

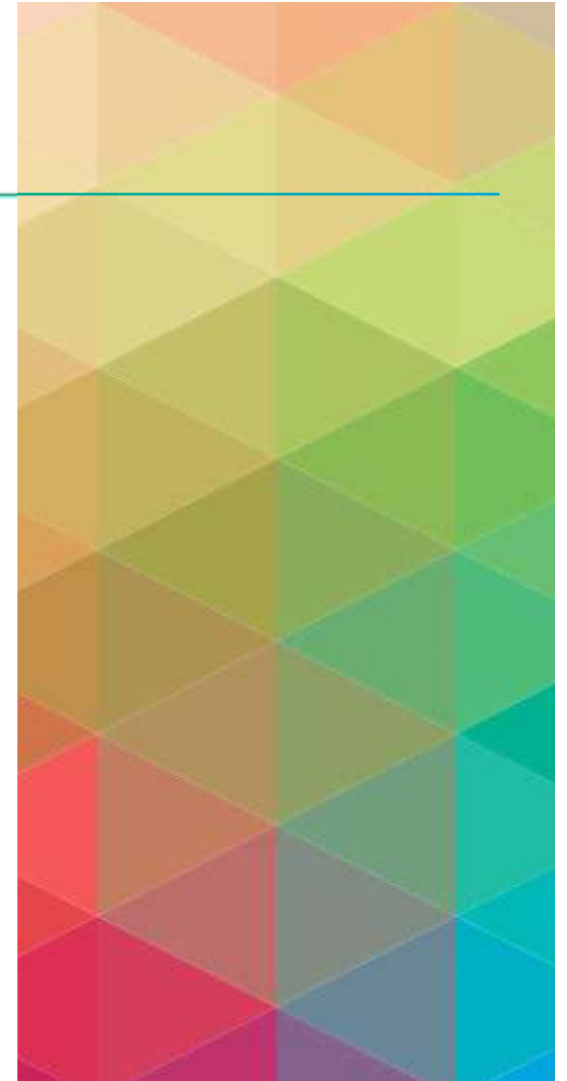


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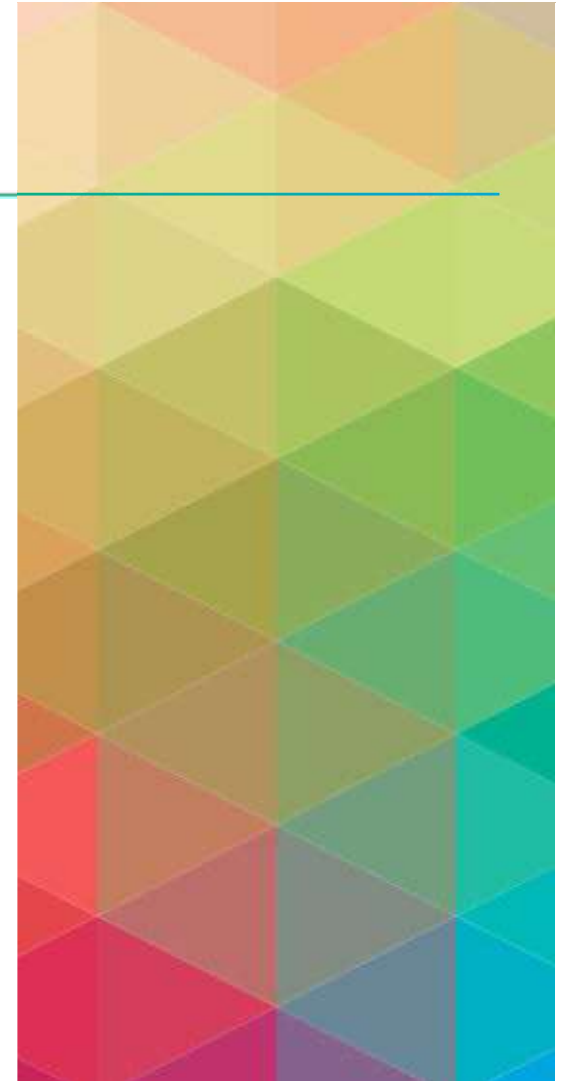
# Recruitment Strategies

## Transforming HACLA into an Employer of Choice

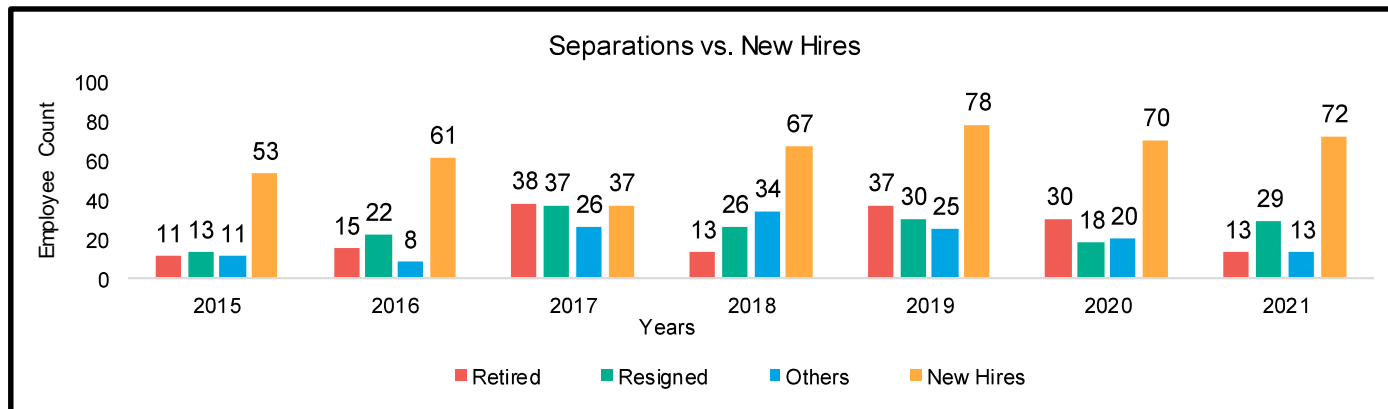
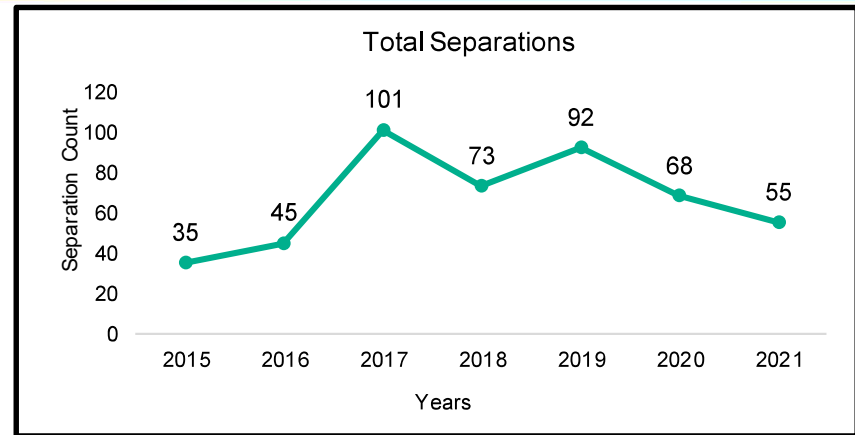
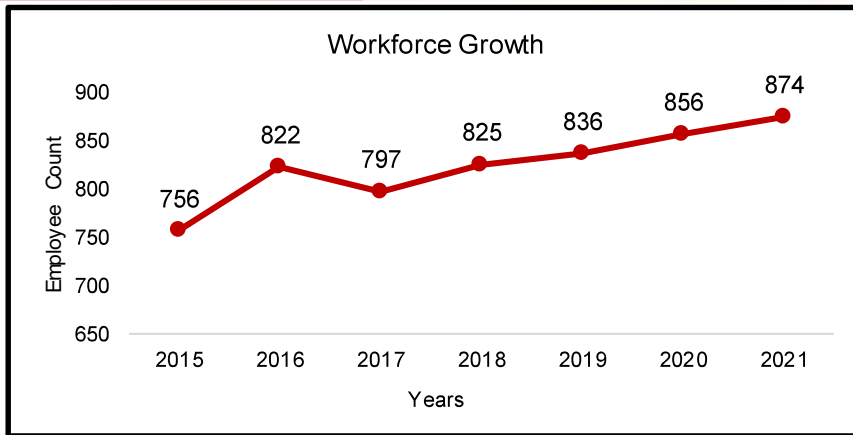
Board of Commissioners  
October 28, 2021



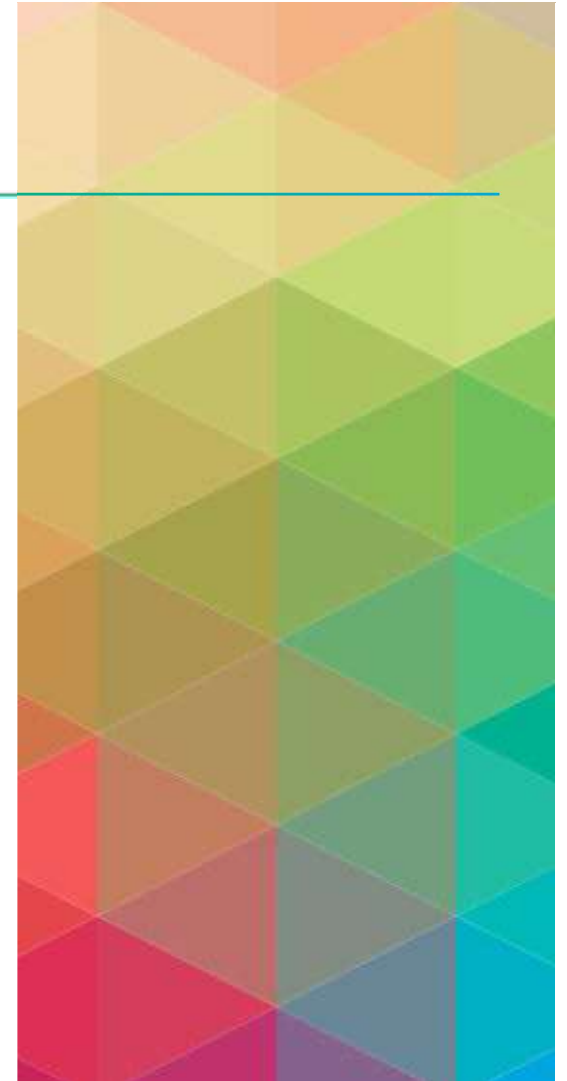
- Workforce Trends
- Recruitment
- Compensation
- Takeaways
- Strategies



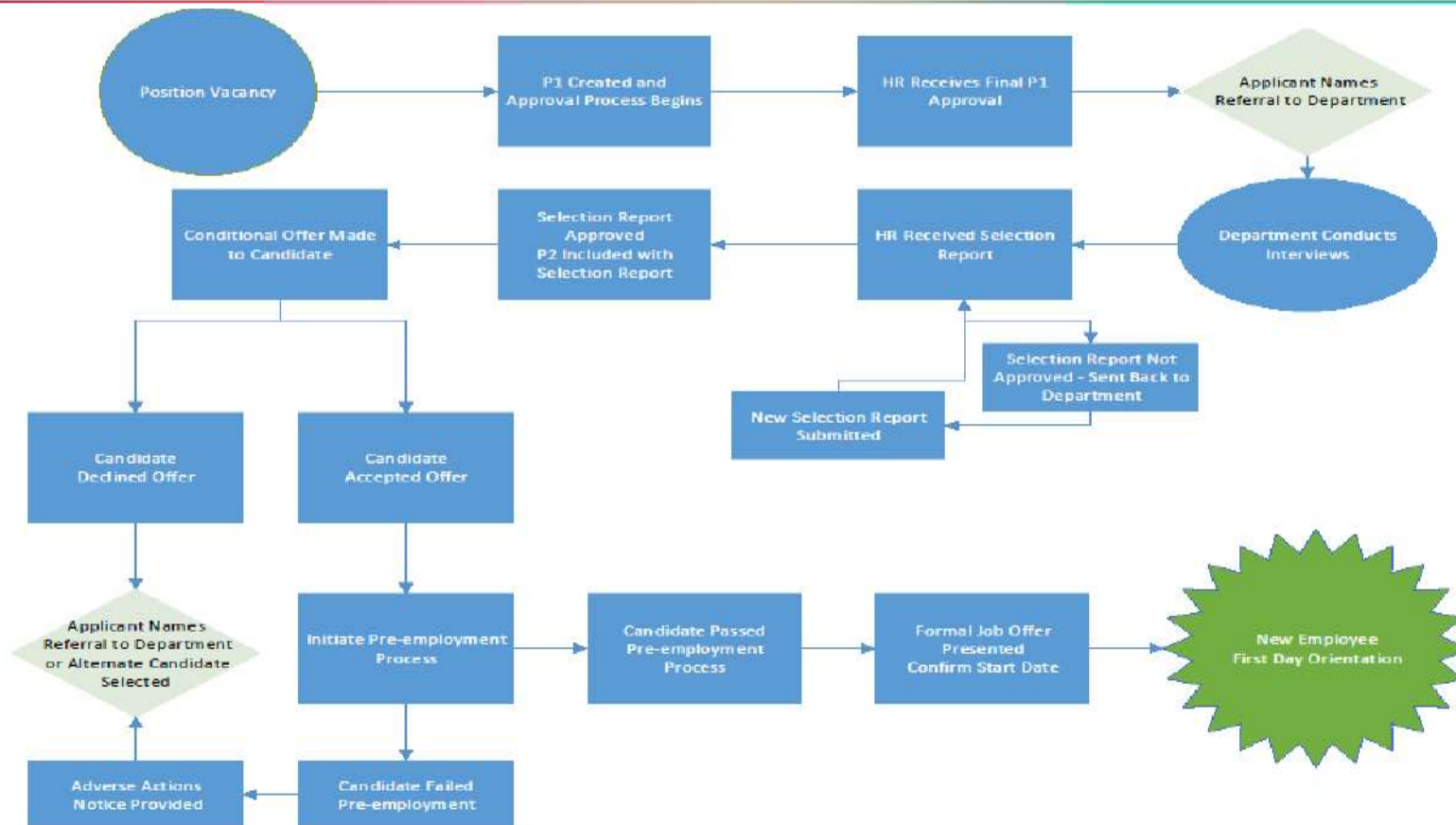
# Workforce Trends



- Analysis of typical recruitment cycles
- Identification of key issues
- Why this is the focus of change



# Recruitment Life Cycle





# Recruitment Life Cycle

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Key steps		2018	2019	2020	2021
1	Avg # of days Approved P1 to Referrals	3.63	1.78	0.56	1.38
	Avg # of times Referrals are made	2.38	1.89	2.00	2.33
	Avg # of Candidates Referred	24.38	14.56	33.67	41.33
2	Avg # of days btw first set of Referrals and Selection Reports received	20.00	26.00	58.00	62.64
3	Avg # of days btw SR and Job Offer	3.29	4.56	2.14	2.27
4	Avg # of days Job Offer response	2.00	1.14	1.14	2.40
5	Avg # of days Background/Medical	5.00	6.00	18.00	13.60
6	Avg # of Days Start Date confirmed to Onboarding	9.14	16.44	8.50	22.50
	<b>Total Average Days</b>	<b>43.06</b>	<b>55.92</b>	<b>88.34</b>	<b>104.79</b>



# Recruitment Life Cycle Key Issues

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- Bottlenecks in Selection and Onboarding Process
- Why does it take 62 days to select a candidate?
- Why does it take an additional 36 days from job offer acceptance to onboard a candidate?





# Competitive Wages

## HACLA vs. LACDA

Entry Level					
HACLA Title	Annual Min	Annual Max	LACDA Title	Annual Min	Annual Max
Accountant	\$ 56,534	\$ 80,038	Accountant I-III	\$ 48,421	\$ 76,293
Management Clerk	\$ 44,179	\$ 61,464	Office Assistant I-III	\$ 31,200	\$ 63,552
Eligibility Interviewer	\$ 48,506	\$ 68,598	Housing Advisor	\$ 55,112	\$ 78,171
Section 8 Advisor	\$ 57,678	\$ 81,515			
Housing Inspector	\$ 53,539	\$ 75,712	HQC Inspector	\$ 45,940	\$ 65,133
<b>Average</b>	<b>\$ 52,087</b>	<b>\$ 73,465</b>		<b>\$ 45,168</b>	<b>\$ 70,787</b>

Mid-Level					
HACLA Title	Annual Min	Annual Max	LACDA Title	Annual Min	Annual Max
Assistant Housing Manager	\$ 68,058	\$ 93,933	HCV Case Manager	\$ 45,940	\$ 65,133
Administrative Assistant	\$ 61,277	\$ 84,594	Program Specialist I-IV	\$ 41,320	\$ 93,758
Administrative Analyst I	\$ 68,423	\$ 94,494	Administrative Assistant I-II	\$ 43,020	\$ 67,779
Administrative Analyst II	\$ 78,478	\$ 108,285	Administrative Analyst I-II	\$ 55,687	\$ 87,726
<b>Average</b>	<b>\$ 69,059</b>	<b>\$ 95,327</b>		<b>\$ 46,492</b>	<b>\$ 78,599</b>





# Competitive Wages

## HACLA vs. City of L.A.

Entry Level					
HACLA Title	Annual Min	Annual Max	City of LA Title	Annual Min	Annual Max
Accounting Clerk I	\$ 48,505	\$ 68,598	Finance Clerk	\$ 42,135	\$ 61,637
Accounting Clerk II	\$ 55,994	\$ 79,331	Accounting Clerk	\$ 51,782	\$ 75,710
Managment Clerk	\$ 44,179	\$ 61,464	Administrative Clerk	\$ 39,755	\$ 58,088
Accountant	\$ 56,534	\$ 80,038	Accountant	\$ 58,213	\$ 85,086
Customer Support Rep	\$ 52,144	\$ 73,743	Customer Services Rep	\$ 41,279	\$ 60,343
<b>Average</b>	<b>\$ 51,471</b>	<b>\$ 72,635</b>		<b>\$ 46,633</b>	<b>\$ 68,173</b>

Mid-Level					
HACLA Title	Annual Min	Annual Max	City of LA Title	Annual Min	Annual Max
Buyer	\$ 59,613	\$ 82,285	Procurement Aide	\$ 52,826	\$ 77,235
Senior Accountant	\$ 70,282	\$ 97,282	Senior Accountant	\$ 67,588	\$ 98,804
Special Programs Coord.	\$ 80,642	\$ 99,195	Special Project Coord.	\$ 82,538	\$ 120,623
Maintenance Supervisor	\$ 70,304	\$ 98,862	Labor Supervisor	\$ 55,666	\$ 81,390
<b>Average</b>	<b>\$ 70,210</b>	<b>\$ 94,406</b>		<b>\$ 64,655</b>	<b>\$ 94,513</b>

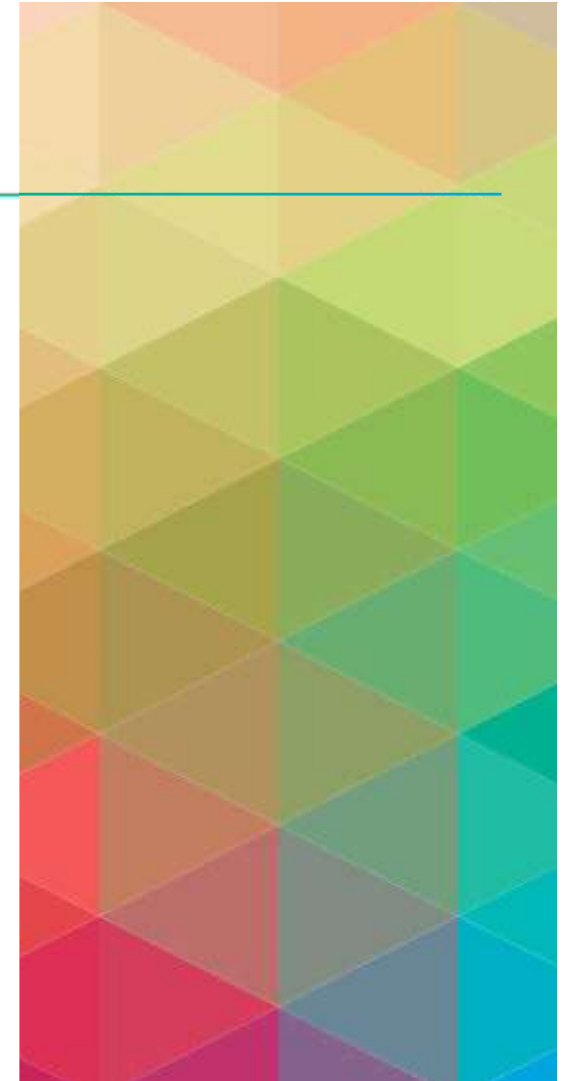


# Competitive Benefits

Benefit Type	HACLA	LACDA	City of LA
Health Plan	Employer-Covered (Kaiser); Medical/Dental/Vision	Employer paid contrib \$900; Medical/Dental/Vision	Employer Covered 90-100% Medical/Dental/Vision
Insurance	STD/LTD; \$20k Group Term Life; \$5k Term Life	STD/LTD; \$10 Group Term Life	STD/LTD; \$10 Group Term Life
Optional Coverage	\$250k Opt Out; Add'l Health (PPO/Custom Vision) various voluntary life ins.	Supplemental Employee & Dependent Life Ins; Employee & Family Accidental Death	\$100 opt out; Supplemental Disability & Life; Accidental Death
Other Benefits	Bilingual pay, paid jury duty; paid bereavement leave; tuition reimbursement; subsidized or paid parking; FSA, EAP; Flex work schedules; Partial Telework	Bilingual pay; paid jury duty and witness leave; paid bereavement leave; FSA, EAP, Flexible work schedules	Bilingual pay; paid jury duty; paid bereavement leave; FSA; DCRA; EFAP; Transportation reimbursement; Wellness program; Flexible work schedules
Retirement Plan	CalPERS; Supplemental 457 Deferred Comp	CalPERS; Supplemental 457 Deferred Comp	LACER; Supplemental 457 Deferred Comp
No. of Observed Holidays	13	12	12
Leave Time for New Hires	14-22 days General Leave based on MOU	10 days General Leave; 12 days Sick Leave	11 days General Leave; 12 days Sick Leave based on MOU
Additional Time	12 hrs Floating Holiday; 120 Hours Professional Time off based on MOU	8 hrs Floating Holiday	Compensated time off hours varies based on MOU

# Key Takeaways

- Retention is a non-issue due to:
  - Competitive Compensation
  - Competitive Benefits
  - Career Growth
  - Employees staying on till retirement age
- Current employment issues due to:
  - Lengthy recruitment life cycle
  - Job types, job offers, and job flexibility
  - Technology adoption





# Short-Term Strategies

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- Reach a broader candidate pool
- Process Improvement for Recruitment Life Cycle
- Financial Incentives
- Flexible Work schedules - 9/80 Flex Schedules and Hybrid Telework Program
- Entrance & Exit Interviews
- Career Growth and Opportunities - Upward Mobility



## Mid/Long Term Strategies

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### HACLA – An Employer of Choice!

- Develop Relationships with Local Institutions
- Improve Organizational Culture
- Branding & Marketing
- Update “Career” section on Website
  - Competitive Compensation Package
  - Mission Driven
  - Video Testimonials

**Thank you**