

NET OPPORTUNITY CAREER EXPO

Key Insights Report

Presented by:

USC Civic Engagement

 **LeadersUp**
The Future at Work

Powered by:  **100,000 OPPORTUNITIES**
Initiative™

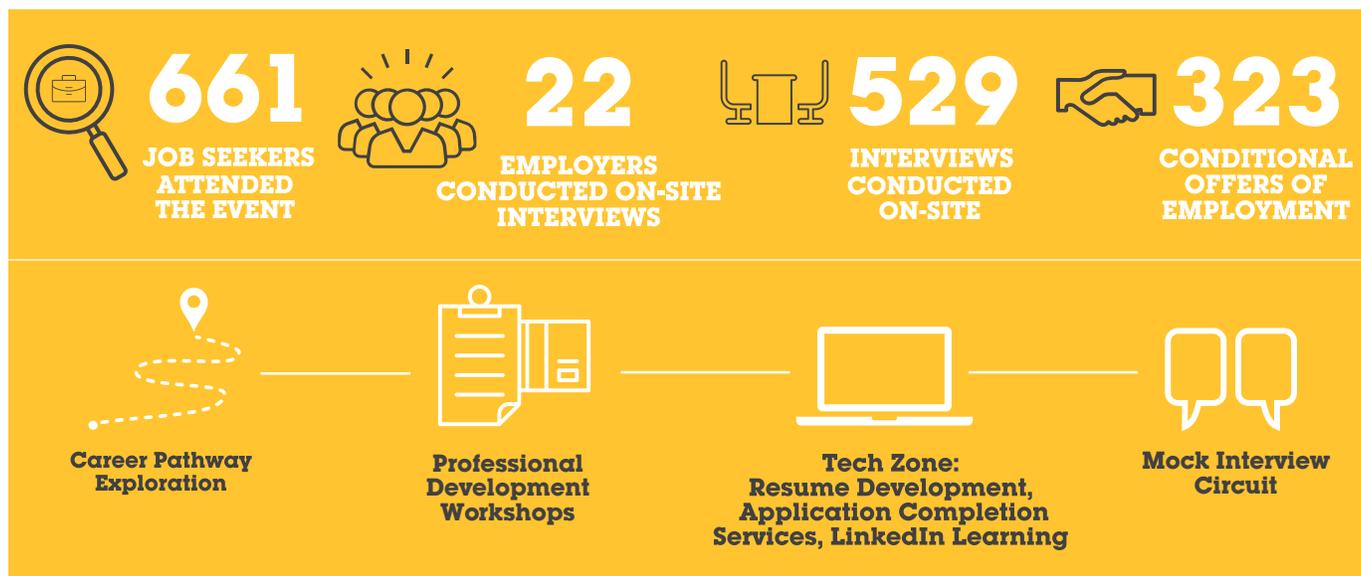
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June 20th 2017 Net Opportunity Career Expo Overview

Summary

On June 20, 2017, in cooperation with the 100,000 Opportunities Initiative, the University of Southern California (USC), and local business and community partners, LeadersUp hosted a career expo and hiring fair on-campus at USC. LeadersUp joined forces with USC's Office of Civic Engagement to provide an event that was community-based, accessible to residents of Los Angeles, and open to all job seekers – including older adults (24+). As a continuation of the 100,000 Opportunities Initiative mission to connect motivated talent to career opportunities, the Net Opportunity Career Expo (Net Opp Career Expo) provided a one-stop shop for participants to network with companies, prepare for interviews and secure real employment opportunities. In just six hours, the following was achieved:



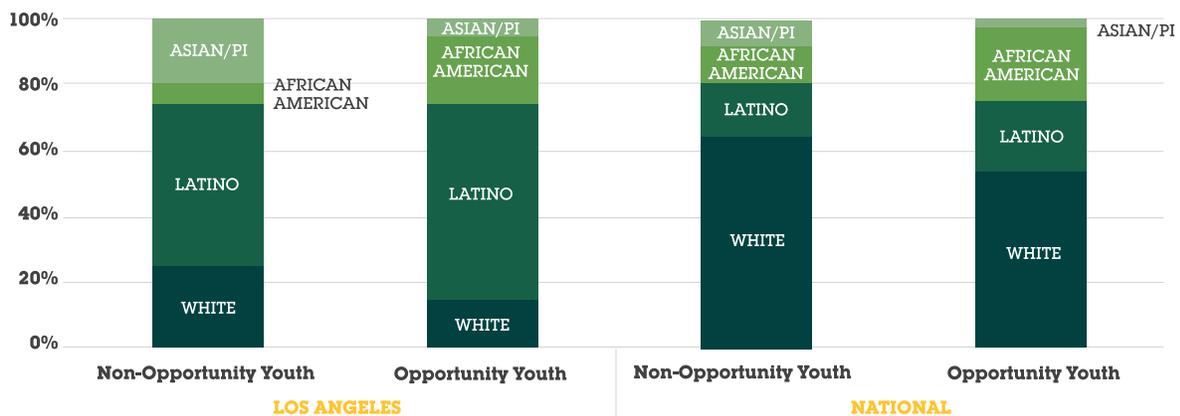
The following report provides analysis and key insights about the strategic design of the event, its attendees, their needs, employer partners, and concludes with considerations for continuous improvement of the program. As a talent intermediary focused on bridging the divide between businesses looking to find and keep talent – and the 5.5 million young adults who are not in school and not working – LeadersUp is consistently pushing to generate new ideas and implement more effective strategies to create career pathways connected to industry and communities.

Introduction: The Net Opportunity Career Expo

Los Angeles is the second largest city in the United States with a population of more than 4 million and a metro population of more than 13 million people.¹ Inside those numbers, within the greater metro area, there are nearly 200,000 Opportunity Youth (OY) – young adults between the ages of 16 and 24 who are not in school and not working, making up 14.2% of the respective population.²

Opportunity Youth face pronounced challenges in accessing and obtaining educational and career opportunities. In Los Angeles, this population is predominately comprised of African American and Latino youth who live in impoverished and underutilized neighborhoods. In the greater Los Angeles area, 17.1% of the population lives below the poverty line, a higher percentage than the national average of 15.9%, with a living income of approximately \$10,740 (household of one). Furthermore, the on-time graduation rate within Los Angeles County is 75.34% – almost 6% lower than the national average.³

PERCENTAGE OF YOUTH STATUS BY MAJOR RACE/ETHNICITY



We estimate that each opportunity youth imposes – on average and compared to other youth – an immediate taxpayer burden of \$13,900 per year and an immediate social burden of \$37,450 per year (2011 dollars).⁴ The Net Opportunity Career Expo was just one solution in helping Los Angeles provide real-time opportunities that result in a net gain: a win for job seekers, a win for businesses, and a win for the community.

1 <http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?srcc=bkml>
 2 <http://opportunityindex.org/#8.00/34.139/-116.529/Los+Angeles/California>
 3 <http://opportunityindex.org/#8.00/34.139/-116.529/Los+Angeles/California>
 4 <http://files.eric.ed.gov/fulltext/ED528650.pdf>

Designing The Net Opportunity Career Expo: Just One Solution

Accessibility

Studies cite that transportation remains the largest challenge to sustainable employment.⁵ To address this concern, LeadersUp partnered with USC because of the school's proximity to areas with the most pronounced needs for employment. The campus is accessible via a Metro subway stop, bus lines, and is in proximity to major transportation arteries. USC has demonstrated their commitment to the community by addressing the need to drive social impact through their engagement efforts to facilitate positive change in their community and build a more diverse and equitable workforce. Thus, LeadersUp worked closely with USC's supply chain network to build upon the shared commitment to closing the talent divide in the Los Angeles metro area.

It is estimated that more than half of Los Angeles County residents speak a language other than English at home. So it is not surprising that Opportunity Youth in Los Angeles are more linguistically isolated than young adults living in the rest of the country (*Linguistic isolation*: A household is considered linguistically isolated if all adults speak a language other than English and none speak English very well).⁶ Currently, 17.2% of those who are linguistically isolated in Los Angeles are Opportunity Youth, compared with those 12.2% of Opportunity Youth who are not linguistically isolated. Because of its location to neighborhoods in need and general accessibility to those outside the surrounding neighborhoods, the University of Southern California provided an advantageous site to connect industry to community.

Real Career Opportunities

Employers that support the 100,000 Opportunities Initiative (100K) – an employer-led movement launched in August 2015 with the goal of creating opportunities to connect more than 100,000 young adults that are not working and not in school to careers by 2020 – already believe that there is talent in struggling underserved and underutilized communities. While twelve 100K employers participated in previous fairs, ten new employers joined the Net Opp Expo to find viable talent to meet their workforce demands. As a part of the onboarding process for all employers, LeadersUp conducted a thorough talent needs assessment to determine: basic qualifications, desired core competencies and required hiring and onboarding processes to prepare and communicate with job seekers prior to the event. Furthermore, companies were asked to provide detailed information about starting wages, job qualifications that matter most, promotional opportunities, and the amount of time it takes to grow within a company in order to delineate an approach to create pathways to find and keep talent⁷.

As companies are having an increasingly difficult time finding and keeping talent, the Net Opp Expo provided them with the ability to showcase their company's benefits, perks, and work culture. The event also included a career exploration area designed to provide companies and job seekers with a networking space to determine mutual interest prior to interviews.

⁵ <http://www.psc.isr.umich.edu/pubs/pdf/rr02-508.pdf>; <https://www.federalreserve.gov/communitydev/barriers-for-workers.htm>

⁶ <https://www.census.gov/hhes/socdemo/language/data/census/li-final.pdf>

⁷ Career pathways offer education and/or training credentials aligned with employer-validated work readiness and competencies to define each stage in career advancement.

Designing The Net Opportunity Career Expo: Just One Solution

Training and Outreach

In preparation for the event, LeadersUp partnered with local workforce development providers and community-based organizations to train more than 250 attendees with professional work-ready interview skills and resume development through its Winning in the Workplace Lab Series (WiW). The WiW Lab is a 6-hour training designed to prepare job seekers with the relevant skills to network with employers, create a sense of confidence in interviews, and build resumes that showcase their tremendous talent potential. The programming arm of LeadersUp liaised with a network of partners to reach job seekers, invited them to participate in the trainings, and distributed outreach materials about the career event. USC also hosted a series of trainings targeted at adult job seekers returning to work after years of dislocation. The results of the combined efforts were over 250 youth and adult job seekers trained for the Net Opp Expo.

More than 1,300 registrants signed up for the event through digital outreach and word of mouth referrals. LeadersUp also guided three street outreach teams and launched a social media campaign to supplement outreach efforts about the opportunities that would be available at the career-hiring event.

On the event day, participants, under the guidance of trained volunteers, were granted access to an application and resume hub to work on employment applications (post-conditional offers) and revise resumes before interviews. The LeadersUp team also designed a mock interview circuit to provide opportunities to hone and practice interview skills prior to interviewing with employers. Guided by a cadre of trained volunteers, participants were asked to step outside of their comfort zones and receive constructive criticism that led to stronger interviews and better offer rates. In total, 244 attendees participated in the application and resume hub; and 153 participants took advantage of the mock interview circuit.

Transition Age Youth

Los Angeles County has the largest number of Transition Age Youth (TAY) in the United States. Youth in foster care are at high-risk for leaving education, becoming homeless, and having substance abuse disorders. These exacerbating challenges impacting youth in care (or transitioning out of care) present an area of urgent opportunity for identifying, training, and connecting them to sustainable and permanent career pathways. Through specialized outreach with the Alliance for Children's Rights/LA Opportunity Youth Collaborative - a group of TAY service providers and advocates — LeadersUp partnered with key members to pre-register and prioritize TAY attendees with interview opportunities. The results of our collaboration led to a total of 47 TAY in attendance at the event. Overall TAY attendees took part in 60 interviews and 22 individual TAY attendees secured 36 conditional offers at the Net Opp Expo.

The Net Opportunity Career Expo: A Recap

Job Seeker Overview

A total of 661 individuals attended the Net Opportunity Career Expo and hiring fair in Los Angeles on June 20, 2017. The following tables provide summary information regarding attendance at the career hiring fair and further details by those who participated in self-reported surveys. Approximately 51% of attendees were female and 48% were male.

Race/Ethnicity

| | RACE | |
|------------------------------------|------------|--------|
| Black or African American | 276 | 42.66% |
| Hispanic or Latino | 254 | 39.26% |
| White (non-Hispanic) | 21 | 3.25% |
| Native American or American Indian | 4 | 0.62% |
| Asian or Pacific Islander | 30 | 4.64% |
| Multi-Racial | 45 | 6.96% |
| Other | 2 | 0.31% |
| Prefer not to Disclose | 15 | 2.32% |
| TOTAL | 647 | |

Educational Attainment

| | EDUCATION | |
|---|------------|--------|
| Did Not Complete High School | 16 | 2.47% |
| Enrolled in High School | 60 | 9.27% |
| Graduated from High School/GED Equivalent | 238 | 36.79% |
| Enrolled in Community College/Trade School | 134 | 20.71% |
| Graduated from Community College/Trade School | 59 | 9.12% |
| Enrolled in 4-Year College/University | 58 | 8.96% |
| Graduated from 4-Year College/University | 82 | 12.67% |
| TOTAL | 647 | |

The Net Opportunity Career Expo: A Recap

"I got offers from Starbucks and U.S. Bank. I came in looking for something better.

Now I know that I am capable of something better

– because I was able to get an offer at one of the most competitive banks in the nation."

– Flor Alejo



Job Seeker Insights

The Net Opportunity Career Expo provided job seekers with an opportunity to connect to employers and secure career pathway opportunities. Even though the 100K Initiative traditionally targets Opportunity Youth - the Net Opp Expo welcomed job seekers of all ages. The strategic partnership with the USC's Office of Civic Engagement led to strategic outreach to job seekers via government and communication channels headed by elected city and county officials. More than 80% of total attendees came from districts 1st and 2nd and the following 10 zip codes located in Los Angeles County.⁸

Targeted Job Seeker Attendance



| ZIP CODE | INDIVIDUALS BELOW POVERTY LINE | DISTRICT | LOS ANGELES COUNTY SUPERVISORIAL DISTRICT |
|----------|--------------------------------|----------|---|
| 90732 | 7.2% | 5th | Kathryn Barger |
| 90015 | 36.7% | 1st | Hilda L. Solis |
| 90011 | 42.4% | 1st | Hilda L. Solis |
| 90007 | 48.8% | 2nd | Mark Ridley-Thomas |
| 90044 | 36.5% | 2nd | Mark Ridley-Thomas |
| 90043 | 21.7% | 2nd | Mark Ridley-Thomas |
| 90037 | 40.9% | 2nd | Mark Ridley-Thomas |
| 90047 | 21.9% | 2nd | Mark Ridley-Thomas |
| 90003 | 36.6% | 2nd | Mark Ridley-Thomas |
| 90018 | 27.6% | 2nd | Mark Ridley-Thomas |

⁸ <https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>

The Net Opportunity Career Expo: A Recap

There was significant age diversity amongst attendees, a finding worth noting considering the strategic outreach to adults, who represented more than half of job seekers in attendance.

| ATTENDEE PERCENTAGE BY AGE GROUP | |
|----------------------------------|-------------------|
| AGE GROUP | PERCENT ATTENDEES |
| UNDER 18 | 2.57% |
| 18-24 | 48.94% |
| 25-34 | 21.3% |
| 35+ | 21% |

In partnership with LeadersUp's curated network of community-based organizations, known as Talent Development Partners (TDPs), the organization was able to recruit and create a pipeline of over 250 job seekers from the greater Los Angeles metro area through referrals and facilitation of Winning in the Workplace lab trainings.

| TDP | Referred Participants |
|---------------------------------------|-----------------------|
| Brotherhood Crusade | 12 |
| CD Tech | 4 |
| Office of Council Member Curren Price | 3 |
| DCFS | 12 |
| iFoster | 11 |
| Job Corps | 143 |
| Para Los Niños | 26 |
| USC | 29 |
| Youth Policy Institute | 18 |

The breadth and diversity of attendees contributed to an event that appealed to many job seekers in search of employment opportunities. Although 48.94% of interviewees were between the ages of 18-24, job seekers of all ages were granted an opportunity to network with companies and identify potential employment opportunities. Some job seekers received more than one on-the-spot offer. Many were older workers returning to the workforce in search of new career opportunities that provided promising income gains, security, and career advancement commitments. All of which were agreed upon conditions prior to employer participation.

Employer Participation Overview

The following employers participated in the Net Opp Career Expo. With an overall conditional offer rate of 61%, employers generally found Net Opp Expo job seekers qualified and capable of working within their companies. Employers were asked to submit interview outcome cards at the conclusion of the event that connected conditional offers to attendee data. While job seekers of all age groups hovered around a 60% offer rate, job seekers between the ages of 25 and 34 had nearly a 72% conversion rate – a testament to the readiness and potential of all job seekers in attendance. Three employers: Chipotle, Five Guys, and Starbucks, were responsible for nearly 42% of interviews and 32% of the subsequent offers. The table on the right presents complete interview outcomes by employer:

| Employer | Conditional Offers | Not Hired | Total Interviews | Conversion Rate |
|-------------------------|--------------------|------------|------------------|-----------------|
| Aramark | 1 | 2 | 3 | 33.33% |
| CAVA Grill | 4 | 0 | 4 | 100.00% |
| CSC | 34 | 0 | 34 | 100.00% |
| Chipotle | 34 | 50 | 84 | 40.48% |
| Do & Co | 12 | 2 | 14 | 85.71% |
| Delaware North | 13 | 4 | 17 | 76.47% |
| Dynamic Nursing Service | 11 | 1 | 12 | 91.67% |
| Five Guys | 26 | 43 | 69 | 37.68% |
| Greenleaf | 11 | 4 | 15 | 73.33% |
| HMS Host | 7 | 13 | 20 | 35.00% |
| Hyatt | 1 | 0 | 1 | 100.00% |
| Kelly Services | 20 | 1 | 21 | 95.24% |
| Microsoft | 4 | 0 | 4 | 100.00% |
| Noah's Bagels | 26 | 9 | 35 | 74.29% |
| PCL Construction | 4 | 6 | 10 | 40.00% |
| Rance's Chicago Pizza | 18 | 3 | 21 | 85.71% |
| Starbucks | 44 | 28 | 72 | 61.11% |
| sweetgreen | 20 | 15 | 35 | 57.14% |
| Trader Joes | 17 | 13 | 30 | 56.67% |
| Trejo's Tacos | 4 | 4 | 8 | 50.00% |
| US Bank | 3 | 1 | 4 | 75.00% |
| United Airlines | 9 | 7 | 16 | 56.25% |
| Total | 323 | 206 | 529 | 61.06% |

“I met some wonderful people here today. The number one quality I’m looking for is a positive attitude. We can teach you everything else but we can’t teach someone to be a team player if they are not personally ready. All of the people I hired today have that right attitude and desire to work as part of a successful team.”

– Aaron Tofani, Co-Founder and Co-Owner, Rance's Chicago Pizza

The following table presents complete interview outcomes by interviewees:

| Interviewees with Job Offer(s) | Total Interviewees | Conversion Rate |
|--------------------------------|--------------------|-----------------|
| 234 | 343 | 68.2% |

Employer Participation Insights

Employers were enthused, excited, and impressed with the talent pool. Some employers even exclaimed that they were only looking to hire a few candidates but were simply unable to turn away great people. The hiring events provided a curated experience for companies to efficiently and effectively connect to the community in a way that met their bottom line. With over 400 interview tables and talent marketing giveaways, the experience offered camaraderie and community building to employers and job seekers alike. Employers committed to closing the talent divide provided real opportunities for underserved and underutilized job seekers while growing their own bottom lines. The net gains of the Net Career Expo have the potential to alleviate more than 3 million dollars in social and economic burdens of unemployment in the LA Metro Area.

Conclusions and Net Gains

The Net Opportunity Career Expo was designed to provide communities and companies with an opportunity marketplace to network, connect, and establish mutuality as job seekers explored career pathways and employers assessed potential talent. The location, strategic partnerships, targeted focus on TAY, and job seekers of all ages - netted a true experience for the broader Los Angeles community. Though job seekers still overwhelmingly cite transportation (35%) and housing (17%) as key barriers to permanent and secure employment, the career event provided attendees with a one-stop shop to connect with community resources to assist in mitigating pervasive barriers to employment. New directions might include providing an opportunity for eligible job seekers to accelerate enrollment into education, community, and government supports that provide safety nets for successful re-integration into work and education — in order to advance their careers.

With a conversion rate of 68% of all interviewees, job seekers were provided with a meaningful opportunity to present themselves to employers, combating negative stereotypes associated with those who are low-income, chronically underserved, and unemployed. On the other hand, job seekers, cited cost of living, healthcare, and housing as the main drivers of their participation in the Net Opportunity Expo, suggesting a strong demand for companies that can provide livable wages *and* critical benefits. The net gains of such an effort are beyond quantification as job seekers of all ages tell their families and communities about their positive experience, the real talent demand of employers, and the true commitment to equity and access that key stakeholders have to the highest need areas of greater Los Angeles.

Works Cited

Belfield, Clive R.; Levin, Henry M.; and Rachel Rosen. "The Economic Value of Opportunity Youth." <http://files.eric.ed.gov/fulltext/ED528650.pdf>

Danzinger, Sandra; Corcoran, Mary; Danzinger, Sheldon; et. al. "Barriers to the Employment of Welfare Recipients." <http://www.psc.isr.umich.edu/pubs/pdf/rr02-508.pdf>

<https://www.federalreserve.gov/communitydev/barriers-for-workers.htm>

Data Sources:

<https://www.census.gov/hhes/socdemo/language/data/census/li-final.pdf>

<http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?srcc=bkmm>

<https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>

<http://opportunityindex.org/#8.00/34.139/-116.529/Los+Angeles/California>



LeadersUp is a 501(c)(3) is a talent development intermediary focused on ending the youth unemployment and Opportunity Divide by meeting business hiring needs with a pipeline of ready-to-work young adults.

USC Civic Engagement

USC Civic Engagement supports and promotes more than 400 community initiatives in our local neighborhoods. As an institution, we are committed to helping young people realize their dream of a college education. We are striving to assist families and small businesses in gaining access to resources that support their health and vitality. We are proud to protect, develop, and cherish our neighborhood communities.



100,000 OPPORTUNITIES
Initiative™

Launched in August 2015, the 100,000 Opportunities Initiative is the largest employer-led coalition focused on hiring opportunity youth. These young people face systemic barriers to employment and education. We are creating opportunities for employment, internships, and apprenticeships. The 100,000 Opportunities Initiative is led by FSG and the Aspen Institute's Forum for Community Solutions. It is supported by many of the country's youth and opportunity-focused nonprofit organizations, local governments, and participating funders.

Please contact Corey Matthews, National Director of Impact at LeadersUp, at corey@leadersup.org or 206.956.4000 for all inquiries.

NET OPPORTUNITY CAREER EXPO

Powered by: **100,000 OPPORTUNITIES Initiative™**

Making the Case for a More Equitable Workforce

200,000



Opportunity youth in the Los Angeles region, **14%** of population 16-24 demographic the greater LA region

Potential Net Loss

\$328M

OVERALL UNEMPLOYMENT RATE FOR THE REGION

5.1%



UNEMPLOYMENT RATES FOR Hispanic or Latino

10.39%

African American

15.89%

BIGGEST barriers to job success/sustainability:



TRANSPORTATION & HOUSING

35%

cite transportation as a **key barrier** to sustainable employment



17%

cite housing as a **key barrier** to sustainable employment

ACCESSIBILITY TO PUBLIC TRANSPORTATION FOR THE GREATER LA REGION

STRATEGIC LOCATION



USC Civic Engagement



LeadersUp
The Future at Work



THE GALEN CENTER
AT USC

Designing The Net Opportunity Career Expo

22



EMPLOYERS PARTICIPATED TO MATCH TALENT WITH THEIR WORKFORCE DEMANDS

250+

JOB SEEKERS TRAINED TO PROVIDE THEM WITH THE SKILLS FOR SUCCESS IN CONNECTING TO CAREER OPPORTUNITIES



12

10

Newly On-boarded by USC

100,000 OPPORTUNITIES Initiative™

1500+

TRAINING HOURS



Event Offerings



Career Pathway Exploration



Professional Development Workshops



Tech Zone:
Resume Development, Application Completion Services, LinkedIn Learning



Mock Interview Circuit

KEY HIGHLIGHTS FROM THE EVENT



1300
REGISTRATIONS



661
JOB SEEKERS



22
EMPLOYERS
CONDUCTED ON-SITE INTERVIEWS



529
INTERVIEWS



323
CONDITIONAL OFFERS OF EMPLOYMENT



244
TECH ZONE PARTICIPANTS



153
MOCK INTERVIEW CIRCUIT PARTICIPANTS

Targeted Job Seeker Attendance

BY ZIP CODE



ATTENDEE PERCENTAGE BY AGE GROUP

| AGE GROUP | PERCENT ATTENDEES |
|-----------|-------------------|
| UNDER 18 | 11.50% |
| 18-24 | 36.10% |
| 25-34 | 19.17% |
| 35+ | 33.23% |

POTENTIAL ECONOMIC GAIN BASED ON OFFERS IN TARGETED ZIP CODES:

\$1,246,700

Making a difference for residents of Los Angeles is an economic and social imperative. By working together with public and private partners, we can continue to widen the circle of opportunity and empower individuals to thrive, succeed and make an everlasting impact in their lives.



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