users: Program Staff reads it and uses it.

Description and/or Layout:

Candidate Listings Generated

Search Period: <start month year> - <end month year>

Number of Candidate Listings Generated: ##

Date Generated	Department	Number of Vacancies	Number of Candidates Listed	Resulted in Hire?
nm/dd/yyyy		##	##	[yes/no]

Data Items:

Name	Mandatory or Optional
Search Period Start	Mandatory
Search Period End	Mandatory
Number of Candidate Listings on the Report	Mandatory
Date Listing Was Generated	Mandatory
Department Listing Was Generated For	Mandatory
Number of Vacancies Listing Was Generated For	Mandatory
Number of Candidates on the Listing Generated	Mandatory
If a Candidate Was Hired from the List	Mandatory

Business Rules: B-5, D-6, D-8, D-9

Business Interface: Applications History

Users: Program Staff reads it and uses it.

Description and/or Layout:

Applications History

Search Period: <start month year> - <end month year>

Month	Applications Submitted	Applications Referred	Total Hired	Applications Expired
<month year>	##	##	##	##

<month year>	##	##	##	##
<month year>	##	##	##	##
TOTAL	##	##	##	##

Data Items:

Name	Mandatory or Optional
Search Period Start	Mandatory
Search Period End	Mandatory
Number of Submitted Applications	Mandatory
Number of Referred Applications	Mandatory
Number of Candidates Hired	Mandatory
Number of Expired Applications	Mandatory

Business Rules: B-5

Business Interface: Department Requests Summary – Current Status

Users: Program Staff reads it and uses it.

Description and/or Layout:

Department Requests Summary – Current Status

Time Generated: <month day, year ><HH:MM><a.m./p.m.>

Classification Requested: <"Vocational Worker" or "Office Trainee">

Departments	Active Requests	Positions to Fill	Requests Pending List Creation	Requests Pending Department Selection
<Department Name>	##	##	##	##
<Department Name>	##	##	##	##
<Department Name>	##	##	##	##

Data Items:

Name	Mandatory or Optional
Timestamp When Report was Generated	Mandatory
Classification Requested	Mandatory
Department Name	Mandatory
Number of Active Requests	Mandatory
Number of Positions to Fill	Mandatory
Number of Requests Pending List Creation	Mandatory
Number of Requests Pending Department Selection	Mandatory

Business Rules: D-1, D-6, D-8, D-9

Business Interface: Department Requests Summary – History

Users: Program Staff reads it and uses it.

Description and/or Layout:

Department Requests Summary – History

Search Period: <start month year> - <end month year>

Classification Requested: <"Vocational Worker" or "Office Trainee">

Departments	Requests Submitted	Positions to Fill	Positions Without Job Offer	Positions Job Offer Made	Job Offers Pending Background/Review	Job Offers Rescinded or Failed
<Department Name>	##	##	##	##	##	##
<Department Name>	##	##	##	##	##	##
<Department Name>	##	##	##	##	##	##

Data Items:

Name	**Mandatory or Optional**
Search Period Start	Mandatory
Search Period End	Mandatory
Classification Requested	Mandatory
Department Name	Mandatory
Number of Requests Submitted	Mandatory
Number of Positions to Fill	Mandatory
Number of Positions Without Job Offer	Mandatory
Number of Positions Job Offer Made	Mandatory
Number of Job Offers Pending Background/Review	Mandatory
Number of Job Offers Rescinded or Failed	Mandatory

Business Rules: D-1, D-5, D-6, D-8, D-9, D-10, D-11

Business Interface: Department Requests Detail – History

Users: Program Staff reads it and uses it.

Description and/or Layout:

Department Requests Detail – History

Search Period: <start month year> - <end month year>

Classification Requested: <"Vocational Worker" or "Office Trainee">

For Department: <Department Name>

Number of Requests: ##

Date Request Submitted	Positions to Fill	Positions Without Job Offer	Positions Job Offer Made	Job Offers Pending Background/Review	Job Offers Rescinded or Failed
<mm/dd/yyyy>	##	##	##	##	##
<mm/dd/yyyy>	##	##	##	##	##
<mm/dd/yyyy>	##	##	##	##	##

Data Items:

Name	**Mandatory or Optional**
Search Period Start	Mandatory
Search Period End	Mandatory
Classification Requested	Mandatory
Department Name	Mandatory
Total Requests Within the Search Period	Mandatory
Number of Positions to Fill	Mandatory
Number of Positions Without Job Offer	Mandatory
Number of Positions Job Offer Made	Mandatory
Number of Job Offers Pending Background/Review	Mandatory
Number of Job Offers Rescinded or Failed	Mandatory

Business Rules: D-1, D-5, D-6, D-8, D-9, D-10, D-11

Business Interface: Department Requests – Department Application/Hires Breakdown

Users: Program Staff reads it and uses it.

Description and/or Layout:

Department Requests – Department Application/Hires Breakdown

Search Period: <start month year> - <end month year>

Departments	Vocational Worker Applications Referred	Vocational Worker Hires	Office Trainee Applications Referred	Office Trainee Hires
<department>	##	##	##	##
<department>	##	##	##	##
<department>	##	##	##	##

Data Items:

Name	**Mandatory or Optional**
Search Period Start	Mandatory

Search Period End	Mandatory
Department Name	Mandatory
Number of Vocational Worker Applications Referred	Mandatory
Number of Vocational Worker Hires	Mandatory
Number of Office Trainee Applications Referred	Mandatory
Number of Office Trainee Hires	Mandatory

Business Rules: D-1, D-5, D-6, D-8, D-9, D-10, D-11

Business Interface: Hired Candidates Summary

Users: Program Staff reads it and uses it.

Description and/or Layout:

Hired Candidates Summary

Search Period: <start month year> - <end month year>

Candidate Name	Job Training Start	Job Training End	Job Training Class	Probation Start	Probation End	Probation Class	Hiring Department
	mm/dd/yyyy	mm/dd/yyyy		mm/dd/yyyy	mm/dd/yyyy		

Data Items:

Name	**Mandatory or Optional**
Search Period Start	Mandatory
Search Period End	Mandatory
Candidate Name	Mandatory
Start Date of Job Training Period	Mandatory
End Date of Job Training Period	Mandatory
Job Training Classification Candidate Was Hired As	Mandatory
Start Date of Probation Period	Mandatory
End Date of Probation Period	Mandatory
Probation Classification Candidate Was Hired As	Mandatory
Hiring Department Name	Mandatory

Business Rules: E-1, E-2, F-1, F-2, F-3, F-4, F-12

Business Interface: Hired Candidate Detail

Users: Program Staff reads it and uses it.

Description and/or Layout:

Hired Candidate Detail

Candidate Name: <full name>

Application Period
Hiring Partner:
Tier and Category:
Application Submit Date:
Application Approval Date:

Job Training Period
Department:
Classification:
Start Date:
End Date:
Successfully Completed?
If no, why?

Probation Period
Department:
Classification:
Start Date:
End Date:
Successfully Completed?
If no, why?

1014 Transfer
Department:
Civil Service Classification:
Start Date:

Data Items:

Name	Mandatory or Optional
Candidate Name	Mandatory
Hiring Partner	Mandatory
Tier and Category	Mandatory
Date Application Was Submitted	Mandatory
Date Application Was Approved	Mandatory
Job Training Period Department	Mandatory
Job Training Period Classification	Mandatory
Job Training Period Start Date	Mandatory
Job Training Period End Date	Mandatory
Whether Job Training Completion Was Successful	Mandatory
Notes on Why Job Training Completion Was Not Successful	Mandatory
Probation Period Department	Mandatory
Probation Period Classification	Mandatory
Probation Period Start Date	Mandatory
Probation Period End Date	Mandatory
Whether Probation Completion Was Successful	Mandatory

Notes on Why Probation Completion Was Not Successful	Mandatory
1014 Transfer Department	Mandatory
1014 Transfer Civil Service Classification	Mandatory
1014 Transfer Start Date	Mandatory

Business Rules: All of B, C, D, E, F, G

Business Interface: Candidate Application History

Users: Program Staff reads it and uses it. Case Managers of the candidate reads it.

Description and/or Layout:

Candidate Application History

Candidate Name: <full name>
Hiring Partner:
Tier and Category:

Application Period
Application Submit Date: mm/dd/yyyy
Application Approval Date: mm/dd/yyyy

Referral/Selection Period
Candidate Listed Start Date: mm/dd/yyyy
Candidate Listed End Date: mm/dd/yyyy
Referral/Selection Result: "Non-Select", "Declined Interview", "Declined Position," "Non-Responsive", "Hired"
Notes:

<the above period info repeats for every instance there is a new application and/or when candidate makes it on a candidate list>

Data Items:

Name	Mandatory or Optional
Candidate Name	Mandatory
Hiring Partner	Mandatory
Tier and Category	Mandatory
Date Application Was Submitted	Mandatory
Date Application Was Approved	Mandatory
Start Date of When Date Candidate Was Listed for Selection	Mandatory
End Date of When Date Candidate Was Listed for Selection	Mandatory
Result of Selection for Candidate	Mandatory
Any Notes about Selection Result for Candidate	Mandatory

Business Rules: B-1, B-2, B-3, B-4, B-5, B-9, B-11, D-11

Business Interface: Upcoming Deadlines for Department

Users: Personnel Liaison reads it and uses it for Candidates in the Department they support.

Description and/or Layout:

Upcoming Deadlines for a Department

Date Generated: mm/dd/yyyy
For Department: <department name>

Candidate Name	Current Period	Current Classification	Current Classification Start	Estimated End
	"Job Training" or "Probation"		mm/dd/yyyy	mm/dd/yyyy

Data Items:

Name	Mandatory or Optional
Date Report Was Generated	Mandatory
Department Name	Mandatory
Candidate Name	Mandatory
Period Candidate is Currently In	Mandatory
Classification Candidate is Currently In	Mandatory
Start Date of Period Candidate is Currently in	Mandatory
Estimated End Date of Period Candidate is Currently In	Mandatory

Business Rules: F-1, F-2, F-3, F-4, F-5, F-12

Business Interface: Upcoming Deadlines for All Departments

Users: Program Staff reads it and uses it.

Description and/or Layout:

Upcoming Deadlines for All Departments

Date Generated: mm/dd/yyyy

Department	Candidate Name	Current Period	Current Classification	Current Classification Start	Estimated End
		"Job Training" or "Probation"		mm/dd/yyyy	mm/dd/yyyy

Data Items:

Name	Mandatory or Optional

Date Report Was Generated	Mandatory
Department Candidate Belongs To	Mandatory
Candidate Name	Mandatory
Period Candidate is Currently In	Mandatory
Classification Candidate is Currently In	Mandatory
Start Date of Period Candidate is Currently in	Mandatory
Estimated End Date of Period Candidate is Currently In	Mandatory

Business Rules: F-1, F-2, F-3, F-4, F-5, F-12

Non-Functional Requirements

This section describes additional applicable constraints and limitations within which the business must operate.

Category	Requirement
Availability	Requires availability between 6:00 a.m. and 7:00 p.m. Pacific Time 7 days a week. Acceptable downtime for maintenance is between Saturday 7:01 p.m. and the next day Sunday 5:59 a.m.
Maintainability	New reports must be available within two working weeks of the date the requirements are agreed upon. Maintenance releases will be offered to end-users at least once a year.
Performance Efficiency	Peak usage is estimated to be Tuesday to Thursday, 7:30 a.m. to 11:30 a.m. and 12:30 p.m. to 4:30 p.m. During that time performance should accommodate concurrent use by the estimated maximum number of stakeholders operating their functions without them experiencing more than a 2 second delay per screen update. See Scalability requirements for more information.
Portability	It is required that all data is stored in popular relational database software, which currently includes MySQL, MS SQL Server, and Oracle. The database should also be normalized to minimize modification of the database structure. The front-end applications should be developed in a language and installed on platforms universally available and standardized to enable minimal effort and cost in migrating files if needed. Examples include: C++, C#, ASP, PHP languages; Apache or ISS web servers; Linux, Unix, or Windows Server operating systems.
Reliability	System must have less than 2 hours of downtime every 3 months, no more than 10 insignificant bugs at any given time, and no more than 2 significant bugs at any given time.

Scalability	In the first year of use, there will be 6 WorkSource Centers with an estimated total of 30 Case Managers who may be able to submit up to 10,000 job applications. There will be 6 pilot departments who have a total estimated 18 Personnel Liaisons. In the second year of use, there will be 17 WorkSource Centers with an estimated total of 85 Case Managers. This may increase the number of job applications to 28,000 job applications. There will be an estimated increase to 40 departments and 120 Personnel Liaisons. For both years there will be 3 to 5 Program Staff members.
Security	The solution must adhere to the City's security-related policies as outlined in, but not limited to, the following: • Privacy Policy • Password Security Policy • Information Classification Policy • Cloud Services Guidelines Policy • Citywide Mobile Application Development Policy • Citywide Website Development and Publication Policy The solution shall provide logs for every update transaction to be able to trace when changes were made and what access credentials were used.
Usability	95% of the users will be able to complete representative tasks in less than 10 minutes without requiring assistance
Compliance	Protection of personal information shall be implemented so as to comply with the City's Privacy Policy. Protection of system components shall comply with City security policies. Are there any data retention rules/policies for Personnel records?
Service Level Agreements	The solution should include a first year support plan to insure smooth implementation and launch of the solution. A support plan for subsequent years of use shall also be made available to support the solution's technologies and users.
Extensibility	The solution should be able to provide a way to update existing workflows and create new workflows. It should also allow for updating existing reports and creating new ones, and provide the ability to update some business rules such as conditions that require validation against numerical value criteria or conditional logic.

Terms and Definitions

Term	Short Description
Availability	Degree to which the solution is operable and accessible when required for use, often expressed in terms of percent of time the solution is available. (Source: BABOK Guide)
Candidate List	A candidate list is a set of candidates that a personnel liaison obtains in order to facilitate the processing of selections and hiring to fill a job position.
Candidate Profile	A candidate profile is information about a candidate that is necessary to identify them, provide them access to complete a job application.
Candidate	A candidate is a person who works with a case manager within a hiring partner organization to apply for a job available through the Targeted Workforce Hiring Program.
Case Manager	A case manager is a person who works within a hiring partner organization to assist candidates in applying for a job available through the Targeted Workforce Hiring Program.
Employee Record	An employee record is a data file established and updated by a personnel liaison for a hired candidate.
Extensibility	The ability of a solution to incorporate new functionality. (Source: BABOK Guide)
Job Application	A job application is a form that is completed with information that identifies a candidate and states their work preferences and experiences. It is submitted by a case manager on behalf of a candidate.
Maintainability	Ease with which a solution or component can be modified to correct faults, improve performance or other attributes, or adapt to a changed environment (Source: BABOK Guide)
Performance Efficiency	Degree to which a solution or component performs its designated functions with minimum consumption of resources. Can be defined based on the context or period, such as high-peak, mid-peak or off-peak usage. (Source: BABOK Guide)
Personnel Liaison	A personnel liaison is a City employee who provides human resource support for a City department.
Portability	Ease with which a solution or component can be transferred from one environment to another. (Source: BABOK Guide)
Program Staff	Program Staff are employees with the City's Personnel Department who manage and support the Targeted Workforce Hiring Program. They also serve as key subject matter experts.
Reliability	Ability of a solution or component to perform its required functions under stated conditions for a specified period of time, such as mean time to failure of a device. (Source: BABOK Guide)
Scalability	Degree with which a solution is able to grow or evolve to handle increased amounts of work. (Source: BABOK Guide)
Security	Aspects of a solution that protect solution content or solution components from accidental or malicious access, use, modification, destruction, or disclosure. (Source: BABOK Guide)
Service Level Agreements	Constraints of the organization being served by the solution that are formally agreed to by both the provider and the user of the solution. (Source: BABOK Guide)
Usability	Ease with which a user can learn to use the solution. (Source: BABOK Guide)

Approval Information

Role	Name	Department	Signature	Date
Project Manager	Vincent Cordero	Personnel Department		
Project Sponsor	Raul Lemus	Personnel Department		