

IMPACT & INNOVATION

2018 Hiring Fairs Key Insights Report



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INTRODUCTION



2018 marks the fifth anniversary of LeadersUp - an organization that has grown from a bold idea for tackling the youth unemployment crisis—to a proven solution addressing the challenge of connecting young people to employers in need of talent. What the first five years have taught LeadersUp is that there is a pressing need to bring opportunities to communities that have historically been overlooked by the private sector.

This understanding is at the core of the LeadersUp Hiring Fairs. From South Los Angeles to the South Side of Chicago and in the heart of Oakland, the through line of each Hiring Fair is its ability to uplift and connect employers to the immense potential and talent of Opportunity Youth, young people between the ages of 18 and 24, who are not working and not in school.

The following report outlines how LeadersUp Hiring Fairs are implemented and create innovations that produce a multi-layered impact that benefits young people, communities, businesses and local economies.

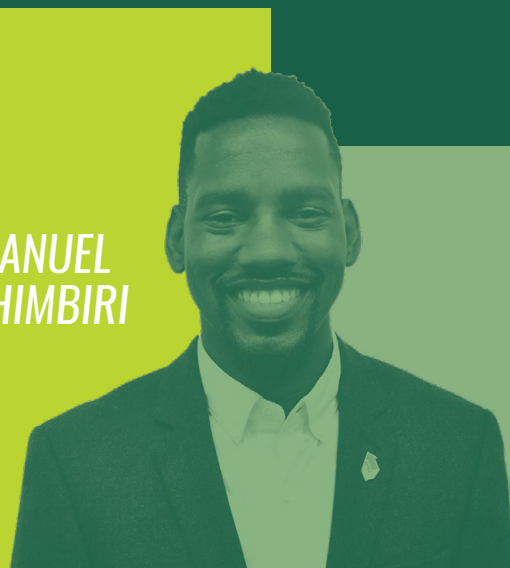
To help understand the impact of a LeadersUp Hiring Fair, we are going to go start this story in South Los Angeles in May 2016. It's a Wednesday afternoon and a young man by the name of Emmanuel Kashimbiri stands in the gymnasium of Southwest College attending a LeadersUp Hiring Fair for the first time. As a young person living in South LA, Emmanuel is not immune to the challenges he and his peers face in the job market. This includes the stigma of having gaps in work experience, limited access to transportation, and a

lack of exposure to viable opportunities in his own community. At age 25, Emmanuel is attending his first LeadersUp Hiring Fair. He holds a crisp resume in his hand. He's wearing proper business attire and is prepared to speak about his skills with recruiters. This is in part thanks to the LeadersUp training that Emmanuel attended prior to attending the hiring fair. This training focused on making sure he, along with hundreds of other young adults, was prepared to conduct a successful interview with employers.

Flash-forward to 2018, two years after Emmanuel stood in a packed gymnasium and walked away with a job offer to work with the national clothing retailer, Nordstrom. His experience with LeadersUp has expanded from becoming a first-time participant, to a LeadersUp intern, and finally—a paid full-time employee for LeadersUp who now helps prepare his community—and young people who share similar stories - for viable career opportunities.

This full circle moment doesn't look exactly the same for every young person that participates in a LeadersUp Hiring Fair. It may show up as the ability to financially support a younger sibling or the chance to go back to school. Or, being able to put a down payment on a car that will provide more freedom. Emanuel's story is unique, but the undeniable potential within him is also in every young person LeadersUp serves.

**EMMANUEL
KASHIMBIRI**



 Click the icon to Watch Emmanuel's story

HIRING FAIR INSIGHTS

LeadersUp Hiring Fairs are uniquely designed to appeal to *and* motivate Opportunity Youth— young people between the ages of 16 and 24 who are not in school and not working—to start their career journey. In addition, the Hiring Fairs are designed to connect young adults to professional development trainings and resources that help them advance throughout their careers. This year, LeadersUp focused on the theme of accessibility to employment and partnered with community-based locations in each of its three key markets: Chicago (August), SF Bay Area (September), and Los Angeles (October).

In Chicago, the Kroc Community Center provided a strategic location for attracting Opportunity Youth. With the Kroc's strong community presence - focused on family life and education —many attendees were joined by supportive parents or other family members during the fair. More importantly, LeadersUp partnered with Thrive Chicago to specifically host the Hiring Fair in South Side Chicago where many LeadersUp

participants live. Many hiring fairs are held in downtown Chicago, so the LeadersUp Hiring Fair provided a rare chance for employers to extend to neighborhoods that are often overlooked and represent untapped talent.

In Oakland, the Scottish Rite Center provided a convenient location due to its close proximity to public transportation and presence next to a well-known regional landmark, Lake Merritt. The Oakland Hiring Fair attracted

young adults from the entire San Francisco Bay Area, with LeadersUp focused on targeting Boys and Young Men of Color (YmoC) and the Second Chance Initiative for employer partners.

And finally, at the largest street festival in Los Angeles, The Taste of Soul Family Festival—highlighting local food, music, businesses, community and governmental organizations—LeadersUp was provided an opportunity to bring jobs and employers together in the heart of South Los Angeles.

All three Hiring Fairs covered new ground, focused on improving access for Opportunity Youth; Chicagoland highlighted the importance of leveraging and involving trusted networks (family members and mentors), Oakland/SF Bay Area highlighted the importance of meeting transportation needs, and Los Angeles highlighted the importance of community outreach as a gateway to introducing accessible opportunities.



HIRING FAIR INSIGHTS



ACTIVATING COMMUNITY OUTREACH – STREET AMBASSADORS

It is extremely difficult to do outreach and build engagement with Opportunity Youth. In a focus group with our young adults, many expressed how stereotypes, assumptions, and biases contribute to their distrust and reluctance to engage with institutions. However, they told us that support from trusted family members or counselors in their network or community would be more effective in connecting



them to opportunities and new experiences. With this knowledge, LeadersUp pushed for outreach through street ambassadors who engaged with and informed young adults about the Hiring Fairs—rather than relying solely on digital media. We also selected a location that had strong and trusted ties to each community. As a result, LeadersUp garnered substantial community interest in our three key markets and reached over 3,600 young people seeking employment and interest in attending the Hiring Fairs.



PREPARING TALENT TO SEIZE OPPORTUNITY – “WINNING IN THE WORKPLACE” LABS

This year, LeadersUp piloted a digital lab which allowed young adults to access mock interview and resume guidance outside of a traditional in-person classroom setting. The digital lab complemented the traditional in-person lab, and by partnering with local community organizations that are already connected to young adults and surrounding neighborhoods, LeadersUp provided career training workshops (Winning in the Workplace Lab) to nearly 500 young adults in Chicagoland, the SF Bay Area, and Los Angeles. Based on the LeadersUp P.O.W.E.R. Skills curriculum that was developed based on the skills gap identified by employers, the lab provides young adults not only with hard-skill support around resumes and mock interviews, but also soft-skill support around relationships, teamwork, communication, and empowerment to own their personal “POWER” strengths and skill sets.

From our surveys, we discovered that many young adults cited scheduling conflicts and transportation to be a large barrier to accessing career opportunities. To address these challenges, LeadersUp adopted a digital version of its *Winning in the Workplace* lab so that young adults could access career readiness skills through their mobile phones and/or computers at any location or time. Following successful completion of the lab, pre-scheduled interviews are assigned to those who plan to attend the Hiring Fair. The digital platform ensured that all young adults would have equal access to job opportunities even if they could not attend a lab in-person. The digital lab incorporated the content of the traditional in-person lab by creating video content for young adults to watch on their schedule, followed by an assessment that measured how well they



HIRING FAIR INSIGHTS

understood the concepts and lessons demonstrated in the videos. After successful completion, LeadersUp staff would follow-up with young adults to schedule interviews with Hiring Fair employers.

As we enter an increasingly digital and mobile age, it is critical for businesses and organizations to align its talent acquisition processes with current trends that call for more innovation around digital platforms. To find and hire talent, especially untapped talent, businesses must look beyond wages and benefits and more towards connecting with a new generation of young talent who are connected through digital communication and more mobile. This is not only important to stay competitive and relevant, but also to support efforts towards a more equitable and accessible job market for young adults looking to start a pathway to a career.



EXPANDING #JUSTOPPORTUNITY – SECURING FAIR CHANCE COMMITMENTS FROM LOCAL EMPLOYERS

Equity and accessibility in the job market are impossible to discuss without acknowledging the need for a fair and second chance for job seekers who are or have been justice-involved. With an estimated 1 in 3 Americans having been arrested and possessing a criminal record, federal, state, and local business leaders are implementing new initiatives to increase employment rates and expand talent pools to fill critical jobs.

According to a 2016 study by CareerBuilder, 72% of companies perform background checks and 82% of those companies screen potential employees for their criminal histories (CareerBuilder, 2016) thereby drastically reducing access for people with criminal records to gain employment. More than 60%

of formerly incarcerated individuals are unemployed one year after being released, and those who do find jobs make 40% less in annual pay (The PEW Charitable Trusts, 2010). The economic impact is felt across the U.S. labor market with the population of former prisoners and people with felony convictions leading to a loss of \$78 to \$87 billion in GDP in 2014 (Center for Economic and Policy Research, 2016). As background checks are currently a fundamental part of the hiring process, it is important to acknowledge that background checks often provide inaccurate or incomplete criminal history reports. According to a recent policy report published by the Urban Institute on criminal background checks, approximately 32% of arrests records in the FBI database lack any corresponding court data that provides case disposition information (Duane, La Vigne, Lynch, & Reimal, 2017).

California and Illinois have both adopted fair chance “ban the box” hiring practices. These policies do not prevent employers from including background checks as a part of the hiring process, however, it eliminates the likelihood of excluding candidates solely based on *having* a criminal record and provides guidance to delay using criminal history checks until later in the hiring process – once a candidate has proven to meet job qualifications. Thus, with a focus on improving and expanding access to opportunity, LeadersUp incorporated an initiative for employer partners to commit to their status as “Fair Chance” employers, which showed their dedication to fair and second chance hiring practices beyond what is required by law. In addition, by committing to this initiative, employers were tagged as “Fair Chance” on all external collateral and materials for young adult participants. By having this



1 in 3

Working Age Adults
Have a Criminal Record

HIRING FAIR INSIGHTS

information readily available on the day of the Hiring Fair, all young adults, regardless of their background, could feel ensured and encouraged to interview for employers that have committed to adopting Fair Chance hiring processes. On the employer side, LeadersUp has ensured a space to continue

the conversations around fair chance through its Future at Work Leadership Network, where “Just Opportunity” will be integrated deeply in webinars and workshops to learn best practices around hiring and retaining talent.



BEYOND THE INTERVIEW - HIRING FAIR INNOVATIONS

AN INTERACTIVE EXPERIENCE



LeadersUp envisions modern hiring fairs to be engaging, relevant experiences-where young adults feel encouraged and empowered to put forth their best effort. Built upon our own P.O.W.E.R. Up! curriculum that incorporates **Career,**

Education, Life, and Finance (CELF) as cornerstones for building a successful career pathway and life, our Hiring Fair uses three components to address the different phases of a young adult's career life-cycle - going beyond just applying and interviewing for a job in one interactive experience called, "The Game of Life."

Upon entering the Hiring Fair, young adults were greeted and provided guidance by our "Ask Me Anything" team whose role was to ensure that every attendee had what they needed to succeed in receiving a job that day. Depending on what the individual needed, they would be directed to either or all of the following zones as part of "The Game of Life" experience: **career resource, image development and professional development.** While some attendees opted to head straight to employer interviews, many took advantage of the different zones to build their resumes for the first time, improve their image or practice their interviewing skills.

TECH STATION/ CAREER DEVELOPMENT ZONE

To prepare young adults to approach employers, the career resource/tech zone provided a space where

job seekers could receive professional advice and services. Many young adults came in without resumes but were able to create and print one (or few)

during the fair with the help of our career specialists. In addition, many took advantage of the mock interview section where they practiced speaking to employers prior to their interviews.



THE GAME OF LIFE/ PROFESSIONAL DEVELOPMENT ZONE

The Game of Life professional development zone provided four interactive games covering the topics of career, education, life, and finance designed to teach and encourage young adults to set long-term goals for success. In this section, career specialists gave advice on empowerment and budgeting to help young adults plan for success beyond the Hiring Fair. To encourage completion of the game, attendees were incentivized with a LeadersUp t-shirt.



HIRING FAIR IMPACT

In partnership with over 45 employers and 20 Talent Development Partners, this year's hiring fairs produced the following results:

45

EMPLOYERS

23

TALENT
DEVELOPMENT
PARTNERS

1,275

YOUNG ADULT
JOB SEEKERS
IMPACTED

\$14.9
MILLION

IN TOTAL ECONOMIC BENEFIT

956

TOTAL JOB
OFFERS

I GOT
THE JOB!

75%

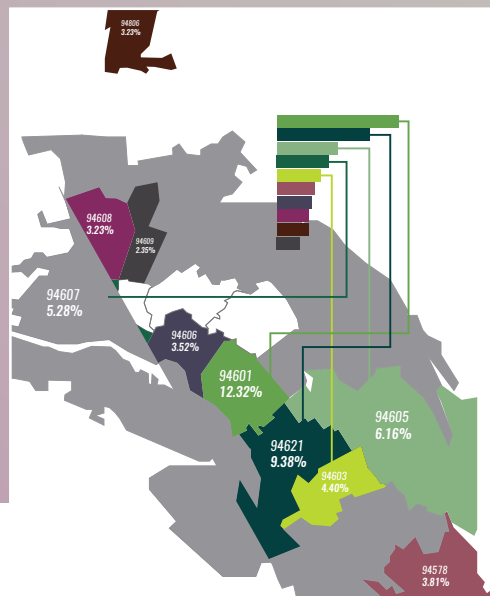
Interview-to-Offer
Ratio

4 of 5

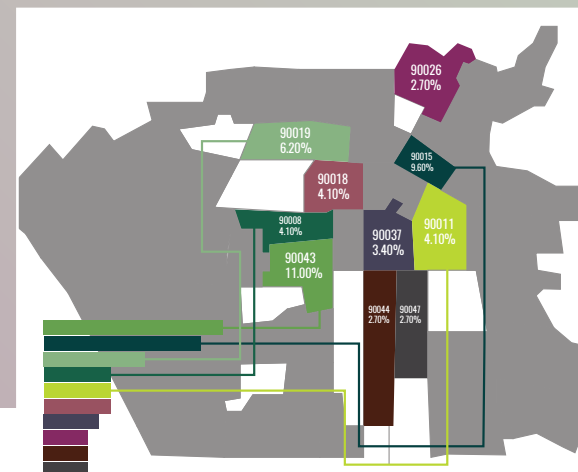
Interviewees
Received Job Offers

HIRING FAIR PARTICIPANT DEMOGRAPHICS

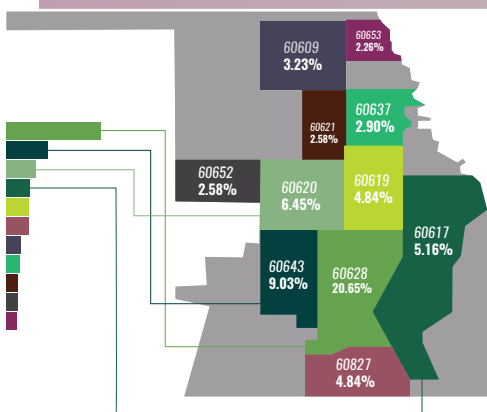
BAY AREA PARTICIPANT ZIP CODES



LOS ANGELES PARTICIPANT ZIP CODES



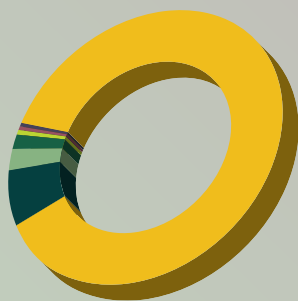
CHICAGO PARTICIPANT ZIP CODES



HIRING FAIR IMPACT

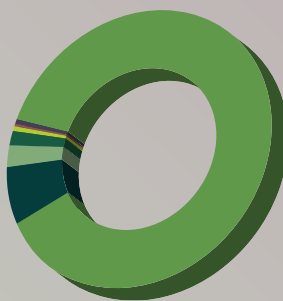
CHICAGO PARTICIPANT DEMOGRAPHICS

Black or African American	87.74%
Hispanic or Latino	6.77%
White (Non-Hispanic)	2.58%
Multi-racial	1.61%
Asian or Pacific Islander	0.65%
Prefer not to disclose	0.32%
Native American or American Indian	0.32%
Other	0.00%
GRAND TOTAL	100.00%



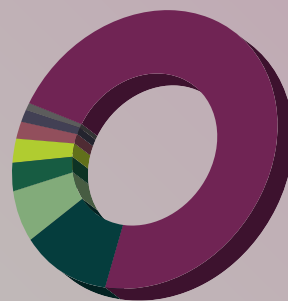
BAY AREA PARTICIPANT DEMOGRAPHICS

Black or African American	62.6%
Hispanic or Latino	20.9%
White (Non-Hispanic)	3.8%
Multi-racial	5.6%
Asian or Pacific Islander	4.7%
Prefer not to disclose	1.7%
Native American or American Indian	0.00%
Other	0.5%
GRAND TOTAL	100.00%



LOS ANGELES PARTICIPANT DEMOGRAPHICS

Black or African American	71.92%
Hispanic or Latino	11.64%
White (Non-Hispanic)	6.16%
Multi-racial	3.42%
Asian or Pacific Islander	2.74%
Prefer not to disclose	2.05%
Native American or American Indian	1.37%
Other	0.68%
GRAND TOTAL	100.00%



PARTICIPATING SECTORS & EMPLOYER PARTNERS

FOOD SERVICE OR MANUFACTURING



HEALTHCARE



TRANSPORTATION DISTRIBUTION & LOGISTICS



FINANCE



RETAIL



NON PROFIT



MANUFACTURING



ACCOMMODATION & HOSPITALITY



HIRING FAIR INFLUENCE

A CLOSER LOOK AT MARKET IMPACT

CHICAGO



Focus on South Side

Support existing systems (Thrive) with expanding their impact.

Support for TDL employers to engage new talent in face of aging workforce

Add support of local media as sponsors as well as influencers as ambassadors

Chicago Hiring Fair Video



Chicago Hiring Fair in the News



Click the Icon to Watch the Video

BAY AREA



Focus on "Just Opportunity" & Boys and Young Men of Color

Centralized location to expand access to opportunity to young people across the Bay Area

Just Opportunity Report/ Fair Chance Coalition Video



Bay Area Hiring Fair Video



Click the Icon to Watch the Video

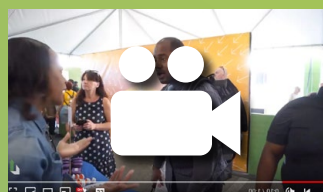
LOS ANGELES



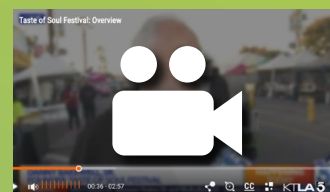
Focus on community engagement via Taste of Soul

Media Outreach to increase awareness of opportunities in South LA

LA Hiring Fair at Taste of Soul Video



KTLA Channel 7 Live at the Hiring Fair at the Taste of Soul



Click the Icon to Watch the Video

POST-HIRING FAIR KEY LEARNING



INSIGHTS FROM YOUNG ADULTS

The Hiring Fairs offered a good opportunity for LeadersUp to gain insights on how to improve our services in the future. We were able to capture the feedback from about 33% of attendees, giving us a strong basis for objective feedback on our Hiring Fairs. From this survey, we wanted to understand the types of industries, wages, and time commitments young adults are willing to spend on earning a degree or a certificate. In turn, this would inform our strategy in looking for future partnerships with employers and determine what types of best practices would be needed on the employer and provider side in order to connect young people to opportunity. To support our career training services, we asked young adults how much time they would be willing to spend in order to receive a certification for a job. In addition, we wanted to determine the types of industries young adults look for when seeking a long-term career. In looking at how these questions interact with factors such as age, work experience, and hourly salary expectations—LeadersUp can better align its business partnerships and career training programs to meet the needs of job seekers by being able to produce more customized experiences for particular age groups and help determine a young adult's current career stage.

Upon looking at the survey results, respondents at a younger age range are willing to spend a greater number of days to receive a certification. Moreover, the lower desired median wage is unsurprising among a younger audience—as they have less work experience. Thus, it may be beneficial to target a younger age range for longer-term cohort career training opportunities, whereas the one-day lab model (and the Hiring Fair) may be more appropriate for those with more work experience. Moreover, this

may mean that employers attending the Hiring Fairs would find more benefit in offering more mid-career job opportunities—as the Hiring Fair attendees have a median age of 22. Thus, gearing the Hiring Fair experience towards an older age range (at or above 22) can produce a more targeted approach for both outreach and the experience itself.

How many days are you willing to spend on a certification?

AGE RANGE	AVERAGE DAYS	MEDIAN WAGE DESIRED
15-18	122	\$13
19-22	103	\$13
23-26	100	\$15
27+	80	\$15

What industry do you want to work in? (Top 15 Responses)

Healthcare	14.41%
Food Service	10.09%
Retail (Customer Service)	9.80%
Unsure	6.63%
Customer Service	5.48%
Entertainment & Arts	5.48%
Transportation Distribution Logistics	5.48%
Education	4.32%
Hospitality	4.32%
Technology	4.03%
Any	2.88%
Construction	2.88%
Business	2.59%
Office Administration	2.31%
Government/Non-Profit	2.02%

POST-HIRING FAIR KEY LEARNING



EMPLOYER INSIGHTS

To ensure that young adults have transparent information and the support to navigate the onboarding process, LeadersUp created employer-engagement portals to connect over 40 companies through customized micro-sites (for employer partners who hired young adults) at the Hiring Fair. These portals were customized per employer and could be accessed at any time on the web. During the Hiring Fair, a majority of employers used the portal to access their interview tracker and exit surveys. In the interview tracker, we embedded outcomes, tracking information, and additional resource provisions for employer partners committed to coaching Millennials managing a multi-generational workforce, and support broader retention goals.

listing the names of pre-scheduled interviews, many employers established an expectation that many of the trained individuals would show; however, they expressed disappointment due to attrition. This pattern occurred across all markets, suggesting an opportunity for LeadersUp to re-evaluate the pre-scheduled interview system on the employers' front. Moreover, the Los Angeles Hiring Fair at the Taste of Soul proved to be more difficult for employers than the other locations at the Kroc Center (South Side Chicago) and the Scottish Rite Center (Oakland). Although the Taste of Soul provided an opportunity to engage the community at a more intimate level, employers expressed some concerns about the location as "a little loud" and suggesting "...a standalone event". Thus, an event like Taste of Soul may be more appropriate for another goal, such as community engagement and outreach over connecting young adults to jobs.

Interview/Outcomes Tracker



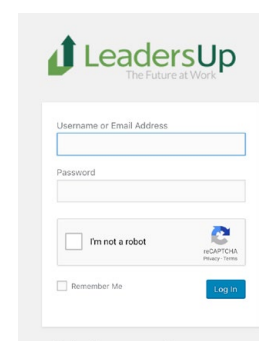
This interview check-in form provides a space for employers to track interviewees' contact info, day-of interview statuses, and later provide updates on the final outcome. You will be given access to this form for your own reference and use after the hiring fair. Questions? Contact impact@leadersup.org

Prescheduled Interviews

This is the pre-populated list of interviewees that have been trained by LeadersUp and prescheduled with your company. Following the end of their interview, collect the interview offer card and input the status. Leave blank for no-shows.

	First Name	Last Name	Email	Phone	Appointment	Interview Status	Final Outcome
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							

Portal/Microsite



At the end of the Hiring Fair, a total of 45 employers completed their feedback form. All employers indicated their interest in participating in next year's hiring fair. Overall, the majority of employers rated their experience as "Good" to "Very Good". One area of concern is around pre-scheduled interviews as many pre-trained individuals did not show on the day of the hiring fair. Due to the interview tracker

POST-HIRING FAIR KEY LEARNING



TALENT DEVELOPMENT PARTNER INSIGHTS

Leading up to the Hiring Fair, LeadersUp collaborated with over 20 local community organizations -- In Chicago: Bright Park Neighborhood Council, Chicago Urban League, Gary Comer Youth Center, Metro Family Services, Teamwork Englewood, Phalanx Family Services, and St. Sabina Employment Resource Center. In the Bay Area: Youth Employment Partnership (YEP), Center for Employment Opportunities (CEO), Covenant House, and Laney College. In Los Angeles: Brotherhood Crusade, CYFC, DCFS, Faithful Central Bible Church, LA Job Corps, LA Southwest College, LA Urban League, Locke High School, Santa Monica College, St. Anne's, and Youth Policy Institute. By partnering with local community organizations that are already connected to young adults and surrounding neighborhoods, LeadersUp provided career training workshops, which included mock interviews and resume building, to ~500 young adults in the Chicagoland, SF Bay Area, and Los Angeles regions.

LeadersUp will continue its community engagement by referring attendees to partnered organizations that provide need-specific services. Following every Hiring Fair, all young adults who connected with LeadersUp received follow-up messages with a list of wraparound support services (referrals to talent development partners) that reflected their indicated needs. This process ensures that young adults have the opportunity to access services for any needs that may pose as a challenge to their career advancement.



CONCLUSION

The 2018 LeadersUp Hiring Fair was designed intentionally around removing barriers to employment, especially as related to accessibility around career and professional development/resources. The three (3) Hiring Fairs not only produced impactful employment outcomes, but also highlighted the enormous talent potential of all participants involved. Despite experiencing high levels of unemployment and societal barriers, 80% of young adult attendees were given job offers, showing that there is a great potential and need to bridge the gap between employers and an untapped source of diverse and skilled talent.

Through the on-the-spot interview process, many barriers including the application and trepidation around the background check process are mitigated by screening a candidate's fit via organic

human interaction over just an application. It is critical that employers move their hiring practices towards methods that are not only socially impactful, but also provides a strong return-on-investment. Our goal is to not only increase access to jobs and career advancement, but also challenge businesses to innovate around best hiring practices to discover untapped talent in local communities, especially among opportunity youth.

By joining stakeholders to play a direct role in the career pathway continuum, the Hiring Fair highlighted the opportunities and outcomes that could be realized through strong collaboration, partnerships, and a common goal towards providing career pathways for all as a social and economic imperative.





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