

Targeted Local Hire Working Group REPORT 24-01

Date: April 9, 2024
To: Targeted Local Hire Working Group
From: Personnel Department Staff
Subject: Job Readiness and Hiring Events Subcommittee Recommendations

Background:

On August 16, 2023, the Targeted Local Hire Working Group (TLHWG) suggested creating a standardized job readiness assessment to be part of the TLH application process to give Application Sites a tool to determine which candidates are minimally prepared to participate in the programs and work for the City of Los Angeles. This idea is substantiated by feedback received from multiple user departments who have indicated that some program hires do not possess the minimum job readiness skills needed to be successful on the job.

On February 6, 2024, the Personnel, Audits, and Hiring Committee (PAH) asked the TLHWG to consider changing future hiring events to include both the application and selection processes so that individuals can apply and interview for a referral opportunity on the same day.

Discussion:

Job Readiness Assessment - The Personnel Department surveyed all Application Sites from January 3, 2024 to February 2, 2024 to collect information on current practices regarding the assessment of job readiness and to gather feedback on recommendations for a standardized tool. The survey responses from 9 of the 14 Application Sites indicated that there is a wide range of activity currently taking place at each site, from conducting no job readiness assessment at all to administering a standardized form that is assessed and approved by case managers (Attachment A).

Hiring Events - Currently, one-day hiring events allow a random selection from the ***existing*** candidate pool to sign up for on-site interviews ahead of the event, and then those who interview at the event have an opportunity to be given a conditional job offer, get fingerprinted, and make a medical appointment on the same day. Candidates who

are given conditional job offers can be on-site for up to three hours to complete all of the steps. At this time, hiring events do not include the application process to allow members of the public to apply on-site to TLH. Instead, members of the public who are interested in the TLH Program may learn about the program and schedule a follow-up appointment with an Application Site (WorkSource Center) to apply on a subsequent day; as a result, members of the public may invest multiple days in an attempt to apply for the TLH Program.

If hiring events were changed to allow individuals to submit an application in addition to interviewing and being given a conditional job offer on one day, there are a number of considerations that would need to be addressed by the TLHWG:

- Combining the application and interview process into one day **does not expedite the hiring process for departments** because there are a sufficient number of candidates in the TLH Program candidate pool to fulfill the needs of the City in classifications used by the TLH Program
- Individuals would not be randomly selected from the existing candidate pool for interview opportunities, which could lead to **perception of unfairness** for candidates who are already in the pool but may not be able to attend the hiring event
- Determine how event attendees will be selected for an interview since spots will be limited (e.g., **first come, first serve basis**)
- TLH candidates and prospective candidates who are from the **under-served communities targeted by the program may be left out** of the events if they are not geographically located in the area of the city where the event is taking place
- **Security concerns** - additional staff needed to handle long queues and turn away up to hundreds of upset individuals if interview spots are filled including current candidates who may have been waiting years for an interview
- Determining the job readiness of individuals at Application Sites can take up to one hour. A **job readiness assessment** at a hiring event would need to be significantly truncated and would rely solely on **self-reporting from the individual**
- Additional staff and time would be needed to conduct the **TLH orientation** and help individuals submit the **online application** for those who are deemed “job ready” at the event
- **Capacity** - Less candidates would be able to interview in a single day because of the added time it would take for an individual to complete the application process before interviewing

Recommendation A: Create a Standardized Job Readiness Assessment

Personnel Department Staff recommends that the Subcommittee review and approve the Job Readiness Tool (Attachment B) to ensure that all TLH candidates have the same level of readiness for City employment. This tool can also be used to determine which career pathways are most appropriate for an individual based on their basic skills. Application Sites would be *required* to use the tool to evaluate minimum job readiness for all individuals interested in the TLH program. Individuals who are not job ready will be encouraged to continue working with the Application Sites to take steps towards becoming job ready. At the time that those individuals are deemed job ready by the Application Site, based on the Job Readiness Tool, individuals may apply for the TLH Program. It should be noted that current City employees who are referred by an employing City department shall be exempt from the job readiness assessment. The Agency Referral Form signed by an authorized signer at a City Department shall serve as proof of job readiness as the current City employee has demonstrated 'job readiness' by being successfully employed by the City of Los Angeles on a part-time/exempt basis. Furthermore, current City employees referred by an employing City Department will be able to apply directly to the TLH Program.

Recommendation B: Two-Pronged Approach to Hiring Events

Personnel Department Staff recommends that the following activities take place at future hiring events:

(1) **Continue current activities:** Continue to invite randomly selected candidates in the ***existing*** TLH candidate pools to on-site interviews and have the opportunity to receive conditional job offers, complete fingerprinting, and schedule a medical appointment on the same day.

(2) **Proposed expanded activities:** In addition to the current activities, assist members of the public in submitting an application for TLH by having interested individuals complete a Self-Reported Hiring Event Job Readiness Form (Attachment C), attend a program orientation, and submit an online application. This means that individuals who successfully apply on-site would be placed into the TLH candidate pool on the same day and ready for future referral opportunities.

While this two-pronged approach does not allow an individual to both apply and interview on the same day, this strategy preserves the integrity of the existing candidate pool for interview opportunities, while also adding the application service for members of the public and reducing the time it currently takes to apply for the TLH Program. There needs to be further discussion about the logistics of offering the application process since there will be a limited number of individuals that staff can handle.

Conclusion:

This Subcommittee shall report back to the TLHWG on their recommendations. The TLHWG will consider the items on this report and approve a standardized Job Readiness Tool and provide guidance on hiring event activities.

Submitted by: Alexis Nakamura
Alexis Nakamura

Approved by: _____
Vincent Cordero

SUMMARY OF JOB READINESS ASSESSMENT SURVEY RESULTS

The Personnel Department asked the WorkSource Centers (WSCs) to complete a survey on current practices used to evaluate clients' job readiness as well as gather feedback on the types of information that should be included in a standardized assessment. The Personnel Department received 13 responses, but HACLA Watts and PACE both submitted multiple survey responses, so a total of 9 out of 14 discrete WSCs participated. This report is a summary of the WSC's feedback.

DEFINITION OF JOB READINESS

The majority of WSCs agree that job readiness is the **ability and willingness to work full-time**, including having **basic life needs** met (e.g., transportation, housing, childcare). Half of respondents also stated that **resume building** and writing is an important part of job readiness, and a third of respondents stated that **interview skills** are another aspect of job readiness.

The following areas were also mentioned by 2 or less WSCs as being part of the definition of job readiness:

- Awareness of both strengths and areas of growth (2)
- Identification of job skills (2)
- Review of appropriate work attire (2)
- Review of employment goals (2)
- Identification of personal characteristics (e.g., interpersonal skills, dependability) (3)
- Financial literacy workshops (1)
- Ability to pass a drug test (1)

CURRENT PRACTICES

General Information

83% of WSCs stated that it is the Case Manager who determines the job readiness of a client.
4 WSCs stated that they use a standardized Job Readiness Assessment tool already.
4 WSCs do not perform any type of job readiness assessment.
91% of WSCs stated that non-job ready clients are never deemed job ready in order to de-escalate a situation.
WSCs need a minimum of 30 min and up to more than 1 hour to assess job readiness per client.

The WSCs utilize the following assessment practices:

- Review of barriers of employment, work/education history, etc (4)
- Small group/workshop/orientation setting (2)

- One-on-one sessions (3)
- Resume review (3)
- Interview training (3)
- Informal observation (e.g., email exchanges, punctuality/attendance for appointments, follows instructions) (2)
- TLH video (2)
- Interpersonal skills/workplace behavior training (2)
- CASAS test to determine reading comprehension (1)
- IEP (individual employment plan) (1)

WSCs' Current Standardized Job Readiness Assessments

The following 4 WSCs stated that they administer **standardized** job readiness assessments:

UAW (South LA)	In-person small group setting; staff interacts with class for questions, answers, and opinions; clients work on interview skills, resume building, proper attire, and work protocols.
CCD	One-on-one sessions with staff; identify any barriers to employment , review work/background history , enroll clients in OJT (on-the-job trainings) and WEX (worksite experience); administer the CASAS test to assess reading comprehension
MCS (Hollywood)	One-on-one sessions with staff; resume revision; review work/volunteer/education history and interpersonal skills ; send client an email with instruction to complete the assessment
AADAP	One-on-one sessions with staff using the IEP (individual employment plan); reviews employment/education history, barriers to employment, workplace behavior, and interpersonal skills . Staff either refers the client to TLH or refers them to the WSC's resource assistance program to seek assistance in areas that need improvement

Other WSC Resources

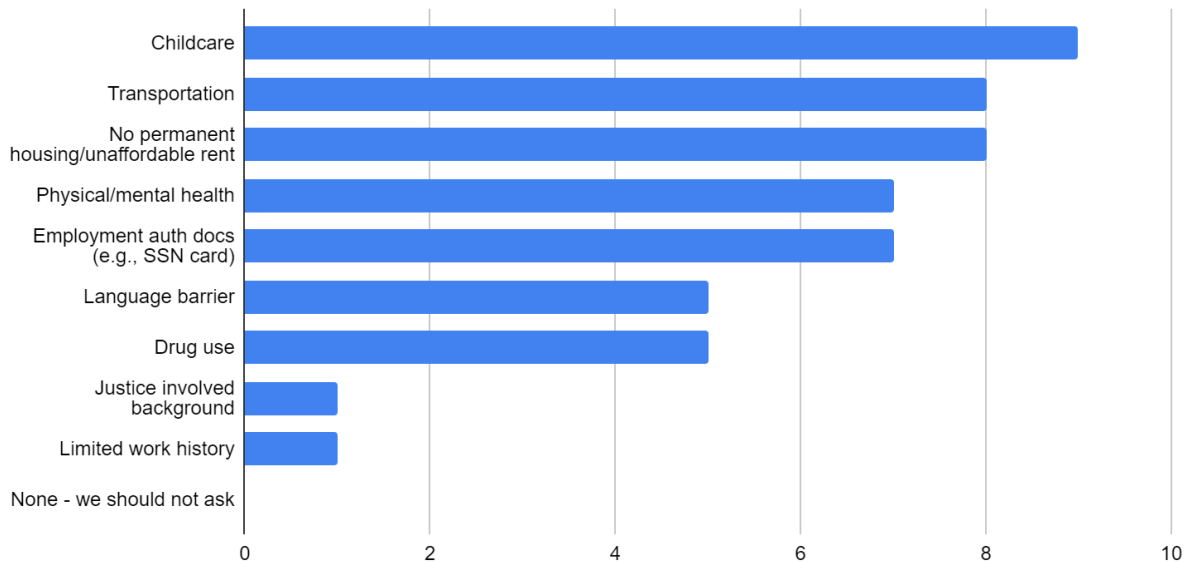
WSCs currently offer the following resources/assistance to clients:

- Referral to partner agency (e.g., ESL, vocational training, third party resume critique, computer skills course, free LA Public Library online trainings) (6)
- Pre-employment/job readiness workshop (4)
- LAUSD Navigator (2)
- Occupational training (2)
- WIOA (1)
- YouTube/online training (1)

RECOMMENDATIONS FOR A STANDARDIZED JOB READINESS ASSESSMENT

Barriers to Employment

The WSCs indicated that the following barriers to employment should be included in an assessment:



Workplace Behaviors

A majority of respondents indicated that an assessment should include asking clients if they have engaged in the following workplace behaviors so that appropriate training can be provided: **insubordination (e.g., violated supervisor orders/company policy), interpersonal conflicts, and tardiness/absences.**

One WSC stated that we should not ask about workplace behaviors, and 2 WSCs recommended that it would be best to address workplace behaviors as a training component of a group session as opposed to asking for clients' personal experiences. Another WSC stated that the clients can rate themselves (poor, average, excellent) on their behavior in previous jobs.

Trainings

A majority of respondents indicated that an assessment should include asking clients if there are skills they would like to improve so that trainings can be recommended: **computer skills/virtual meeting platforms, customer service/interpersonal skills, workplace etiquette, email etiquette, resume writing, and interview skills.**

Other Content

WSCs recommended other content areas that should be covered in an assessment:

- Identify outside programs that refer clients to the WSC if applicable
- Typing tests (WPM) for office-related work
- Identify short term and long term goals
- Lack of medical coverage (e.g., eyeglasses, reasonable accommodations)

Evaluation

6 out of 9 WSCs agree that if staff identifies areas of improvement for a client, then the client needs to take steps to address those areas before being deemed job-ready. However, 2 WSCs feel that the assessment should only be used to recommend resources and trainings and should not be used to determine who can apply for the TLH program. One WSC is not sure how a job readiness assessment should be evaluated.

ADDITIONAL RESOURCES NEEDED TO SUPPORT WSCs

5 out of 9 WSCs indicated that additional resources would be needed to support a standardized job readiness assessment:

- Staffing (3)
- Funding (2)
- Eblast/mass text news regarding events or partner events/resources (1)
- Clear/specific job descriptions (1)
- Scoring criteria used by interview panels (1)
- Sample interview questions (1)
- An online tool to administer a job readiness assessment (1)
- Educating City departments that prior education and experience is not required for TLH/BRIDGE positions, and should not be used as selection criteria (1)

Job Readiness Assessment Survey

The Targeted Local Hire Working Group has requested that we attempt to standardize the job readiness assessment that is administered to TLH/Bridge to Jobs candidates across the WorkSource Centers (WSCs). Please complete this survey so we can learn more about the current practices at the WSCs by **FRIDAY, FEBRUARY 2, 2024**.

Thank you for your help!

* Indicates required question

1. Your Name (First and Last): *

2. Your Email Address: *

3. Your WorkSource Center: *

Mark only one oval.

- Asian American Drug Abuse Program, Inc (West Adams WorkSource Center)
- Build Rehabilitation Industries (West Valley WorkSource Center)
- Coalition for Responsible Community Development (Vernon Central/LATTC WorkSource Center)
- Community Career Development, Inc (Wilshire Metro WorkSource Center)
- El Proyecto del Barrio, Inc (Sun Valley, Southeast Valley WorkSource Center)
- Goodwill Industries of Southern California (Northeast Los Angeles WorkSource Center)
- Goodwill Industries of Southern California (Pacoima, Northeast Valley WorkSource Center)
- Housing Authority of the City of Los Angeles (Watts Los Angeles WorkSource Center)
- Harbor Gateway WorkSource Center (Pacific-Gateway)
- Jewish Vocational Service (West Los Angeles WorkSource Center)
- Los Angeles Public Library (LA Central Public Library Portal, Downtown Los Angeles)
- Managed Career Solutions, Inc. (Boyle Heights/East LA WorkSource Center)
- Managed Career Solutions, Inc. (Hollywood WorkSource Center)
- Pacific Asian Consortium in Employment (Downtown/Pico Union WorkSource Center)
- Rescare Workforce Services (Canoga Park, South Valley WorkSource Center)
- UAW Labor Employment and Training Corporation (South Los Angeles Portal WorkSource Center)
- UAW-Labor Employment and Training Corporation (South Los Angeles WorkSource Center)
- Watts Labor Community Action Committee (Southeast Los Angeles WorkSource Center)

4. Please describe how your WSC defines 'job readiness'. *

5. Who determines if a client is 'job ready'? *

Mark only one oval.

- Case Manager
- WSC Director
- No one determines client job readiness
- Other: _____

6. Does your WSC use a standardized Job Readiness Assessment tool to determine if individuals are ready for the Targeted Local Hire/Bridge to Jobs programs? *

Mark only one oval.

- Yes
- No

7. Please describe the Job Readiness Assessment administered by your WSC. In your response, please include the following: *
- How the assessment is administered (one-on-one, small-group setting, large-group setting)
 - Format of the assessment (written, verbal, in-person, virtual)
 - Areas that are covered by the assessment (specific barriers to employment; gauging specific skills/experience such as timeliness, organizational skills, interpersonal skills, verbal and written communication, work/school/volunteer experience)
 - How the assessment is evaluated

Please write N/A if your WSC does not utilize a Job Readiness Assessment.

8. Please choose the following barriers to employment that should be included on a Job Readiness Assessment so that appropriate resources can be recommended to individuals. Please select all that apply: *

Check all that apply.

- Transportation (e.g., unreliable car/bus/train access)
- Childcare
- Physical and mental health
- No permanent housing
- Language barrier
- Employment Authorization documents such as social security card
- Drug use
- None – We should not ask individuals about barriers to employment
- Other: _____

9. Please indicate if you think it would be helpful to ask individuals if they have engaged in any of the following worksite behaviors in previous jobs so that appropriate trainings/resources can be recommended: *

Check all that apply.

- Insubordination (e.g., violated supervisor orders and/or company policy)
- Interpersonal conflicts (e.g., conflict with coworker, supervisor, and/or customers/clients)
- Tardiness/absence
- None – We should not ask individuals about negative work behaviors
- Other: _____

10. Please indicate if you think it would be helpful to ask individuals if there are any skills they would like to improve so that trainings can be recommended: *

Check all that apply.

- Computer skills
- Option 2
- Customer service/interpersonal skills
- Workplace etiquette
- Email etiquette
- Resume writing
- Interviewing skills
- Other: _____

11. If skills are needed or need to be developed further, what resources are provided to the clients? *

12. Please describe any other content that should be included in a Job Readiness Assessment. *

13. How do you think a Job Readiness Assessment should be evaluated? *

Mark only one oval.

- If there are any areas that should be addressed prior to employment, make sure that the individual takes steps to address those areas before deeming an individual as job-ready. Example: If an individual is interested in office work and is recommended for computer typing skills training, must verify that some type of typing training was taken before approving job readiness.
- There should be no evaluation. The assessment should just be a tool to recommend trainings and resources to individuals.
- Other: _____

14. How much time can WSC staff dedicate to evaluating 'job readiness' for each client? *

Mark only one oval.

- 15 minutes
- 30 minutes
- 1 hour
- More than 1 hour

15. Are non-job ready clients deemed job ready due to their demands or behavior with staff in order to de-escalate a situation? *

Mark only one oval.

Yes

No

16. What support does your WSC require in order to enhance your WSC's current Job Readiness Assessment? *

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JOB READINESS ASSESSMENT CHECKLIST

The purpose of this checklist is to help standardize the Job Readiness Assessment for the LA Local Hire programs, which is conducted by partnered Community Based Organizations and WorkSource Centers. For the LA Local Hire programs, **job readiness is defined as the ability and willingness to work full-time, including having basic life needs met.** This checklist is a tool to ensure a minimum standard of job readiness for the LA Local Hire programs, and is not intended to be a comprehensive assessment of a person's job readiness.

I. APPLICANT INFORMATION

- Full Name of Applicant**
 - Should to be legal name
- Valid Phone Number**
- Valid Email Address**
 - Ensure the applicant understands that the City of Los Angeles communicates primarily via email, therefore if they are not able to access their email then they will miss out on opportunities
- Physical Address**
 - May not apply to all applicants
- Legal Right to Work in the U.S.**
 - Not needed to apply, required if hired

II. BASICS OF JOB READINESS

- Understands what working full-time means**
 - 80 hours every 2 weeks
- Transportation**
 - Applicant has reliable transportation and will be able to arrive to work on time
- Work Attire/Personal Care**
 - Applicant will be able to dress appropriately for the workplace
- Dependent Care Arrangements (e.g., childcare, elder-care, care of dependent adults)**
 - Applicant will be able to arrange for dependent care, if applicable
- Drug Test**
 - Applicant understands they may be subject to a drug test if hired and are able to pass the drug test

Questions? Please contact us at:

la.localhire@lacity.org

For the Departmental Guide and useful templates, visit our [internal](#) page, Inside TLH, at:

la.localhire.lacity.org/insidetlh

For [public](#) information about the Targeted Local Hire Program, visit our website at:

la.localhire.lacity.org

III. FUNDAMENTALS OF THE JOB

While the LA Local Hire programs aim to remove barriers to employment, and do not require prior work experience, the opportunities available through the programs require basic job skills in order to successfully complete the on-the-job training period. Hired candidates will be trained on the specifics of the job duties. However, they must still compete in a competitive hiring process, and therefore should be comfortable with the fundamental skills needed to successfully complete the job. These fundamentals vary by job classification, and are summarized below by job pathway:

- Office-Centric Skills (Basic job skills required for office jobs)**
 - Phone
 - Computer (typing, navigating, file searches)
 - Email (to field, cc/bcc, subject line, body)
 - Sufficient English skills to communicate orally and in writing

- Field-Centric Skills (Basic job skills required for field jobs)**
 - Lifting upwards of 25 lbs
 - Standing for multiple hours
 - Physical Labor

IV. SOFT SKILLS

- Interview Skills
- Resume Building
- Interpersonal Skills
- Workplace/email etiquette

Questions? Please contact us at:
lalocalhire@lacity.org

For the Departmental Guide and useful templates, visit our internal page, Inside TLH, at:

lalocalhire.lacity.org/insidetlh

For public information about the Targeted Local Hire Program, visit our website at:

lalocalhire.lacity.org





JOB READINESS ASSESSMENT CHECKLIST FOR HIRING EVENTS

Please read through the following information to make sure that you are ready for success in a training program that provides full-time, paid on-the-job training in preparation for a civil service full-time job with the City of Los Angeles.

I. APPLICANT INFORMATION

First Name:		Last Name:		Middle Initial	
Phone No.		Address:			
*E-mail:					
<input type="checkbox"/> I understand that I must have the legal right to work in the United States at the time that I am hired by the City of Los Angeles.					

* NOTE: Email address is required at the time of completing an application.

II. BASICS OF JOB READINESS

Please select the areas of job readiness that apply to you.

- I am able and willing to work full-time** (80 hours every 2 weeks)
- I have reliable transportation to be able to arrive to work on time** (e.g., car, train)
- I am able to dress appropriately for the workplace**
- I am able to make Dependent Care Arrangements if applicable** (e.g., childcare, elder-care, care of dependent adults)
- I understand that I may be subject to a drug test if hired**
- I would like to learn about additional resources related to one or more of the items above** (Please list the resources you wish to learn more about in the box below).



III. FUNDAMENTALS OF THE JOB

While the LA Local Hire programs do not require prior work experience, the opportunities available through the programs require basic job skills in order to successfully complete the on-the-job training period. If you are hired through this program, you will receive paid, on-the-job training on the specifics of the job duties. However, in order to be successful in these training programs, you should be comfortable with the **fundamental** skills needed to successfully learn and perform the job. These fundamentals vary by job classification, and are summarized below by job pathway:

I understand that some positions in the Office Trainee job pathway may require the following set of skills. Please indicate the items that match your current skill set (check all that apply):

- Phone
- Computer (typing, navigating, file searches)
- Email (to field, cc/bcc, subject line, body)
- Sufficient English skills to communicate orally and in writing
- I would like to learn more about additional resources related to one or more of the items above:

I understand that some of the positions in the Vocational Worker job pathway may require the following set of skills. Please indicate the items that match your current skill set (check all that apply):

- Lifting upwards of 25 lbs
- Standing for multiple hours
- Physical Labor
- I would like to learn more about additional resources related to one or more of the items above:

IV. CERTIFICATION

I have read this entire document and I certify that I understand what it means to be “job ready”, and that I am ready to work full-time for the City of Los Angeles. I also understand that the City’s WorkSource Centers (Application Sites) may offer additional resources and supportive services.

Applicant Name (Printed)

Applicant Signature

Date