

## Targeted Local Hire Working Group REPORT 23-01

Date: March 27, 2023  
To: Targeted Local Hire Working Group  
From: Personnel Department Staff  
Subject: TLH Governance Subcommittee Recommendations

### **Recommendation:**

That the Targeted Local Hire Working Group (“Working Group”) receive and file staff’s summary of the recommended changes to the Targeted Local Hire Program, which include:

- a) Increase recruitment and job fair events
- b) Hold quarterly Application Site meetings
- c) Provide all candidates an opportunity to be referred

### **Background:**

The Targeted Local Hire Working Group co-chair, Mr. David Sanders recommended several changes to the Targeted Local Hire Program to improve current program procedures. As a result, the Governance Subcommittee was reconvened comprised of Mr. David Sanders, Service Employees International Union, Local 721 (“Local 721”), Ms. Teresa Sanchez, Local 721, Ms. Maria Souza-Rountree, Office of the Chief Legislative Analyst, Ms. Cheryl Banares, Office of the Chief Legislative Analyst, Mr. Paul Girard, Office of the City Administrative Officer, Mr. Maurice Johnson, Office of CM Harris-Dawson CD8, Ms. Lidia Manzanares, Office of the Mayor, Mr Donny Brooks, Economic and Workforce Development Department (“EWDD”), Mr. Gerardo Ruvalcaba, EWDD, and Ms. Dana Brown, Personnel Department.

The Subcommittee met on October 5, 2022, October 20, 2022, October 27, 2022, December 12, 2022, and March 7, 2023. During these meetings, Subcommittee members discussed approaches to best address concerns and improve current program procedures. As such, the Subcommittee is now moving forward the recommendations to the full Working Group, for review and approval.

## **Discussion:**

This report provides the basis for the recommendations noted above to the Targeted Local Hire Program (Program):

### **A. Recruitment and Job Fair Events**

The Personnel Department has taken steps to increase awareness of job opportunities for job seekers by disseminating job information and having a stronger presence at community hiring events. Personnel Department staff will increase engagement of local residents by participating in more job fairs in partnership with various Council Offices and City departments. Participating in hiring events will give the Program an opportunity to increase brand awareness and reach potential applicants who do not have the resources or the knowledge about the Targeted Local Hire Program career pathways.

As of the date of this report, Personnel Department staff have attended seven (7) job fairs since January 2023. One of which included the City of Los Angeles Department of Public Works Career Fair. Attendees had the opportunity to connect with employers, learn about the various careers in Public Works and Recreation and Parks, and gain insight on City employment opportunities. Additionally, on-site interviews and same day conditional job offers were available for pre-scheduled Targeted Local Hire Program positions. As a result, a total of 37 conditional job offers were made. The Personnel Department will continue ongoing recruitment efforts and post job fair events on the Program website in order to increase applicants' opportunities to obtain full-time employment with the City.

### **B. Quarterly Application Site Meetings**

Several City departments have expressed that the candidates from the Program have not been responding to referral notices. Personnel Department staff have identified that in FY 22-23, 44% of the candidates who were referred did not respond to referral notices as of February 2023. Departments are concerned that they are unable to quickly fill vacancies through the Program as a result of the lapse rate during the departmental selection process. In order to address this issue, Personnel Department staff will email a 'Failed to Report' survey to candidates in order to understand the reasons as to why they did not report interest to the position. Personnel Department staff will continue to refer candidates based on departments' needs and the number of vacancies. Thereafter, Personnel Department staff will refer additional names at the request of the department.

Personnel Department staff will also meet with the Application Sites on a quarterly basis to discuss various Program topics such as standardizing the job readiness assessment, Program metrics, new hiring initiatives and pipelines, feedback from City departments and Work Source Centers, and remind them of the career pathways that are available through

the Targeted Local Hire Program. These meetings will also allow Application Site staff to ask questions and bring up any issues or concerns in order to efficiently assist prospective candidates. In addition to helping prospective candidates complete the online Program application, Application Sites will continue to provide supportive services such as providing candidates with detailed information about the various careers available through the Program, ensuring candidates are receiving the necessary training needed to complete their department interviews, and ensuring that candidates successfully report their interest for a position when they receive a referral notice.

Personnel Department staff will work with Application Sites to help candidates get a greater understanding of the Program by providing supplemental materials such as an interview tips checklist, mock interview questions, and a breakdown of the information listed in the referral notices.

### **C. Refer Candidates Who Have Not Been Referred**

#### **C.1. Current Referral Process**

The current referral process for the Program starts with the City departments, who requests to fill its vacancies with Program candidates, by submitting a Referral Request form to the Personnel Department. In response to each Referral Request, Personnel Department staff generates a Referral List, comprised of candidates randomly selected from the Application Pool based on the needs of the hiring department, the preferences that the candidates stated on their online application such as which hiring department they are interested in accepting full-time employment, and their self-identified Tier. Personnel Department staff forwards the Referral List to the requesting department with accompanying contact information and applications. The requesting department may then proceed with its departmental selection process.

Each Referral List has an expiration date. All candidates on the Referral List are held exclusively for the department for thirty (30) days. Departments may continue to consider all candidates on the Referral List for hiring consideration even after the Referral List expires; however, after the expiration date, candidates are made available for hiring consideration by other City departments. Candidates not hired from a Referral List are returned to the Application Pool and eligible for future opportunities (until such time their Program Application expires or is hired).

#### **C.2. Increasing Referral Opportunities by Limiting Individual Candidate Referrals**

As of February 28, 2023, Personnel Department staff have identified 752 candidates who have not been referred for hiring consideration since being placed in the Application Pool due to the nature of the random selection process.

<b>Application Year</b>	<b># of Active Applicants Who Have Not Been Referred</b>
2017	4
2018	10
2019	21
2020	23
2021	152
2022	406
2023	136
<b>TOTAL</b>	<b>752</b>

Personnel Department recommends limiting the number of referrals each individual candidate receives within a 3 month period. For example, if a candidate is randomly selected for a referral, the candidate would be held exclusively to the referral for three (3) months from the date referred. Once the Referral List expires after three (3) months, non-selected candidates would be returned to the Application Pool for additional referral opportunities. The procedure for hiring departments to submit Referral Requests would remain unchanged. Limiting the number of referrals that an individual candidate receives within a three-month period increases the opportunities for other candidates in the Application Pool to be randomly selected for referral to City departments for hiring consideration.

C.3. One-time Solution for Non-Referred Candidates

It is recommended that as a one-time solution, candidates that have not been referred are given priority in the random selection process. In order to accomplish this goal and ensure that candidates who have not been referred receive a referral, Personnel Department staff would temporarily refer using only the list of 752 candidates that have never been referred instead of using the TLH Program Application Pool. At the time that a referral request is submitted by City departments, Personnel Department staff will filter the list of candidates that have never been referred in order to ensure that they are interested in the employment opportunity available. Of the filtered list, candidates will be randomly selected and referred to City departments (note: the random selection would only apply to the 752 candidates on the list of those who have never been referred). Once all candidates on the list noted above have received at least one referral, Personnel Department staff will resume its normal random selection process from the TLH Application Pool.

C.4. Pilot Period

The first recommendation in C.2. that involves limiting the number of referrals received by individual candidates to one (1) referral every three (3) months will increase the number of referrals available to all candidates in the Application Pool over time. The

second recommendation in C.3. that involves temporarily referring candidates from the list of candidates that have never been referred will ensure that these candidates receive at least one (1) opportunity to be referred to City departments for hiring consideration before resuming the regular random selection process. It is recommended that this process is piloted from the time that the TLH Working Group approves these recommendations until the end of fiscal year 2023-2024 (i.e., June 30, 2024). It is further recommended that these processes be evaluated by the TLH Working Group during FY 2024-2025 for impact and efficacy. If an analysis of the pilot program indicates that this recommended method results in unintended consequences or the pilot proves ineffective in meeting hiring needs, the Personnel Department and TLH Working Group will discuss reassessing the method and making adjustments as needed.

#### **D. Edits to the TLH Program Document**

In order to implement the recommendations outlined in this report, the Program Document must be updated. Please review attached red-lined version of the TLH Program Document.

#### **Conclusion:**

The Personnel Department recommends the approval of the recommended changes to the Program and Program Document.

Submitted by: \_\_\_\_\_  
Lisa Parcero

Approved by: \_\_\_\_\_  
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