

HIRE LOCALLY

Once you assess your project needs and consider potential applicants, you can share the opening with community members and conduct the hiring process. Listed below are some local hiring strategies that can be implemented to prioritize and promote hiring staff from the local community.

First Source Hiring

When conducting a locally-focused hiring process, consider implementing a “first source” hiring process. This means prioritizing certain groups in your outreach and recruitment approach prior to opening up the position to the general public. Here are the general steps to implement the strategy:

- *Partner with local CBOs, affordable housing sites, and employment centers, and local government and workforce agencies near the project area.*
- *Share the job opening with these partnering organizations as your “first source” who may be able to provide a list of eligible candidates or post the job position in their communication channels to share the opportunity with members or residents.*
- *Following the initial efforts to recruit locally and from first source partner organizations, the job position can be opened up to other platforms and recruitment sources to find qualified and well-matched candidates who are not from the local community.*

Targeted Hiring

Targeted hiring focuses on hiring preferences based on a certain range of worker characteristics. This can be based on characteristics such as residency in a low-income community or neighborhood, having been formerly incarcerated, having a disability, or being long-term unemployed. It may also be based on veteran status, sex, race, or ethnicity (where allowed) and whether these groups have been historically underrepresented in your hiring or the field.

- *Legal considerations: It is important to understand the potential legal implications of any hiring decision. [ACLU's Inclusion Targets: What's Legal](#) provides additional context on prioritizing equity and implementing targeted hiring without unintentionally engaging in discriminatory practices. Some important points to include:*
 - *Inclusion efforts should seek to remedy a protected group's low numbers in a particular job or sector*
 - *Programs can set numerical hiring targets or goals but should avoid rigid quotas or set-asides*

Youth Workforce Development

You may want to consider a hiring strategy focused on youth for tasks and roles that require a large team of workers. In general, youth is defined as teenagers and young adults between 16 to 24 years of age. Input from younger generations is often left out of major planning and development decisions that ultimately impact them and their communities for many years to come. High school students are usually local to the community, so youth-focused hiring strategies will help develop the local workforce and invest in the youth.

Some tasks and roles that may be suitable for youth include:

- *Conducting outreach and surveys*
- *Creating outreach materials*
- *Data organization and analysis*
- *Customer service*
- *Fleet rebalancing*
- *Interpreting at in-person events*
- *Translating written materials*
- *Community ambassadors*

In addition to youth that are in high school, college or recently graduate, you can focus on particular youth populations that may be experiencing other challenges such as LGBT+, unhoused, foster, formerly incarcerated or undocumented youth. These groups of youth may be at risk of not integrating into society and engaging in risky or dangerous behavior due the limitations and failures of various institutions and systems. A carefully crafted workforce development program with training, mentorship and supervision can help youth to gain work experience and skills, build a supportive professional network, and develop confidence and self-efficacy in themselves.

For examples of how other organizations prioritize youth workforce development consider looking into [**Grid Alternatives' Installation Training and Partnerships**](#) and [**Rising Sun's Opportunity Build**](#). For CMO projects, this may look like a more focused internship, fellowship, apprenticeship, or community ambassador program.

Community Benefit Agreements

Consider implementing a Community Benefits Agreement (CBA), which is a contract between community-based organizations and funding recipients that identifies benefits to be provided as part of a project or program. Hiring priority for low-income individuals and prevailing wage requirements are commonly found in CBAs. CBAs may also include provisions for ongoing community engagement and mechanisms to ensure continued input and success. CBAs are most effective when implemented with a large-scale development project, which may be more applicable to local and regional agencies where your CMO project is one of multiple development projects.

For more information on how to develop CBAs see the [Community Benefits Agreement Toolkit](#) developed by Action Tank and the [Community Benefits Agreement Handbook](#) developed by Julian Gross.

Labor Agreements or Community Workforce Provisions

Another approach is to develop or expand comprehensive agreements with labor unions and funding recipients (e.g., contractors, developers, transit agencies, cities) to achieve a breadth of objectives including uniform labor standards. These agreements may extend across multiple projects.

Labor Agreements and Community Workforce Provision are also most effective when projects are hiring for many construction positions. For more information on how to develop a labor agreement or community workforce agreement see the [Community Workforce Agreement Guide](#) by Partnership for Working Families.