

San Francisco Emergency Homeless Response System (HRS) Staffing Initiative Overview

Update as of April 8, 2020

Based on several weeks of listening to providers, gathering information at the City's Emergency Operations Center, and witnessing conditions across programs and communities, San Francisco's Department of Homelessness and Supportive Housing (HSH) recognized a growing strain in the HRS workforce due to COVID-19.

To keep frontline work sustainable, City and community leaders are considering several responses. Some of these tools, such as the incentive pay or mobilization of Disaster Service Workers are going through citywide processes, and decisions are pending. At the same time, HSH decided to engage with leaders in the non-profit, for profit, and philanthropic communities to put more options on the table.

On March 28th, based on guidance from many nonprofit providers about the need and mechanisms to deploy help, Tipping Point Community's Chronic Homelessness Initiative (CHI) and HSH formed a partnership to rapidly explore further workforce solutions. Tipping Point is bringing project design and management to the new initiative, with the goal of rapidly bringing relief and additional workers into the system of care, to sustain the HRS for the duration of the COVID-19 outbreak.

Concept

Create a collaborative rapid recruitment and hiring campaign for multiple agencies. The Initiative is designed to 1) absorb the time and effort of finding viable candidates from the nonprofits, and 2) add capacity to the HRS for aggressively sourcing and screening candidates.

The Need

The first step was to identify the scope of the need. CHI designed a survey to capture information such as numbers of employees needed, position titles, pay range, interest in participating in the Initiative, etc. The survey was sent by HSH to its email list of providers. Ultimately, seventeen organizations expressed interest in participating, with 168 positions needing to be filled within a 10-day period. HSH is also using data from the survey to advocate for various City support for the nonprofits.

Design

CHI hired a two-person team of recruiters with expertise in bulk hiring for nonprofits. The team is designing a recruitment strategy and collecting job descriptions from the agencies. They have thus far identified more than 50 sources for potential candidates who have direct or transferable skills and competencies appropriate to working with people experiencing homelessness. The recruiters are developing collaborations with multiple nonprofits and City departments specializing in workforce development. Applications will be collected through a new website. The recruitment team will conduct the first screen of applicants and forward viable candidates to the nonprofits, providing whatever additional assistance the nonprofits may need throughout the application review and hiring process.

Advisory Group

HSH identified a group of nonprofit leaders to serve as advisors to the Initiative. CHI convened these leaders to give feedback on the initial campaign design.

