



Business Services Training Selection and Referral

**Employment & Career Development
Division Training Academy**



Selection and Referral

Table of Contents:

- [The Business Services Perspective](#) Page 3
- [The Employer’s Perspective](#)..... Page 5
- [What is a “Quality Referral”?](#) Page 7
 - [Established Selection & Referral Policy and Procedures](#) Page 8
- [The Job Match Process](#) Page 9
- [The Job Referral Transaction](#) Page 10
 - [Principles of Interviewing](#)..... Page 12
 - [Screening, General Considerations](#)..... Page 13
 - [How to Say No – Redirection](#) Page 16
 - [Screening & Evaluating Résumés](#)..... Page 18
 - [Completion of a Quality Job Referral Checklist](#)..... Page 22

Objectives:

At the conclusion of this training, you will be able to:

- Recognize when a referral is or is not of quality.
- Articulate the importance of quality referrals to employers, Business Services, and the success of WorkSource
- Effectively screen résumés
- Articulate how good job referral interview techniques help create quality referrals.

Selection & Referral

This Business Services training deals with the selection and referral of qualified job seekers to “WA...” job orders posted to our website, Go2WorkSource.com

The selection and referral process involves:

- carefully reviewing the qualifications of interested job seekers, and verifying that they meet employers’ requirements for each position;
- recording the referrals in SKIES; and
- providing all necessary information to job seekers to identify the companies involved and their preferred method of contact and to facilitate successful follow-through (employment applications) with the employers.

By carrying out these steps with care, we:

- meet our obligation to the business community, to send them only individuals who meet their minimum standards; and
- ensure that any job seekers given referral are fully qualified, and prepared to follow through as candidates for the desired positions.

The Business Services Perspective

Every staff member in a WorkSource office must ensure all job referrals made are quality ones. Here are some specific ways the Business Services unit can contribute to the generation of quality referrals.

- **Job Order Language** – The way in which we write job orders in the first place determines much of the ease with which we can accomplish quality referrals. The use of ‘Plain Talk’ language, specific lists of minimum requirements, clear and direct referral procedures and application instructions – all play a part in simplifying the referral process itself. Clear instructions are essential to allow them staff to do referrals consistently. It is particularly important that job orders clearly distinguish between what job seekers must do to *get* referrals, and what those individuals must then do to follow through with employers in applying for the positions. For specifics, see the Business Service Training segment on [Quality Job Orders](#), under the “How to Apply / Request a Referral” heading of the job order template.
- **Enhanced notification to interested parties** – There are other steps that Business Services staff members can take to improve the visibility of the job orders they generate. This can be done by targeted notification of likely job seekers and the counselors working with them, through a number of ways:
 - **‘Hot Jobs’ lists** – These can be generated as hard-copy lists – for posting in local Centers and Affiliate sites. The idea is catch the eyes of prospective applicants, and show them a sample of “what’s out there.” Depending on volume and urgency, such lists might include jobs posted by a local office within the last week, or perhaps even just the last day or two. On the other hand, a list might concentrate on just hard-to-fill opportunities.

In using such lists, be aware that, from the employer’s point of view, *every* job is a ‘hot job’ until it’s filled. Also, care should be taken to not foster a dependency on the part of the recipients, whether job seekers or fellow WorkSource professionals. Such notifications are primarily supplemental, not intended to replace the search methods that all parties should be aware of, and already using themselves on a regular basis.
 - **Targeted notifications** Generating email distribution lists is another way of doing targeted notification.
 - **Additional promotion of job opportunities** – Includes the creation and posting of flyers and posters within the WorkSource office and in those of affiliated organizations. For hard-to-fill positions, such additional promotion

could extend to distribution to adjoining offices or even WDAs.

- **Veteran-specific jobs** – Consider using the statewide DVOP and LVER distribution lists available in the Global Directory for jobs that are of special interest to veterans. This includes job offers from employers with a strong preference for hiring vets. It also includes jobs that virtually require prior military service by virtue of the nature of the work itself (e.g., civilian jobs working in military motor pools or distribution centers).
- **Frequent feedback** to WorkSource staff members posting referrals to WA job orders, whenever the persons referred don't meet the minimum requirements of the job. This may be confirmed by:
 - A random sampling method, when resumes are available to the job listing specialist.
- Information received from your contact at the business concerned (see training segment on [Managing Job Orders](#) for details).

[Return to Table of Contents](#)

The Employer's Perspective

As Business Services professionals, we must also be aware of employers' general view of the individuals we refer to them. Employers regard candidates from the viewpoint of their investment potential.

Employers want to make sure that the candidates they select are the best investments for their company; employer expectations translate into two lessons for us:

- For WorkSource, it's about referring only fully qualified candidates – in other words, we shouldn't tout them onto a bad investment!
- For those job seekers referred, it is about their making the best impression possible, so businesses will "buy into them" as a good investment.

The Professional Resume (<http://www.professional-resume-example.com/employers-perspective.html>) website lists a number of factors that employers bear in mind, when determining who is the best fit for a career opening. Examples include:

- Resumes screen candidates out – not in.
- If candidates don't put forth the effort to make their résumés look as good as possible, why would an employer expect them to put forth the effort to do their best on the job?
- Candidates who have a positive attitude will be more successful than those who do not. From the employer's perspective, they can train a new employee to do just about anything, but no one can train one to have a good attitude.
- Candidates who are late for an interview will probably not get to work on time.
- Active listening demonstrated during an interview helps an employer determine how well a candidate can pay attention, follow directions, and contribute appropriate responses to a conversation.
- Experience is not the same as skill. Interviewees should talk about their skills, especially the ones they have mastered which fit the needs of the company where they are interviewing. They should describe those skills in terms of what they did for the company where they worked at last.
- Job candidates who can contribute to the bottom line right away are more likely to be hired than candidates who require a lot of training.
- The best candidates show that they mean business by dressing appropriately

for the interview.

- Research shows motivation and interest. How well the candidate knows the company reflects these characteristics during an application process and interview.

Employer's Perspective: Expectations of WorkSource

- The job description accurately reflects their needs, job duties, requirements and referral procedures.
- WorkSource will control the number of referrals and not overload employers with applicants.
- WorkSource will refer only fully qualified candidates.
- WorkSource will prepare candidates for the interview and provide candidates with adequate information regarding the job and company (with WA job order exceptions).

Employer's Perspective: Expectations of the Applicant

- Possess the required skills and experience as specified in the job order.
- Can discuss their qualifications effectively during the interview.
- Exhibit professional etiquette, are properly attired, and are on time.
- Demonstrate that they are aware of the position's duties, responsibilities and requirements.
- Show familiarity with company's mission, vision, goals, products, and history.

[Return to Table of Contents](#)

What is a “Quality Referral”?

What defines Quality Job Referrals? In general, they:

- Quickly determine the fitness of interested job seekers for the positions;
- Facilitate a connection between those qualified job seekers and employers;
- Meet employers’ expectations, as covered above; and, ideally,
- Result in placement of the referred candidate.

The WorkSource Labor Exchange Procedure #0512, [Quality Standard Procedure](#), and [Attachment C](#) to [WIN 0032: Job Order and Referral Requirements and Tools](#) both mandate the use of checklists to maintain quality standards for WA job orders and job referrals. We’ll be covering this checklist-based evaluation of [Quality Referral Standards](#) later in this training.

What practices ensure that we make quality job referrals?

Business Services best practices:

- Each job order is specific with respect to the skills, abilities, and experience required to meet the needs of the position.
- All job orders clearly indicate how job seekers request referrals from any WorkSource office.
- The employer’s preferred method(s) of contact by is well defined.
- The listing indicates not only the method of contact, but also the list of items – résumé, company application form, salary needs, etc., – which the employer expects to receive from each individual referred to a WA job opening, and that individual is clearly informed of these requirements.

Employment programs best practices:

- Staff require quality application materials from all referred applicants, including:
 - Résumés reflecting skills, abilities, and job experience which meet the requirements reflected in the job order;
 - Cover letters targeted to the job.
- Before any referrals, staff have conducted a thorough review of the job seeker’s skills and abilities
- Staff responsible for interviewing job seekers regarding WA job listings are:
 - Able to identify specific job requirements in job orders, and compare to candidates’ stated qualifications;

- Prepared to deny a referral (see [The Gentle Art of Saying No](#));
- Able to make alternative referrals to other services, training, and/or job opportunities that do meet the job seeker's skills and abilities.

General best practices:

- All staff members realize that referrals are a service provided to employers.
- Staff is trained to understand why making the "right" job match is important for both the employer and the job seeker.
- Open communication is maintained between staff writing job orders and those making referrals.
- Staff making referrals are able to communicate to job seekers what it means to receive a job referral, including:
 - Next steps for job seeker;
 - Application/interview expectations of employer

Established selection and referral policies and procedures

Beyond the Quality Standards Checklists mentioned above, selection and referral of job seekers are governed by the WorkSource Labor Exchange Policy #4008, [Selection and Referral](#). WorkSource Labor Exchange Procedures 4008-0302, [Selection and Referral Procedures](#), covers procedures to be followed under that policy.

[Return to Table of Contents](#)

The Job Match Process

To provide our business customers with the best possible referrals, we need to get the best people to them, as quickly as possible. There are a number of methods that professional WorkSource staff can use pro-actively, to *search out* qualified job seekers and link them up with our employer customers. Among these measures are:

- Using the Seeker Match process in SKIES (see the [Job Match Employers](#) process aid on the Training Academy web page);
- Looking for qualified candidates using the Binocular search engine in SKIES, on the **Binocular Search > Seeker Search** screen;
- Conducting résumé searches through that built-in functionality of Go2WorkSource.com, either on a spot basis or as a Scout (this requires approval to establish a pseudo-employer account on Go2WorkSource.biz); and advising our business customers on how and when to use this tool themselves, when appropriate;
- Promoting Job Fairs and Employer-of-the-Day events in our WorkSource facilities – in coordination with posted WA job orders, of course – to draw in job seekers who might not otherwise think to contact the employers taking advantage of these opportunities. Make sure that the event is posted on Go2WorkSource.com’s [Job Fair Calendar](#) web page.
- Providing timely and convenient notification of current and upcoming job listings to staff at WorkSource and Veterans employment centers for use during:
 - Job Search Review
 - UI Work Search Orientation
 - Job Hunter modules
 - Front End/Front Desk efforts
 - Resource Room assistance

[Return to Table of Contents](#)

The Job Referral Transaction

As a Business Services professional, your commitment to your business customers is to provide not just qualified candidates, but the *best-qualified* ones. This means that, after obtaining sufficient information from the employer to generate a **Quality Job Order**, and seeing that it's correctly entered into SKIES – and onto the Go2WorkSource.com website – you have a further duty to ensure that those job seekers sent from our WorkSource offices comprise **Quality Job Referrals**.

The evaluation process – In your WDA, this may mean that you will not only be obtaining the job listing request from the employer, but will also be assisting Front Line staff in determining which individuals they refer – particularly on critical job listings – and possibly keying those referrals into SKIES yourself. To ensure that you have the tools to meet that challenge, we'll review in the next sections some of the finer points of:

- [Principals of Interviewing](#);
- [Screening - General Considerations](#);
- [How to Say "No" - Redirection](#); and
- [Screening and Evaluating Résumés](#).

Completing the transaction – “out the door” – Once you've mastered and applied the above techniques, you'll be able to determine if the job seekers are good candidates for the positions in which they're interested. But before finalizing referrals and sending job seekers on their way, you need to carefully instruct them on how to complete the rest of the application process:

- **“Is this really the job I want?”**

To ensure they can and will follow through with the next steps – i.e., to avoid second thoughts, cold feet, etc. – make sure they have a clear appreciation of the job and its employment conditions, to include:

- Wages & hours
- Working conditions
- Duration of employment
- Possibilities of promotion
- Employer profile

- **Next steps:**

Make sure candidates understand all aspects of the employer’s application process, such as:

- Drug or alcohol screening
- Other testing, such as proficiency tests on office machines, computer applications, etc.
- Background checks, including those for any criminal history
- The paperwork needed– résumés, company application forms, targeted cover letters, recommendations and references, etc.

(You *must* review the quality and targeted nature of the approved candidate’s résumé and/or cover letter before the actual referral is finalized. [Screening and Evaluating Résumés](#) for quality is covered in a later training segment.)

- **Contact method:**

How does the employer expect referred candidates to initiate contact?

- Regarding “the paperwork” to be provided – should the applicant fax it, email it, or hand-deliver it?
- Does the employer want to be contacted by telephone, perhaps to set up an interview appointment?
- Does the applicant need to go through a company website?
- What are all the phone numbers, names, street and/or email addresses, etc., necessary to carry out the above?

Most of this information will be contained on the **Employer>Job Order>Contacts** screen in SKIES for the job being referred on. It is extracted and conveyed to the referred job seeker using the “Print Referral Info” utility on the **Employer>Job Order>Make Referrals** screen. If necessary, any Special Instructions attached to the job order should be included in this printout.

Completing the referral in SKIES

When all the above has been completed, it’s time to officially record the referral in SKIES. For details, refer to the [Job Referral for Job Seekers](#) Process Aid found on the ECDD Training Academy website.

[Return to Table of Contents](#)

Principles of Interviewing

There are five primary principles of interviewing. They are:

1. You should know as much as possible about the job seeker's work experience, occupational preferences, education and training before the interview is complete.
2. Help the job seeker understand the purpose of the interview.
3. The interview is a joint effort; help the job seeker stay focused.
4. The job seeker should be encouraged to express personal preferences.
5. Ask the job seeker what he or she expects, and then advise on what we can provide.

Two primary kinds of interviewing skills:

1. Listening Skills

- Listen carefully to what is said.
- Notice what is not said.
- Organize information in your mind while you listen.
- Take note of key words and phrases.
- Keep eye contact with the job seeker.
- Paraphrase and ask clarifying questions.

2. Observing Skills

- Pay attention to the job seeker's style (personal and business).
- Note personal qualities that would make the job seeker a good referral.
- Determine the job seeker's preparedness to work.

[Return to Table of Contents](#)

Screening – General Considerations

The purpose of screening is to:

- Determine if a job seeker really has the required skills and experience for a listed job order, and a realistic chance to be hired by the employer; and
- Maximize that possibility by thorough evaluation and preparation of the job seeker.

The tasks of screening include:

- Identifying the employer's specifications and standards so you can screen for a quality job match. Here the quality of the job order composition is critical. If we accurately identify required and preferred qualifications, and include a descriptive and concise summary of duties in the job order, there is a better opportunity for our screening process to assure that job seekers meet these specifications.
- Develop accurate screening techniques to determine if the job is suitable for the job seeker and if the job seeker is suitable for the job; know how to say "no" to unqualified job seekers.
- Follow up / through

Suitability is determined by evaluation and comparison of employer requirements and worker qualifications. We do this by:

- Establishing a comfortable rapport with the job seeker.
- Reviewing the requirements of the job order.
- Reviewing the job seeker's work history, location/occupational preference, education, transportation, special skills/knowledge/abilities.
- Deciding if the job requirements and job seeker qualifications match closely enough to merit referral.
- *Comparing all qualified job seekers and selecting the most qualified for referral.*

Screening Criteria: Identify which functions are most important for job performance, and screen against the job seekers qualifications. Consider:

- Essential job functions.
- Applicant's skill, knowledge and abilities.
- Working conditions.
- Standard equipment.
- Education requirements.

Screening Outside of the Job Order

Inappropriate referrals can result in more than the candidate simply not getting the job. If enough of a mismatch, such a referral can lead to canceled job openings, loss of future job orders, and loss of credibility. This can involve not only the affected employer, but extend to others in the same segment of industry – those with whom the disappointed business customer has contact. Therefore, your screening must extend beyond the simple checking of minimum skills and experience levels specified by the job order, and consider less tangible issues.

Personal appearance:

Consider personal appearance when it has a bearing on the job seeker's qualifications and suitability for referral on a job order. Three major areas of concern are:

- Cleanliness
- Grooming
- Attire appropriate for the job

If a job seeker does not meet appropriate standards, discuss the matter tactfully. The possibility of referral should be left open if, before referral, the job seeker agrees with the suggested changes.

Fitness for the job:

Obstacles arise even with candidates who meet minimum job order requirements, when employers perceive that their needs may not be met due to other obstacles. *Remember always to assess fitness from the employer's perspective.*

To identify such barriers, ask the following five questions, which represent the five major areas of employers' needs:

1. Does the candidate appear dependable and trustworthy?

Dependability is consistently rated one of the top two qualities sought in new employees. Employers assess these qualities by:

- ✓ Checking references,
- ✓ Reviewing consistency of work history,
- ✓ Evaluating length of residence,
- ✓ Determining length and type of extra-curricular activities, and
- ✓ Observing emotional stability.

2. Does the candidate match the company's attitude?

Businesses also consistently rate attitude as one of the top two qualities sought in employees. Employee interaction with customers and staff greatly determines a company's success or failure. It can affect the company's repeat customer base, word-of-mouth marketing sales, and teamwork. Be sure the candidate has a good attitude in general and the right attitude for the particular company and job he is pursuing.

3. Can the candidate do the job?

In proving the candidate's ability to do a job, explore beyond paid work experience. Use transferable skills, volunteer experience, school experience, military experience, natural abilities and hobbies, as well as work experience in prison, recovery program, or a shelter.

4. Does the candidate appear motivated and eager to learn?

As we continue to move from the Industrial Age into the Information Age, ability and willingness to learn are increasingly important. Employers want to be confident that a candidate can not only do the current job, but can grow to take on any duties or responsibilities that they may add to the position in the future.

5. Does the candidate match the company's image for this particular position?

To determine company image, consider the company's target customer.

[Return to Table of Contents](#)

How to Say “No” – Redirection

Decision to refer– job seeker refuses referral: If the job seeker declines the offer of referral:

- Accept the job seeker’s decision;
- Attempt, however, to determine the reason for the refusal.
- If the job seeker is a current Unemployment Insurance (UI) claimant, explain the consequences of refusal to accept a referral to suitable employment.
- If the reason stated for refusing a referral reflects a potential problem in filling the job order, bring this information to the attention of the Business Services Unit supervisor, or the individual responsible for the job order. Depending on the reason for refusal given, it might be necessary to:
 - Clarify the minimum requirements of the job
 - Review the wage and benefit structure with the employer
 - Expand the range of the listing, or the number of referrals requested.

Decision to not refer: If the job seeker’s qualifications don’t meet the job order requirements:

- Inform the job seeker that you cannot make a referral.
- Give the reasons why the job seeker doesn’t qualify.
- Discuss other possible referrals.
- Discuss alternative methods to seek employment.
- Consider Job Development efforts.

To guard against the possibility that a rejected job seeker may apply independently to an employer, do not discuss job openings in sufficient detail to identify the employer until you make an affirmative decision to refer.

Saying “NO” with confidence: When job seekers are not qualified for a referral, we need to let them know why in a tactful way. By saying “NO”, you:

- Maintain the objectives and policies of the Department and customer satisfaction.
- Maintain your self-respect.

- Establish clearer objectives.
- Remain focused on objectives.
- Retain credibility with employers.

Your own personality and the personality types to whom you have to deliver the bad news will both affect the difficulty of saying “No.” However, saying “no” *while offering alternatives* can turn a perceived negative experience into a positive factor for the job seeker. For more assistance in this area, see the Training Academy’s training piece on “[The Gentle Art of Saying No.](#)”

[Return to Table of Contents](#)

Screening and Evaluating Résumés

Once you've determined that a job seeker is suitable for referral to a "WA..." job order, you have a further duty, to both the job seeker and our business customer. That is to see that the job seeker is fully prepared to go the rest of the way, to put his or her best foot forward in the application (and, hopefully, interview) process.

Step one is to ensure that your customer's résumé not only documents that he or she meets the requirements of the job, but that it will stand out from others submitted. Here are twenty questions by which you can measure the quality of that résumé:

1. Does the résumé reflect skills and present a clear idea of what the individual can do?

The résumé should quickly highlight individuals' significant skills and provide an employer with a clear picture of what they can do. The reader should not have to search for the information; it should jump out at them. Most recruiters initially spend 30 seconds reviewing a résumé and quickly put it aside if it does not indicate the skills they're looking for.

2. Does the résumé truly reflect the individual and the job being applied for?

A résumé should not be a "cookie cutter" job, but should be tailored to the position for which the individual is applying. It is very important to have an objective statement that directly relates to the job at hand, with all information supporting the choice.

3. Is the résumé "alive" and dynamic?

A résumé is not a "last will and testament" but should show liveliness and energy. It should contain action words that provide the reader with an understanding of the potential the individual brings to the job. The résumé should show the candidate is able to accept challenges, solve problems and achieve results.

4. Does the résumé reflect assertiveness?

It should clearly state information about an individual's skills, ability and Experience. It should focus on the actual skills necessary to do the jobs instead of job titles or industry specific terminology. It is a mistake to assume that an employer will read the intended information into a résumé. It should

clearly state the facts and not leave anything to assumptions or guess work.

5. Is the résumé neat, accurate and pleasing to the eye?

Résumés should avoid cuteness, but should reflect a business style. It is best to be conservative instead of trying to be too out of the ordinary. An individual's uniqueness should be evident through his or her skills and a presentation that reflects neatness and readability.

6. Does the résumé reflect the individual's work life?

An employer should be able to obtain a potential picture of how the candidate will function in the job. It should not contain errors, be sloppy or have an unclear objective.

7. Is the résumé generic, or job specific?

One résumé does not usually work for all jobs. It is best to have a résumé with a clear objective and information that relates directly to the job being applied for.

8. What is your first impression in the first 20 seconds of reviewing the résumé?

Your impression will be the same impression that the employer will have after initially reviewing the résumé.

9. Is the résumé "targeted?"

Consider whether the résumé targets a specific job goal. Individuals may possess a variety of skills that could be applied to any number of jobs, but need to show how these skills would be utilized at the specific job for which they are applying.

10. Does the résumé focus on an employer's needs?

A résumé should address an employer's needs and how the candidate can fill those needs. It should not include a lot of extraneous information not related to the job being applied for.

11. Does the résumé reflect the individual's uniqueness?

It should reflect an individual's uniqueness and answer the question, "why is this individual the best candidate for the job?"

12. Does the résumé avoid "land mines" or does it lead to further hard questions?

Look at the résumé to make sure that it does not provide information that may lead to further questions (e.g., "With your qualifications, why would you want this job?", "Why did you switch jobs so much?"). Is the résumé clear;

does it answer any potential questions; what words are chosen and where is the emphasis placed?

13. Does the résumé focus on results and achievements?

A résumé should answer the questions of why something is so, why the person may be a good worker, why their skill is important. Back up statements with facts related to achievement or results.

14. How long is the résumé?

There is no virtue in a longer résumé. Most résumés should be one page, although two is acceptable for individuals who have a lot of skills and significant work history. It should avoid being too wordy, with a lot of extraneous information and repetition, backed up with facts related to achievements or results.

15. Does the résumé indicate what value the individual adds to a company?

It is good if a résumé can indicate in a factual manner how an individual may be able to add value to an employer's operation. This involves more than just an affirmative statement; it should include facts that reflect how the company will be better off if they hire this individual.

16. How does the "hot zone" look?

The "hot zone" is area that initially receives the most attention from an employer. This is usually the top third of the résumé and should include the most important information that the individual wants the employer to absorb quickly.

17. Does the résumé reflect a sample of the individual's work?

Is it clear and concise and obviously been done with a lot of thought? Is it in the proper format and done on a computer? Is it organized and decisive? The résumé reflects the type of work the individual is capable of doing.

18. Does the résumé avoid the mass-produced sound and look?

A résumé should reflect uniqueness and not give the impression that it was just "cranked out". It should not sound unrealistic; be sincere and let the employer know that there has been forethought in its creation.

19. Does the résumé avoid terminology and discussion that is only familiar to the company for whom the individual previously worked?

The resume should reflect the individual's job skills in clearly recognizable terms, avoiding terminology that may be unique to prior employers.

20. Is it action-packed?

The résumé should contain action words that let the employer know what the individual did and the actual activities they completed on the job.

[Return to Table of Contents](#)

Quality Job Referral Checklist

The WorkSource Labor Exchange Procedure #0512, [Quality Standard Procedure](#), advises as follows:

Local offices will be required to advise and train staff on the job referral quality standard guidelines. Local offices will be required to evaluate a random sample of job referrals monthly using the quality standard checklists and are advised to track this information on an ongoing basis.

For further details, consult [Attachment C](#) to [WIN 0032: Job Order and Referral Requirements and Tools](#), where you can obtain color or black-&-white copies of the checklist at right.

Quality standards for WA* job referrals

For all job referrals, mark **Yes** or **No** next to the SKIES data-entry questions below.

	Yes	No	Job order #: _____
	<input type="checkbox"/>	<input type="checkbox"/>	Is the job seeker's Core Basic screen up to date and complete, including an accurate work history?
	<input type="checkbox"/>	<input type="checkbox"/>	Has WorkSource completed an initial assessment for the job seeker within the past 90 days?

Mark **Yes**, **No** or **N/A** (not applicable) for each question below. A job referral meets the quality standard **only if you mark all items either Yes or N/A.**

	Yes	No	N/A	Question
1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Does the job seeker meet all minimum requirements listed in the job order? (education, skills and experience)
2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Does the job seeker have all the required documents, licenses, certifications and registrations?
3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	If a résumé is requested in the job order, does the résumé reflect the skills, abilities and job experience required?
4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	If a cover letter is requested in the job order, is the cover letter targeted for the job?
5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Have you followed the special instructions listed on the job order in SKIES?

WORKSource

* WA = WorkSource-assisted job order

WorkSource staff instructions

NOTE: Local offices must maintain résumés and cover letters when job orders request them. Each office should determine a process that works best. For example, ask job seekers to send their résumés to the office electronically. Résumés can be copied into SKIES under Job Seeker>Core Services>Education/Skills>Supplementary tab. Then, move to the Work/Education Summary tab to name and date the résumé, noting the job order and date of referral. That saves the item in SKIES for easy review.

3. If a job order requests a résumé, we assume that the employer requested it, unless otherwise noted in the Special Instructions.

4. If a job order requests a cover letter, we assume that the employer requested it.

[Return to Table of Contents](#)