Questions for Matt Cloyd:

- **Please provide a summary of each batch you processed (# of emails, acceptance rate, mode of contact)**

The number of total emails by batch and contact method

The number of accepted jobs by batch and contact method

Of those who applied, but didn't get hired:

Never contacted by DYEE

No Reply from email

No Reply from Phonecalls

Staff did not get in touch

Did not complete Onboarding

were not qualified to work (not in Boston, too young or old)

In late May of 2016, MAPC teamed with the DYEE SuccessLink team to automate a portion of the annual Youth Jobs Lottery process.

Definitions:

Accepted

Hired

Placed

Offered

Findings:

- **8,016 youth applied for jobs this year, and 3,138 jobs were made available to them.**

- Of the 3,138 jobs available, 2,789 (88%) youth were successfully offered a job, and of those, 2,130 (68%) were successfully hired. That means just 26% of applicants were hired in summer jobs this year.

- 12% (341 applicants) were given a purely automated job offer saving 10 staff days
  341 Applicant Offers * 14 mins = 80 hours, or 10 days of time
  <mark>How many accepted?</mark>

- Manually, 25 staff would have needed to spend 4.06 months of consistent 40-hour/week phone calls to place all youth this year (2,789) who were offered positions

Staff Time Spent in Manual Placement Procedure at DYEE
2 mins to dial, call and receive answer or voicemail
6 mins placement

4 mins prep for call

In some cases, this required a follow up call, requiring an additional

2 mins

Average total time per applicant spent by staff: 14 mins

Total phone time necessary to place all youth who applied: 4.06 months

For 25 DYEE staff, offering 2,789 youth a position, DYEE would need to have spent 650 hours, or (81.25 8-hour days) or (16.25 work weeks) or (4.06 months), spending ALL staff time on the phone to place that number of youth.

Systemic Issues

Given the vast amount of time required to successfully place applicants in positions, staff frequently worked long hours and on weekends. Additionally, the lottery, due to issues with launching a new records management system, pushed the start date for placements well into May.

Time spent placing applicants: May, June, July, First week of August (< 3 months)

Position duration dates: July 1 - August 31st

Applicants Placed vs. Hired

Of the 3,138 jobs available, 2,789 (88%) were offered a job, and 2,130 (68%) were successfully hired.

Youth who applied, but didn't get hired:

X% Never contacted or offered a job:

X% No Reply from email

X% No Reply from Phonecalls

X% Staff did not get in touch

X% Did not complete Onboarding

X% were not qualified to work (not in Boston, too young or old)

What we learned:

- Staff capacity continues to be an issue for achieving hiring goals
- 2016 had a significantly extended placement start date (new city-wide contact management system issues)

Automating the process: A Test

In the sample of applicants which were automated entirely (email only and no phone calls), staff did not interact with students to place them into jobs. In these cases, an automated email was sent to them. Upon response, youth clicked to accept (or not). Upon acceptance, they received another email indicating onboarding directions. The total number of youth placed with this method = 341 youth (12% of offers).

Time saved through algorithmic intervention

= 341 Applicant Offers * 14 mins = 80 hours, or **10 days of time**

Of those automatically placed, X% accepted the position.
Of those automatically placed, X% required a follow up phonecall

Issues with Automated Process

- High touch calls may be a necessity for successful hires (?)
- Due to lagging start date, there was no test period. Automated emails were sent out without testing
- Faulty assumptions: Youth do not use email in the summer
- Algorithmic Faults: at various points throughout the test, applicants were placed in the wrong positions; and at times

Challenges:
Working with a constantly changing technical and bureaucratic landscape

Detailed look across groups

Group A: Manual and Automatic Applicants

Group B:

Group C:

Contact date for email 5/20 - 6/18

 First Contacted 1,580 by email

5/26 - 6/29

Second Contact Date by phone: 614

Successfully 537 placed

 Hired:

Weighting of Travel Times
Successful, but issues before Testing travel times