Business Services Training
Managing Job Orders

Employment & Career Development Division Training Academy

Employment Security Department
WASHINGTON STATE

Managing Job Orders

In this segment, we'll learn about the 'care and maintenance', of quality job orders, including such topics as: employer contacts, meeting business performance expectations, adjusting job orders for best results, and interactions between business service staff members and other employment specialists. We'll also cover the details of capturing hire data and entering job placements in SKIES.

Table of Contents:

Objectives:

- Understand what happens after the posting of job orders to contribute to their success.
- Learn which processes in SKIES deal with referrals and placements.

Job Order Management as Communication

The effective management of job orders is all about communication:

- Communication with employers about the progress and results of their job listings.
- Communication with job seeking customers to promote the availability of employment opportunities.
- Communication with coworkers – both in your Business Services team and in your WorkSource center or affiliate site.
- And finally, "communication" within SKIES to record all this activity.

Let's start with the business customer.

WorkSource / Employer Communication

Get off on the right foot

You want to encourage a cordial and cooperative relationship with your business customers. This will lead them to:

- call you whenever they have positions to fill
- work with you to list and promote those openings and
- supply the hire data you need when they've made their decision.

It is important to learn as much as possible about their business in order to appreciate their concerns and focus. This means doing your homework – researching the company – both before and after initial contact.

Equally important is being honest and up-front with employers from the first contact about what you can do for them and what you need in return. This means:

- Not "guaranteeing" results you can't deliver. (One of the cardinal rules of relationship-building in the sales field has always been, "under-promise, but over-deliver.")
- Explaining how it benefits employers for WorkSource to get hiring feedback.

Return to Table of Contents

Notification of Job Order Posting

Confirmation letters to employers:

Your first item of business, immediately following the posting of a job order in SKIES, should be a prompt notification to your business customer. This communication should accomplish the following:

- Advises the employer that you have, in fact, posted their position on our website;
- Gives them an opportunity to check out its substance and appearance, in case anything has gotten lost in translation;
- Provides a means for them to quickly make any concerns known to you;
- Lets them know you'll be checking back with them shortly, to ensure the job order is satisfying their needs;
- Reminds them of the importance of their letting you know when they fill the position, and the hiring information, so you can close the listing and record the hire.

You may want to develop a standard format to meet this need, one which can be delivered in a variety of ways – as a letter, a faxed sheet, or an email (of which more below) – depending on your customers' available or preferred communications avenues.

Below is a **sample** of one such message you might send to customers for whom you post a job listing.

> ABC Company
> Attn: John Doe, HR Director
> 235 E Main
> Puyallup, WA 98371
>
> Subject: Job Listing for Assistant Bookkeeper
>
> Dear John:
>
> We posted the above job listing to our web site June 1, 2012, at your request. You can view the job listing as it appears to job seekers by going to our web

site at Go2WorkSource.com; click on the "Search by Job Number" link, and enter "WA1234567" as the job ID number. Please advise me immediately when/if you wish to close or amend the job listing.

NOTE: *When you fill this position*, please contact me immediately, so that I can (a) determine if the person hired was referred through this agency, and (b) close the listing, so we don't continue to refer job seekers to you to no purpose.

You can reach me at the numbers below, or simply reply to this message to provide this information. Also, if you hire above the minimum pay that was listed for the position, would you please advise at what hourly rate the hire was made? We need to gather this information for our Department's LMEA folks (Labor Market & Economic Analysis).

Signature block

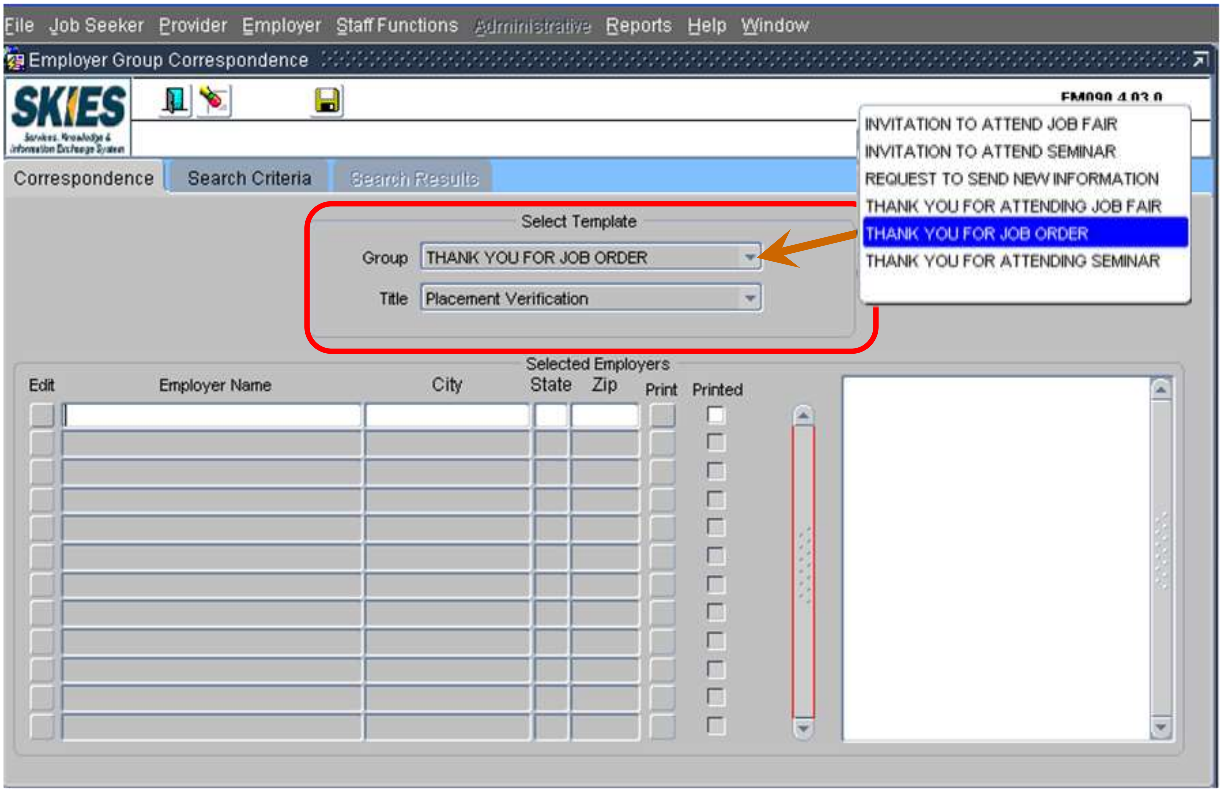
Using SKIES for job order confirmation to employers:

Your office has the option of using communications templates built into SKIES, under the **Employer>Group Correspondence>Correspondence** tab found there. (This capacity requires individual(s) to be designated with "Correspondence" SKIES user access ability.)

Depending on your local office policy, you may choose to use this utility for any of the following standardized messages:

- Invitation to Attend Job Fair
- Invitation to Attend Seminar
- Request to Send New Information
- Thank You for Attending Job Fair
- Thank You for Attending Seminar
- Thank You for Job Order

Select the type of communication desired from the list shown above. Go to the "Select Template" part of the screen, and choose from the drop down menu choices under the "Group" field. The screen shot on the following page shows the start of the process. Refer to the Correspondence SKIES Staff User Guide for details on generating such correspondence .



The use of this option to advise employers regarding these topics will be a local decision of your Area Director, Administrator and/or Business Services Manager. You might want to consider – on an individual basis – whether the companies you deal with would be likely to view such a communication method as more "bureaucratic" than "business professional." In which case, see the following, on using email for the same purpose.

Job order confirmations by email:

You might prefer to use email for the notifications mentioned above which can be followed with a message that:

- Thanks them for meeting / talking with you, *and*
- Confirms what was discussed / decided on / agreed to.

Besides their efficiency and the ability to document your interaction with customers, there are other advantages to email messages.

- For any communication regarding a specific job order, you can even embed a link to the listing itself:

  We posted the above job listing to our web site today, per your request. To view the job listing as it appears to job seekers, click on the following job order number: WA2022167.

NOTE: The job order must still be OPEN for this link to work.

- The ability to easily reference prior interactions, by simply adding a new message to a previous communications "string".
- The ability to convey information to several individuals at once.
- The ability to act as a reminder or "tickler", by setting a flag on the message to trigger your next appropriate action.

Return to Table of Contents

Follow-up on Quantity / Quality of Referrals

Within a relatively short time after the posting of their job orders, you'll want to touch base with employers to determine if they're getting enough *qualified applicants* to choose from for the position. The timing of this first follow-up may depend on the number of openings involved, the relative difficulty of recruiting qualified candidates, and the urgency to fill the job.

This may be the first contact made since the posting of the job listing, and such "continuous customer care" is vital to maintaining a good relationship with your clients. This meets two needs simultaneously:

- Keeps the contact with the employer as personal – and personable – as possible.
- Contains a built-in recap of your prior interaction.

There are alternative ways to ensure a timely review process. These include the use of "tickler files" like 31-day accordion folders with copies of the job orders filed accordingly.

You can also set a Review Date on each job order's **Employer>Job Orders>Description** tab, and access the Job Orders with a Review Date report in SKIES (see When to call – date, below). However – as more fully explained below, under **Capturing Hire Data** – the use of the Review Date requires unflagging attention to running a daily report to bring up those job orders that must be reviewed. A hard-copy tickler file may be low-tech, but it's hard to overlook!

Return to Table of Contents

Requesting Hiring Results – General Principles

Now it's time to find out "How'd we do?" or "Who got hired?"

We'll be going over various specific steps and considerations of this process of capturing hire data below. The more frequent your interactions with your business customer, the more opportunities you'll have to get timely info on which candidates got hired, without appearing to be a "nag" on the subject.

Capturing Hire Data

It's not enough to just "do" business services. We need to do it effectively, then document *what we've done*, and *how successful we've been*. Our success in capturing hiring data from our business customers for all our workforce development activities affects our agency in a number of ways.

- First of all, without such data, we cannot, of course, properly record job placements in SKIES.
  - For the employer, it means that we have no accurate record of whether we succeeded in meeting their needs.
  - For job seekers we've already referred to particular job orders, this means an unresolved "hole" in the record of services they've received from our agency. This impairs our ability to monitor / manage any continuing services they're receiving and/or programs in which they're enrolled.
- The grades on our "report card" as a state agency (GMAP) are influenced by the same data.
- A <u>demonstrated</u> ability to fill the recruiting needs of our business customers generates the kind of customer satisfaction that keeps those customers coming back, and…
- That success is also a potent tool in marketing our services to those companies who have not yet used them.

All of the above mean that it's imperative that both initial and continuing contacts with our business customers stress the interactive and cooperative nature of the relationship between the company and WorkSource staff, particularly those involved in Business Services.

Repeating the Message

Getting the information for a job listing may not happen at your first contact with a business. But when it does, use that opportunity to reiterate the feedback we need from the company, in return for assisting their recruiting efforts. That expectation could be summed up as:

> "Please notify us when you have filled your position, with the name, hire date and starting pay rate of the person(s) hired, so we can keep our records updated."

If your office uses some version or other of a Job Order/Request for Applicants form to obtain job order information, it should include a note like the one above.

If you're making a contact in person, and helping the employer manually complete whichever form your office uses, you can point this out before you even start to fill it in. If you leave blank copies with them for future use, highlight this notice, as a reminder of this *quid pro quo* for any job listings you post in the future for them.

If you use such a form, and provide it to an employer by fax, mail or email, you can use the cover sheet, letter or email message to tactfully reinforce this expectation. Perhaps – depending on your office's protocols – with a note like this:

> "When we put your job listing online, we'll send you a confirmation message with the job listing ID number and a hot link to our web site, so you'll be able to see how it looks to job seekers. **Now comes the best part:** our only request is simply your letting us know when and how you fill the position! You can send our confirmation message back as a reply, telling us (1) the name & start date of the individual hired and (2) that we can close the listing. And if you hire above the minimum pay listed for the position, please also let us know what the starting rate was."

Return to Table of Contents

Getting that Hire Information – Techniques:

When your business customer fills an opening, the word on who got hired will usually come to you via one of three main routes.

1. **They call you –** The first – and most desirable way – is by the employer promptly calling or otherwise contacting you when the job gets filled. In the case of a listing for a single opening which is quickly filled, you may have already done all you need to, in order to get the name of the successful candidate, by making that request clearly in the first place. Your grateful contact with ABC Company, remembering that she needs to clue you in on what's happening, calls you up or e-mails you with all the information you need. You thank her, following up with an email also expressing how much you appreciated working with her, and looking forward to the next time. You then immediately record the placement in SKIES that automatically changes the status of the job order to PLACED, thereby closing it and removing it from our website.
2. **You bump into each other –** The second way would be your getting the information in the course of a routine, scheduled, "touching base"-type contact, as part of your job order maintenance process. Remember, this includes asking about the progress of *existing* job orders whenever you're contacted by the company to post *new* ones … or provide any other business services for them.
3. **You call them –** However, a job order may have come up on its auto-close date, and/or be brought to your attention by any of several 'tickler' methods for review of its status. This can happen particularly when a job order's status has been either FULLY REFERRED or on HOLD for a while. This can often happen because of an extended application & selection procedure following the close of a recruiting period.

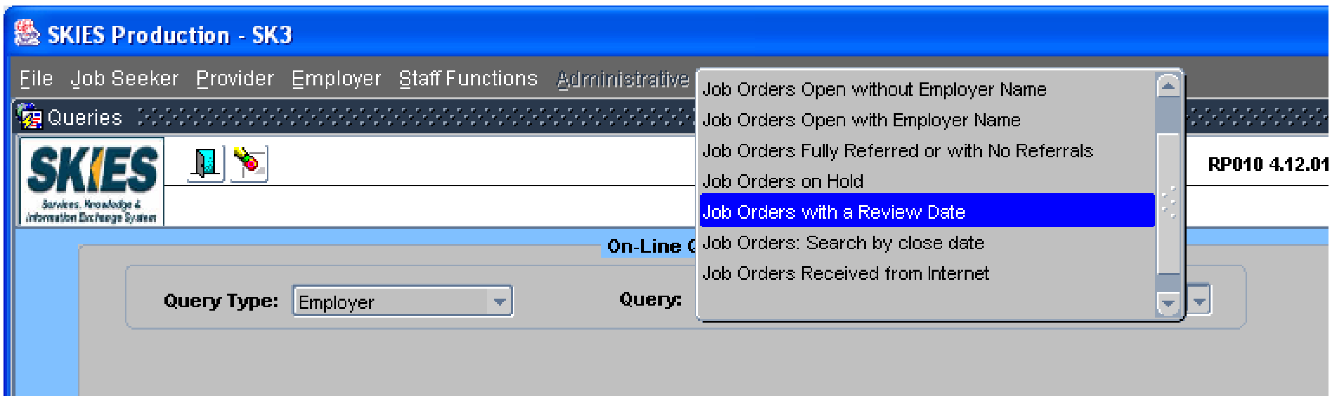
   Since the employer *hasn't* called, you're going to be initiating contact with employers for the specific purpose of getting the names of those they've hired. Now let's make that call…

When to call – time:

Morning hours are generally the best time to contact most employers. Calling early also leaves them time to call you back, if you have to leave a voice-mail message. At any rate, you will need to know who to ask for, and it's helpful to know when they're likely to be present. If the right person to call for hire results isn't the same as the contact attached to the job order, then this should be recorded in Special Instructions, a Note on the job order or be included in the Business Services Plan.

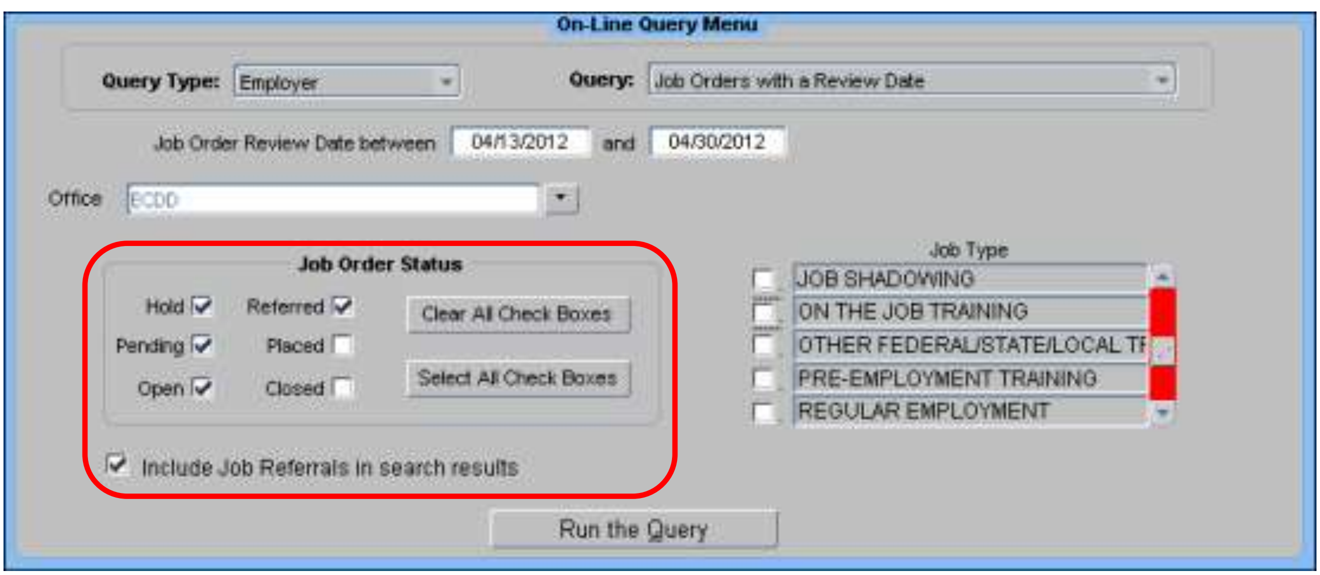
When to call – date:

To keep track of which job orders must be checked on for hire data, you'll use some of the same procedures which apply to **Job Order Maintenance**, including tickler files, and pulling reports in SKIES. In particular, if you've set a Review Date on a job order to check on hire information, go to the **Reports>Case Mngt** screen and select the **Employer / Job Orders with a Review Date** report.



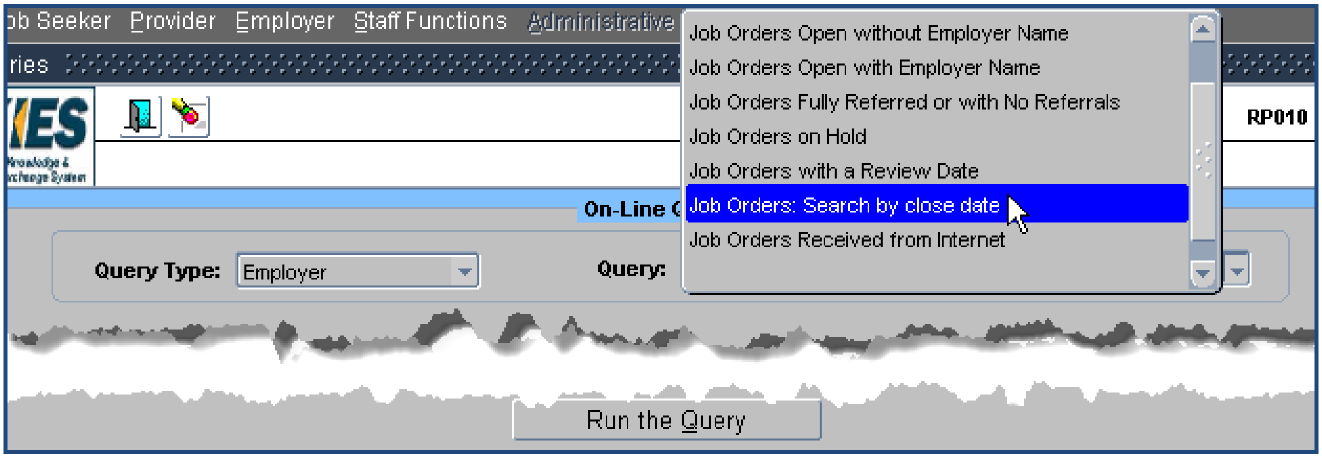
If you post Review Dates to any job orders, this report needs to be pulled on a daily basis.

As the following screen print shows, you can call up all job orders for a given job order-issuing office with review dates falling between any two dates. Although you can customize the request by job order status and job type, running the report with the "Select All Check Boxes" option, and checking off "Include Job Referrals in search results" will ensure that no job orders needing review are overlooked.



Auto-closing Job Orders:

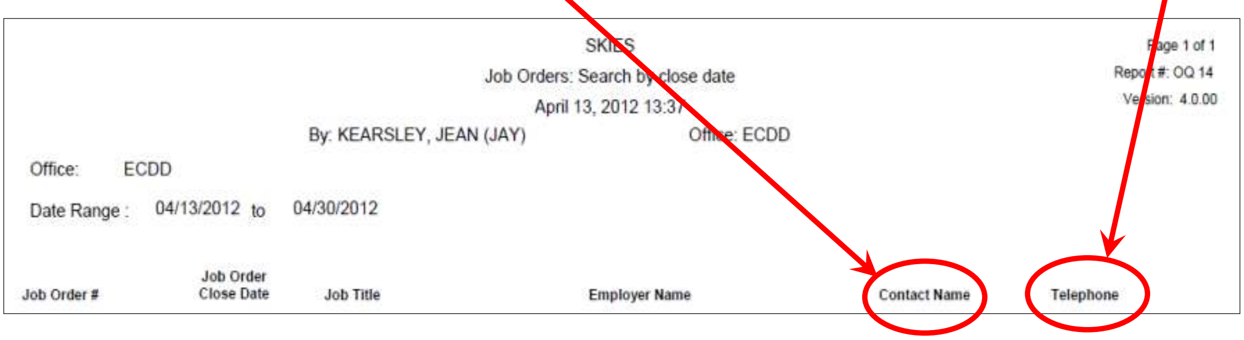
Another way to select job orders which are due for review is to pull the **Job Orders: Search by close date** report. This is also accessed in SKIES on the **Reports>Case Mngt** screen:



Choosing the above report generates the following screen:

Select the period you want to cover; the default is the current date through the following business date (e.g., reports run on Friday will include the weekend dates and Monday). The report will return job orders only for the office selected.

The request above would generate the following report. Note that a contact name for each job order is included. The contact *telephone number*



auto-fills only if it is included as an approved contact method for a given job order.

It is even more important that this report be run on a daily basis, by someone in each job order-issuing office. PLACED and CLOSED job orders do not appear, but all those in OPEN, FULLY REFERRED and HOLD status do. And each of these job orders will, if not otherwise acted upon, go through the auto-close process on the evening of the date associated with it. The job will then become CLOSED, and no further action may be taken on it, other than to:

- Process placements for individuals already referred – which we'll take up in our next section – or
- Change the job referral status of each individual to NOT HIRED.

Return to Table of Contents

Other methods – tools, and when to use them

There are other ways for employers to get hiring information to you, especially when there is more than one opening involved. There are ways you can proactively ask for hire data, depending on circumstances.

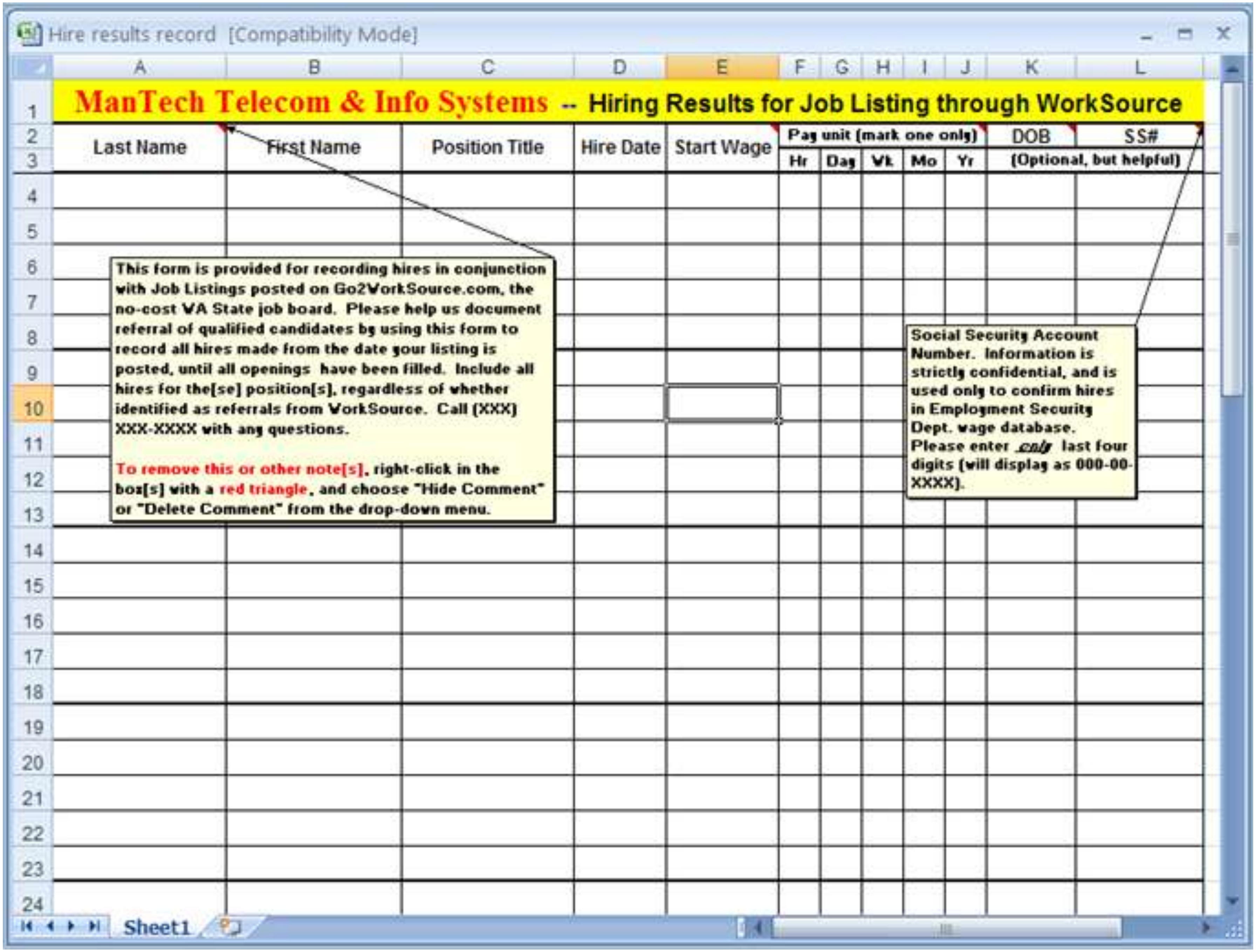
- **Hire Data Forms:**

  One convenient tool you can give employers is a form to help them keep track of the hiring process, particularly when:

  - They are filling a number of openings for a given position; or
  - When they have a number of current job listings open with you at the same time.

  Such a form can be continuously maintained by your employer contact, adding hires as they're made, then returning an updated copy to you periodically, or when the hiring process is over. An **example** of such a form is shown on the next page.

  - The notes explaining the purpose of the form appear only when a cursor is rolled over the indicated boxes with a red triangle in the corner. The notes address any confidentiality concerns the employer might have about supplying you with the hire information.
  - The form is customized with the employer's name before it's sent out. An additional marketing "tweak" that can be used to good effect is to display the company name in the same style, font and color as the company's official logo (which can usually be found on their website).
  - Note that we're also asking for the names of all hires over the duration of a recruiting campaign, regardless of whether they self-identified as being referred by WorkSource. This is because it's not at all uncommon for employers to "promote from within" for some positions, and assume that those individuals could therefore not possibly have been WorkSource referrals….even when they actually are! (Consider: if a employee has just been promoted internally, the last thing he's likely to do is volunteer the information to his employer that he's been out on the Internet – or in a WorkSource office – looking for a better job!)



Hire results record [Compatibility Mode]

ManTech Telecom & Info Systems -- Hiring Results for Job Listing through WorkSource

Last Name	First Name	Position Title	Hire Date	Start Wage	Pay unit (mark one only)					DOB	SS#
					Hr	Day	Wk	Mo	Yr	(Optional, but helpful)	

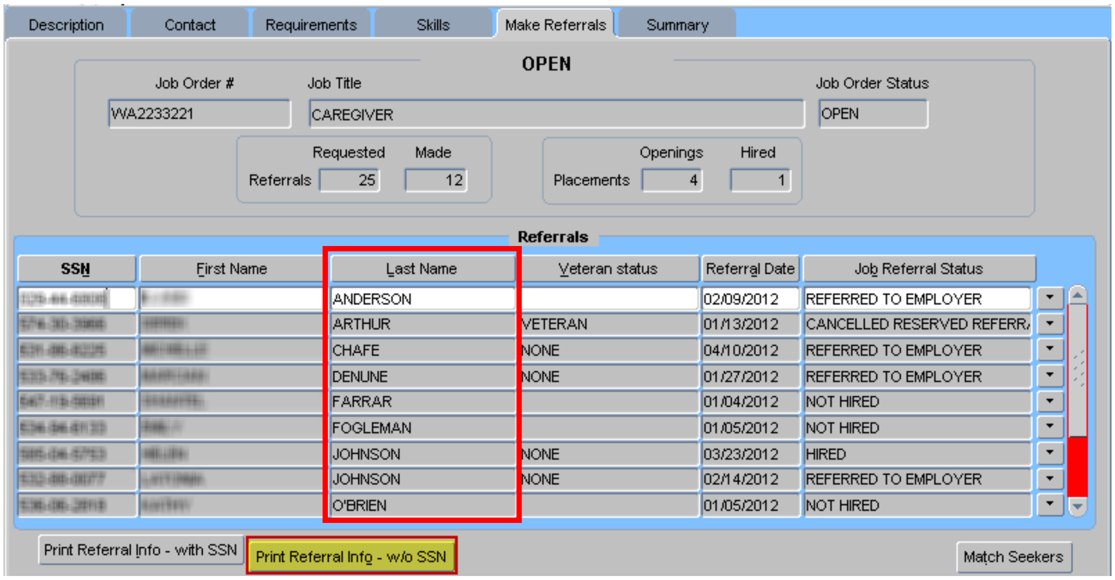
This form is provided for recording hires in conjunction with Job Listings posted on Go2WorkSource.com, the no-cost WA State job board. Please help us document referral of qualified candidates by using this form to record all hires made from the date your listing is posted, until all openings have been filled. Include all hires for the[se] position[s], regardless of whether identified as referrals from WorkSource. Call (XXX) XXX-XXXX with any questions.

To remove this or other note[s], right-click in the box[s] with a red triangle, and choose "Hide Comment" or "Delete Comment" from the drop-down menu.

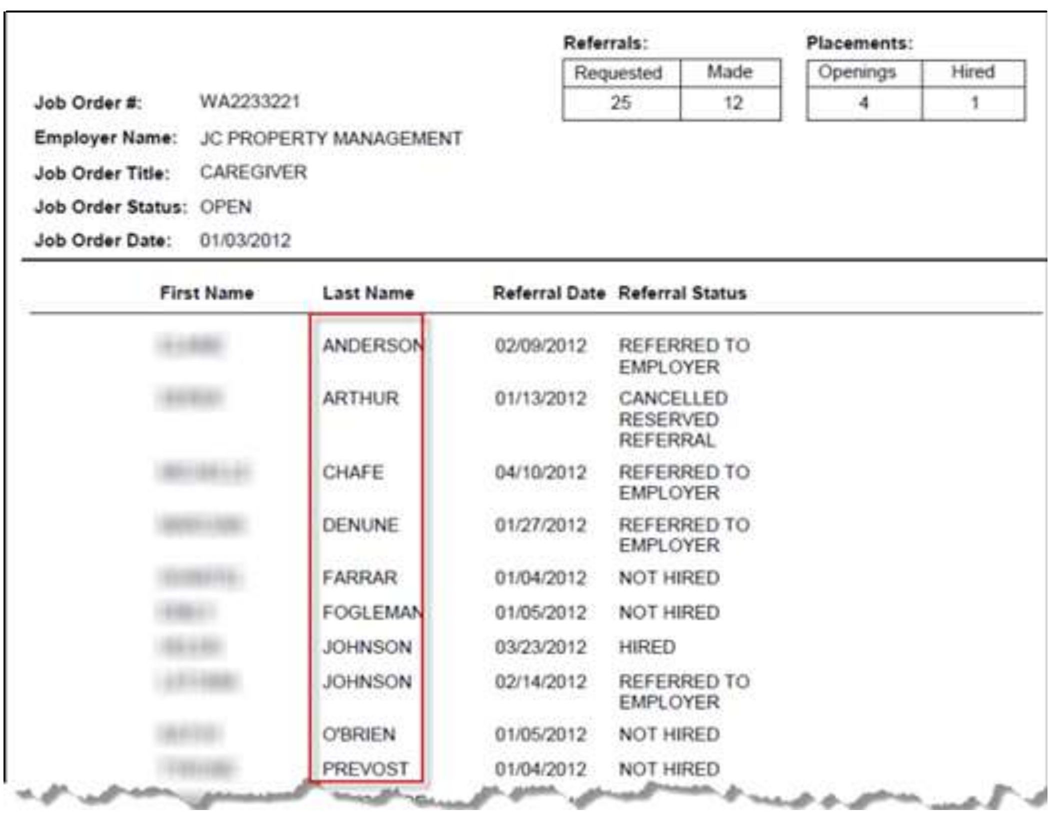
Social Security Account Number. Information is strictly confidential, and is used only to confirm hires in Employment Security Dept. wage database. Please enter *only* last four digits (will display as 000-00-XXXX).

Sheet1

- **SKIES Referral Lists:**
    - SKIES allows you to generate lists of referrals from the Make Referrals tab on any WA… job order (**Employer>Job Orders>Make Referrals** screen). These lists can be printed with or without SSNs displayed, and can be sorted by SSN, First or Last Name, Veteran status, or Referral Date (just click the desired heading).



    - Clicking the highlighted button then generates the form below:



Referrals:

Requested	Made
25	12

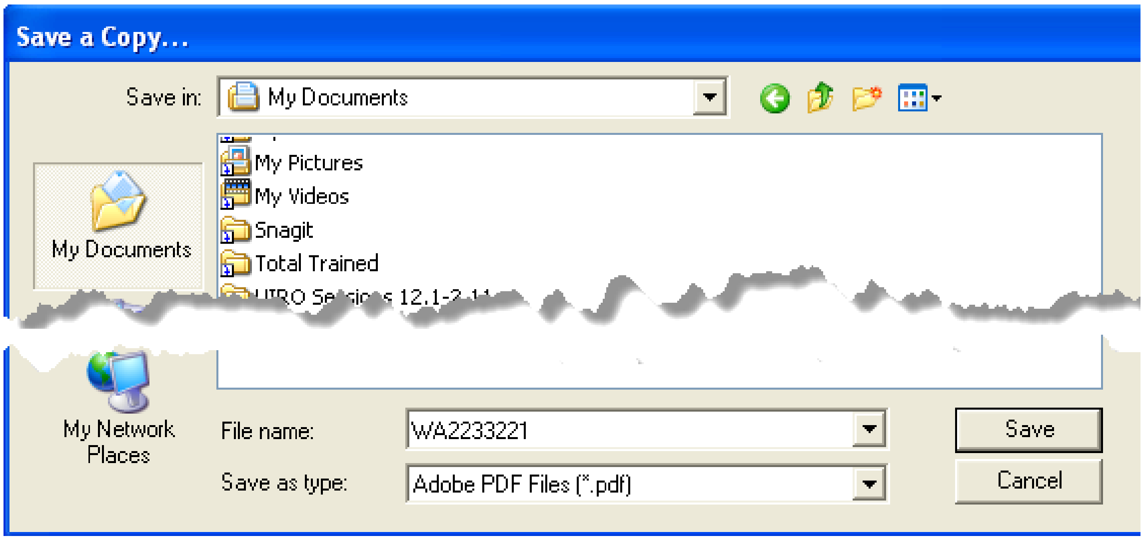
Placements:

Openings	Hired
4	1

Job Order #: WA2233221
Employer Name: JC PROPERTY MANAGEMENT
Job Order Title: CAREGIVER
Job Order Status: OPEN
Job Order Date: 01/03/2012

First Name	Last Name	Referral Date	Referral Status
	ANDERSON	02/09/2012	REFERRED TO EMPLOYER
	ARTHUR	01/13/2012	CANCELLED RESERVED REFERRAL
	CHAFE	04/10/2012	REFERRED TO EMPLOYER
	DENUNE	01/27/2012	REFERRED TO EMPLOYER
	FARRAR	01/04/2012	NOT HIRED
	FOGLEMAN	01/05/2012	NOT HIRED
	JOHNSON	03/23/2012	HIRED
	JOHNSON	02/14/2012	REFERRED TO EMPLOYER
	O'BRIEN	01/05/2012	NOT HIRED
	PREVOST	01/04/2012	NOT HIRED

- Note that the list of referrals is in the same alphabetic order, by last name, as the SKIES screen. This is for the employer's convenience in reviewing the information (but always ask if a different sorting order would be preferable).
- Save as a read-only Adobe Acrobat form, and send to the employer for review as an email attachment; or print and mail or fax for the same purpose.



- If you are calling the employer for hire confirmation, you may want to print a copy of this list for your own convenience, rather than having to bring up the **Employer>Job Orders>Make Referrals** screen for the job order in question. In that case, you would probably want to select the '**Print Referral Info – with SSN**' option. This enables you to confirm a hire by SSN, if necessary

  Personal identity information (specifically SSN's) should <u>never</u> be sent to an employer by mail, fax or email.

- **Event Attendance Lists:**
  - When job seekers attend "Employer of the Day" events – whether in response to Job Orders or to flyers posted in a WorkSource Office, or notices in newspaper classified pages – there should always be some means of capturing the attendance of those present. This can be in the form of sign-in lists, distributed & collected registration forms, or any other method which lends itself to the scope of the event. (If the employer is having interested parties complete an application form on site, a short-form WorkSource registration could be made a part of the packet.)
  - Whichever method is used, arrangements should be made with the employer whereby they agree to review the list of those present, and confirm whether

any of the attendees were hired. This is particularly important in cases where the application method consists of interested job seekers being instructed to go to a company website to complete the application process, since that method may not preserve any indication of how the individual was initially referred.

- A sample attendance form is included below. Note that, since personal information is being asked for – phone number or SSN – this form should only be used *in hand* by a WorkSource staff person to gather such information. Do not allow a form that contains sensitive personal identification information to circulate unsupervised among attendees.

Company Name		
Date & Time		
Positon / Job Order Number		
Name	Phone Number or SSAN	How did you hear about the Event?

Return to Table of Contents

The Golden Rule of hire data – *get that name!*

When asking for hiring information, remember that it's vital to get actual name confirmation of the person hired, whenever possible.

Any employer responding that, "We didn't hire any of your people" doesn't really signify anything. Employers may be telling you this for any of a number of reasons:

- They "promoted from within" – and don't think of their current employees as "job seekers"
- The hirees simply didn't identify themselves to the employer as having found out about the job through WorkSource.

- The person you're in contact with doesn't understand how WorkSource referrals work, or that there was an actual job order requested by the company.
- The person you wind up speaking with doesn't have time to find out if any of those hired were actually WorkSource referrals.

Building close partner relationships with trusted contacts at each business customer can prevent most of these misunderstandings, up front!

Documenting:

Document all employer contacts, including those made in search of hire data. This can be done as Notes on the individual job orders or, when summing up contacts more generally, as Notes attached to the employer record itself. To ensure an accurate record of efforts expended, you will, of course, also record the contact itself on the **Employer > Employer Services** screen, which is discussed below.

Return to Table of Contents

Communication with WorkSource Staff

After generating job orders and posting them on the Go2WorkSource.com website, Business Services staff members will take additional steps to manage the job order, in order to ensure the best results for their business customers and for the job seekers coming to their office. These steps will include publicizing WA job orders internally within the Center or Affiliate site, or more widely within a Workforce Development Area (WDA). There are a number of methods you might consider:

- Lists of "hot jobs", posted on your office's website – if you have one – or sent around to staff generally; program desks like JSR, UIRO; LVERs/DVOPs in your area or statewide. Be sure to include Partner Agencies in your area.
- Signage inside the office, calling attention to current recruitments, and placed strategically according to the unique customer traffic flow of your facility.

In-house Events – Special Considerations

Today's the Day!

The "management" of such a job order includes an element of coordination with other parties not normally required of other posted job orders, particularly on the day of the event. You'll need to include your co-workers and Partners in the process, especially when the anticipated response to such an event is likely to affect the work- and/or customer-flow in your Center or Affiliate site that day.

Depending on the size of the event, and the size, layout and amenities of your local office, some additional considerations to bear in mind might include:

- Additional on-site signage, to efficiently direct interested parties to the right area to participate in the event, and to let others – including those who *aren't* interested – know "Why are all these people here today?"
- Do you have enough parking spaces available for the extra customers? You might want to advise attendants at any managed parking facilities serving your site of the event and its potential effect on their operations.
- Altering recorded announcements on your office's Automated Call Director or equivalent call directing software, to incorporate information about the event.
- The additional burden of registering job seekers who have responded to publicity surrounding the event, but who may not have already been through initial assessments interviews, or been fully registered in SKIES.

Wrap-up

Often, the *preparation* for an event can become so detailed that it obscures the need to consider the "wind-down" afterwards. Every item on your "To Do" list for an event should also be evaluated with regard to whether anything needs to be "undone" after the fact.

For instance, something as simple as placing some additional wastebaskets to catch the overflow, when coffee and/or refreshments are being made available, means also that these will have to be removed / emptied later, or arrangements made with your janitorial service to deal with them. Completed company applications not collected at the time by the business involved may have to be delivered/mailed, etc.

The planning for any event – or, for that matter, any significant recruitment "project" – should leave time for a post-mortem "Lessons Learned" session for all those instrumental in organizing and staffing it. This self-analysis of how the event went should incorporate customer feedback, in the form of evaluations from both the employers involved and the attending job seekers.

Return to Table of Contents

Managing Job Orders in SKIES

Monitoring Referrals:

Deciding on what total number of referrals to allow on a job order can be any combination of the employer's wishes, prior experience on the part of WorkSource / Business Services staff.

The total number of job referrals made determines how long the job listing remains visible on Go2WorkSource.com. Once the referral number is reached, the job order will drop off of Go2WorkSource.com and will update to **Fully Referred** in SKIES. It's important for the success of your efforts that there be a clear understanding among Business Services team members and all other ESD and Partner agency employees, on what the appropriate procedure is once that limit is reached.

After a job order has become "Fully Referred," contact the **Marketing Staff** person identified on the **Description** tab for that job order before referring anyone else for the listed position. That individual can most easily determine the appropriateness of raising the referral limit for the job order. (If no **Marketing Staff** person is attached to the job order, the **Assigning Staff** who keyed it in would be the appropriate individual for the counselor to call.)

It's very important that there be a referral monitoring process, adhered to by all concerned. Failure to have a well-managed referral monitoring process does not serve the interests of employer or WorkSource..

- A rigid adherence to the referral number shown may result in the most qualified job seeker inquiring about the position not being brought to the attention of the business.
- On the other hand, when counselors *do* refer such job seekers without checking with Business Services, it may be against the wishes of the employer.
- When the referral is not in SKIES, we may not be able to correctly record the result, if the individual involved is the successful candidate.

Return to Table of Contents

Extension vs. Re-Listing of Job Orders

When job orders don't immediately bear fruit, in terms of qualified people being referred and hired in short order, we need to look at how they will be displayed and maintained over the long term.

Well, *That's* Refreshing!

Job orders appearing on our website show two dates at the top of the complete display for that "WA…" or "WS…" number: a "**Listed By:**" date, and a "**Last Modified on:**" date. It's the latter that determines where it appears on any list of displayed jobs on Go2WorkSource.com – whatever the Search criteria used. To keep a job listing current and at the top of the list, you may have to "refresh" the job order. The easiest way to do that is to make some insignificant change in the narrative text of the job order, and save that change in SKIES. The result will be an updating of the "Last Modified on" date on Go2WorkSource.com, and the job order will jump to the head of the list!

Re-list or Re-new?

There are also occasions when positions need to be re-posted, after not having been filled the first time around. This may be because they are very hard-to-fill jobs. Alternatively, they may have been temporarily withdrawn by employers due to:

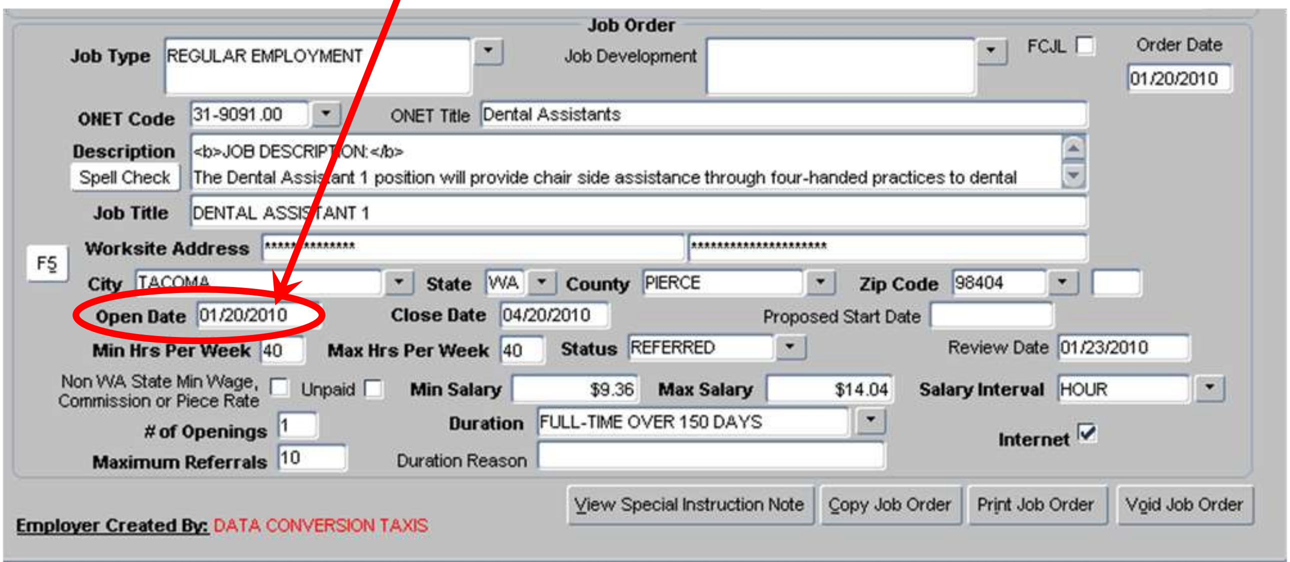
- The employer's need to revise the job listing to attract more appropriate candidates than the first version brought in; or
- Simply because the person hired the first time around either never showed, or very quickly proved unsuitable.

When the time comes to re-post such a position, you'd normally copy the CLOSED or PLACED job order posted previously. *However*, if the status of the original has never been finalized – i.e., if it's still on either HOLD or FULLY REFERRED – you have the alternative of refreshing the listing, rather than posting a brand new job order. Advantages to doing this include:

- Going with this option preserves the names of those who were referred and not hired the first time around. Since their names and SSNs are still attached to the job order, this keeps them from being referred a second time. This also saves the employer's time dealing with the same people again, who would otherwise probably apply for the new listing.
- Since the job wasn't previously filled, using the same job order keeps us from artificially inflating the number of openings realistically available in the local market for such a position.

To accomplish this, raise the referral limit, if necessary, change the status back to OPEN and *change* the **Open Date**. This should bring up the job order on Go2WorkSource.com with both the "**Listed By:**" and "**Last Modified on:**" dates current.

Be sure to change this



Return to Table of Contents

Recording Job Placements

Entering Placements

Most of the basic functionality of recording placements – i.e., what steps to take to record a placement in SKIES – should have been covered in your SKIES Certification training. For a refresher on those steps, see the **Job Placement Employer** Process Aid. We are going to cover some *non-standa*rd considerations of this topic, particularly from the standpoint of Business Services.

In terms of "managing your job orders", you should be aware that those job orders can be closed out by placements recorded by WorkSource staff members outside your Business Services Unit – and possibly even outside your WDA!

Any time a WorkSource Specialist uses SKIES to record a placement – from the job seeker side of the system (that is, by starting at the **Job Seeker > Job Placement > Seeker Referrals** tab) – the effect will, of course, cross over to the status of the job order itself. If the placement being recorded brings the total number Hired equal to the number of Openings in the **Placements** section of the job order's **Description** tab, then the job order's status will change to **Placed**, and it will drop off the **Go2WorkSource.com** website.

This fact places a premium on open lines of communication between assigned Business Services staff in every WorkSource Center and Affiliate site, and all other WorkSource staff who may have occasion to record hires.

Number of placements:

A job order will automatically change to Placed status when the number of hires recorded for persons referred on the job order becomes equal to or greater than the number of openings indicated. For the job order status to reflect Placed status, you must amend the number of openings to equal the number of hires from referrals – before processing the referrals on the **Employer >Job Placement >Employer Referrals** screen. In this way, the Summary record of job orders will correctly reflect placement activity with this employer. From a marketing standpoint, you can show at a glance how well you've been able to serve the employer's recruiting needs. This also communicates the level of success to other WorkSource staff accessing the record later.

Date of Hire vs. Date of Close:

When making placements on the **Employer >Job Placement >Employer Referrals** screen, you'll be entering the date of hire, as reported by the employer or the job seeker. However, the job order itself, when changing its **Status** to PLACED, will "freeze" whatever **Close Date** is showing at the time. If you want this **Close Date** to reflect the actual approximate date when the job order was filled by a WorkSource referral, you need to change the date in advance of recording the hire.

If you change the **Close Date** to the current date, the job order will immediately change to **CLOSED Status**. Though you can always then change the status to PLACED by recording the placement on the **Employer >Job Placement >Employer Referrals** screen, this allows no margin of error. For this reason, we recommend you change the date to tomorrow's, then immediately record the placement. An exception might be when this would put the **Close Date** assigned to the job order into the next month or, especially, quarter.

An additional reason for using a future date – if only by a day – for this process is the ability to correct mistakes. So long as the **Close Date** on a PLACED job order lies in the future, the job order is not irretrievably "locked." By backing out the placement which made the number hired equal to the number of openings, the status of the job order will revert to whatever it was prior to that placement being recorded – be it OPEN, on HOLD, or FULLY REFERRED. Any necessary adjustments to the job order can then be made – number of openings, number of referrals requested, etc. Once the correction is made, then the placement which was “backed out” can be again processed, and the job order will again show as PLACED.

Final Status for Everyone!

After recording a hire on a job order, the bottom right corner of the **Employer >Job Placement >Employer Referrals** screen, displays the ‘NO HIRE’ button. Clicking on this button will change the referral status of all other individuals referred on the job order to ‘NOT HIRED’. This will also populate to each individual’s own Job Seeker record. It’s important that you take this step for a couple of reasons:

- First, to promote completeness of the data we collect. WorkSource counselors working with the affected job seekers will have a better picture of what their status is, particularly when reviewing any screen which contains a summary of job referral history on it (such as **Job Seeker >Job Referrals >Seeker Referrals**). Without “closing out” the referral in this manner, it may appear that the job seeker has unresolved – and possibly still viable – opportunities available. Replacing ‘REFERRED TO EMPLOYER’ with ‘NOT HIRED’ gives the counselor and the job seeker some ‘closure’ regarding that particular job.
- When you take the time to update everyone’s status to ‘NOT HIRED’, you’re signaling that there’s no further action which needs to be taken on this job listing. This is particularly the case when the job order didn’t result in <u>any</u> placements being recorded. If a job order is CLOSED, and everyone referred on it has had their referral status updated to NOT HIRED, that’s a good indicator that there’s been a definitive closing out of the job order, on the basis of information received from the employer. However, a CLOSED job order with unresolved referral status for some job seekers may mean something else entirely. It can be an indication that the job order was allowed to “auto-close” without anyone ever getting that employer hire information. This can be a valuable clue, and allow a second shot at getting that hire data…..but only if your office is consistent enough about posting those ‘NO HIRES’ for their absence to be meaningful.

<u>Next Steps</u>

Recording a placement for the last opening, and thereby automatically closing out that specific job order, doesn’t necessarily mean the end of the process. You’ll still want to touch base with the company to:

- Confirm that the “Hire” actually followed through and showed up for work;
- Ensure that their needs haven’t changed...for instance their having decided they need to hire three clerks after all, instead of the two indicated on the original Job Order Form;
- Find out if they have any other personnel needs at the moment;
- Express your appreciation for having had the chance to work with them, and your thanks for the prompt report on the candidate they selected;
- Ask if there’s anything else you can do for them at the present; and if not, what would be a convenient interval for you to check back with them in the future. (At this point, “managing job orders” merges seamlessly into the arena of “sales and marketing”, which we’ll be bringing up in another section.)
- Finally, record your interaction with this customer with appropriate Notes either on the job order or on the employer record. This ensures you’ve coded any business services in SKIES which have not been previously or automatically recorded.

The recording of those Business Service Codes will be covered in the next five pages of this section.

Return to Table of Contents

Recording Business Services

Business Services Codes

As you perform specific business services for your customers, you need to record them in SKIES, so management can document how your activities support our business community. Some services, such as entering job orders into SKIES and referring job seekers to them, are recorded automatically. Others must be entered individually by going to the **Employer > Employer Services** screen, and selecting the appropriate **Service Type** and **Service Description**, guided by the **Service Definitions** appearing in the third column. Specific instructions in navigating these fields can be found in the **SKIES Staff User Guide for Employer Services**, or **Employer Services Process Aid**.

The necessity of recording these business services applies throughout your interaction with your business customers. However, since job order creation, referrals and placements are mostly accounted for by automatic processes, the majority of manually coded services will probably relate to:

- Initial marketing and job order solicitation; and
- The process of managing active job orders, particularly when numerous contacts with the employer are required in order to maximize their effectiveness.

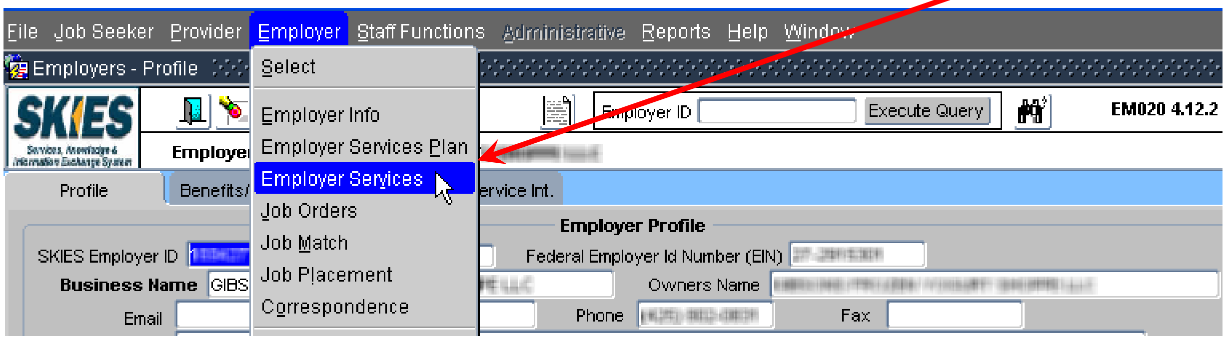
There is a considerable amount of duplication in the business services matrix, with a number of services appearing in more than one place. Two such examples are delivering information regarding Shared Work options, and providing comprehensive instructions on using the Go2WorkSource.com website. For this reason, and to ensure that GMAP data are generated in a consistent manner, each WDA should review the matrix, and decide which of the different choices to use, when recording services routinely performed in their area which appear in more than one box in the matrix.

For your convenience in locating specific services, and ensuring that they are recorded consistently, the various Service Types, Service Descriptions, and Service Definitions found on SKIES' **Employer>Employer Services** screens have been combined into the following sample Business Services Matrix grid. The grid shown on the next four pages represents one WDA's particular annotations regarding the choices they made about which service codes to use in certain circumstances. Following the grid pages are instructions on how to generate one of your own.

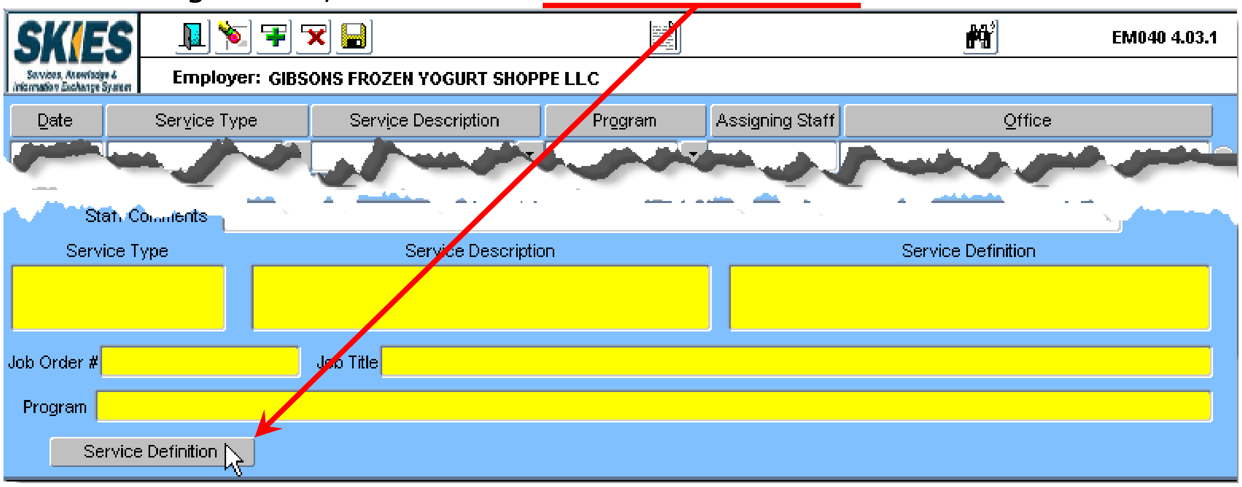
Return to Table of Contents

A copy of the Business Services Matrix on the preceding four pages – without the annotations – can be generated within SKIES as follows:

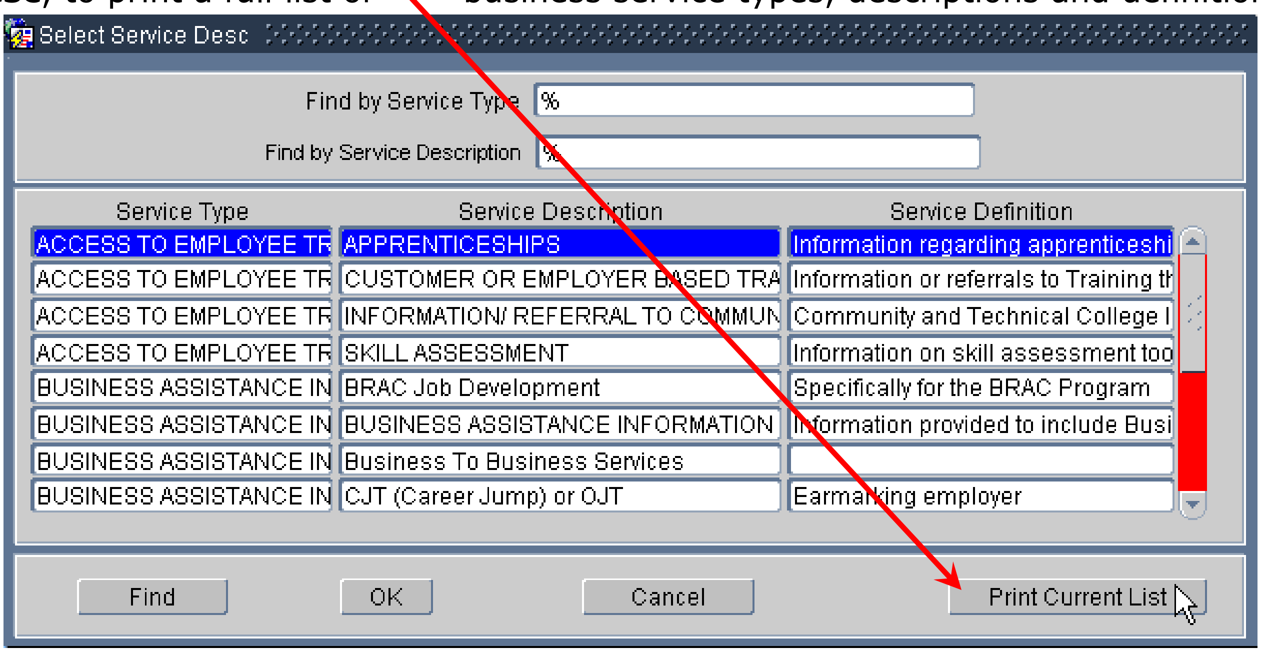
With employer chosen, click on drop down menu **Employer>Employer Services**:



On the resulting screen, click on the **Service Definition** button at bottom left:



Finally, click the **Print Current List** button on the next screen, **Select Service Desc**, to print a full list of business service types, descriptions and definitions.



Service Type	Service Description	Service Definition
ACCESS TO EMPLOYEE TRAINING & RETRAINING	APPRENTICESHIPS	Information regarding apprenticeship programs which are a combination of on-the-job training and related classroom instruction in which workers learn the practical and theoretical aspects of a skilled occupation. Apprenticeship programs are sponsored by joint employer and labor groups, individual employers, and/or employer associations.
ACCESS TO EMPLOYEE TRAINING & RETRAINING	CUSTOMER OR EMPLOYER BASED TRAINING **[*Info* on OJTs only; for actual contract, see 'Work-force Trng' under 'Intensive Services' below]**	Information or referrals to Training that is designed to meet the special requirements of an employer or industry (i.e. Customized Training, **OJT**, Internship, WEX, Basic Skills, ESL and Youth Training Programs)
ACCESS TO EMPLOYEE TRAINING & RETRAINING	INFORMATION / REFERRAL TO COMMUNITY AND TECHNICAL COLLEGE	Community and Technical College Information.
ACCESS TO EMPLOYEE TRAINING & RETRAINING	SKILL ASSESSMENT **[Includes such things as "Prove-It" testing & JobFit assessment]**	Information on skill assessment tools.
BUSINESS ASSISTANCE INFORMATION & REFERRAL	BRAC Job Development	Specifically for the BRAC Program
BUSINESS ASSISTANCE INFORMATION & REFERRAL	BUSINESS ASSISTANCE INFORMATION & REFERRAL	Information provided to include Business Registration (Master Business Application), Business retention, creation or expansion, Employment law and regulations, Tax information, Business incentives and tax credit information, Interpretive services for recruitment and hiring, employee retention, and bonding. Service also includes referrals to local business resources.
BUSINESS ASSISTANCE INFORMATION & REFERRAL	Business To Business Services	**[Rfrl to private businesses outside of Work-Source Partners]**
BUSINESS ASSISTANCE INFORMATION & REFERRAL	CJT (Career Jump) or OJT	Earmarking employer
BUSINESS ASSISTANCE INFORMATION & REFERRAL	DMD	Disability Mentoring Day
BUSINESS ASSISTANCE INFORMATION & REFERRAL	FOREIGN LABOR CERTIFICATION PROGRAM SERVICE	Phase 4. Assistance in applying for recruitment of seasonal agricultural workers for temporary employment using the foreign labor program title H-2A. Application includes the completion of required DOL forms coordinating the inspection of temporary housing for workers with the Department of Health.
BUSINESS ASSISTANCE INFORMATION & REFERRAL	INTERSTATE CLEARANCE ORDER SYSTEM SERVICE	Phase 3. Assistance in applying for recruitment of seasonal agricultural workers outside the state for temporary employment. Application includes the completion of required DOL forms and coordinating the inspection of temporary housing for workers with the Department of Health.

Service Type	Service Description	Service Definition
BUSINESS ASSISTANCE INFORMATION & REFERRAL	INTRASTATE CLEARANCE ORDER SYSTEM SERVICE	Phase 2. Assistance in applying for recruitment of seasonal agricultural workers within Washington state for temporary employment. Application includes the completion of required DOL forms and coordinating the inspection of temporary housing for workers with the Department of Health.
BUSINESS ASSISTANCE INFORMATION & REFERRAL	NC WDA8 - Job Order Follow-up Services	Additional services provided as part of job order followup
BUSINESS ASSISTANCE INFORMATION & REFERRAL	RE-EMPLOYMENT SERVICES	Assistance for affected workers to be re-employed.
BUSINESS ASSISTANCE INFORMATION & REFERRAL	SPOKANE EMPLOYER FOLLOWUP	Business Solutions Follow Up
BUSINESS ASSISTANCE INFORMATION & REFERRAL	Spokane Initiative Follow-Up	Follow-up on Industry Cluster Initiative
BUSINESS ASSISTANCE INFORMATION & REFERRAL	WORKSOURCE SPOKANE EMPLOYER SEARCH FOR APPLICANT	Search For Applicant
BUSINESS RESTRUCTURING/ CLOSURE INFORMATION/ REFERRAL	(WARN) REQUIREMENTS FOR WORKER ADJUSTMENT RETRAINING NOTIFICATION	Referral or information about WARN requirements.
BUSINESS RESTRUCTURING/ CLOSURE INFORMATION/ REFERRAL	MAJOR LAYOFF AND PLANT CLOSURE ASSISTANCE **[Referral of company to Rapid Response Team]**	Services may include counseling; assistance in filing unemployment insurance forms; and information services including resources for vocational assessment, career counseling, retraining opportunities, money management assistance and options for financial aid.
BUSINESS RESTRUCTURING/ CLOSURE INFORMATION/ REFERRAL	SERVICES TO AVOID CLOSURES **[E.g., Referral to Economic Development Board or venture capital lender]**	Referrals to resources to avoid closures.
BUSINESS RESTRUCTURING/ CLOSURE INFORMATION/ REFERRAL	SERVICES TO AVOID LAYOFF (I.E., SHARED WORK OPTIONS) **[Providing referral to ESD Shared Work webpage.]**	Services to avoid layoffs (i.e. shared work options)
COMPREHENSIVE WEBSITE	WEBSITE TECHNICAL ASSISTANCE **[Other sites: Employment and economic information.com, poster sites, etc.]**	Instruction on how to use the Go2WorkSource.com and other websites as self-serve tools. ***[Other than for WS JOs]***
COMPREHENSIVE WEBSITE	WS Job Order Assistance	Assist Employer in construction and/or content of WS Job Order
FACILITIES USE	COMPUTERS, INTERNET CONNECTION	Provide a location with resources for business activities through staff assistance.
FACILITIES USE	PROFESSIONAL RECRUITEMENT & INTERVIEWING ENVIRONMENT	Professional recruitment and Interviewing environment.
INTENSIVE SERVICES	APPLICANT MANAGEMENT	Applicant management services include: Screening applications/resumes, Selection of top # applications/resumes for employer consideration, Assessment testing, Interview scheduling, Manual Search for Applicants, Resume review.

Service Type	Service Description	Service Definition
INTENSIVE SERVICES	BUSINESS DIAGNOSTICS / **ECONOMIC DEVELOPMENT** **[Cold Call is covered under 3rd "Other Svc" line]** **[Business needs assessment is covered under 5th item below this; do not count under both]**	Business diagnostic services include: Business/plant tour, Business selection process, Skill level determination for position, Job Analysis, Skill cluster, Customer service plan, Labor market research, Industry trend report, **Cold Call visit**, introduction communication, **Business needs assessment**, Business to Business mentoring.
INTENSIVE SERVICES	BUSINESS EDUCATION & SEMINARS	Business education and seminars consist of the following: business industry seminar, Business in the Morning, newsletter to business.
INTENSIVE SERVICES	Business Incentives/Benefits	Specific efforts to communicate and facilitate opportunities to business to take advantage of incentive/benefit programs (WOTC, other tax credits, etc)
INTENSIVE SERVICES	Business Outreach Planning	Advance planning and coordination efforts required to conduct business outreach, Employer of the Day, Job Fairs, or Hiring Events.
INTENSIVE SERVICES	Follow-up on Seeker Referrals	Follow up actions with employers to assess WorkSource job referral quality.
INTENSIVE SERVICES	HIRING EVENT **[Should be counted here, not under the "Other Services Provided" Hiring Event listing.]**	Hiring events consist of the following: Job Fairs, Employer of the day/week.
INTENSIVE SERVICES	Job Order Verification/Maintenance	Managing WA Job Order inventory to ensure currency and validity of job orders available for referral.
INTENSIVE SERVICES	WORKFORCE TRAINING **[OJT as actual written contract; see 2nd 'Access to Emplee Trng & Retrng' section above, for OJT *info* provided to business]**	Workforce training services include: Customized training assistance, Customized training development, Customized training grant facilitation, **OJT**/WEX/WBL placement, Work Based Learning (WBL) site certification, New employee training, Worker Training, Business industry skill panel.
LABOR MARKET INFORMATION	LABOR MARKET INFORMATION	Information regarding Occupational Descriptions, Job and Industry Growth Patterns, Economic Trends and Forecast, Skill Standards, Labor Force Information, Population and Demographic Information, and Wage and Benefit Information.
LABOR MARKET INFORMATION	Wage Analysis	Working with employers to ensure wages offered for positions are appropriate based on current Labor Market Information.
NEEDS ASSESSMENT	BUSINESS NEEDS ASSESSMENT	Conduct a business assessment to determine their needs.
OTHER SERVICES PROVIDED	Business Assistance **[Shared Work Program covered, under 'Business Restructuring' section; other red items covered in 1st 'Business Assistance Info & Referral' item]**	Referral to District Tax Office, **Shared Work Program Information, tax incentives and credits**, Fair Labor practices, **employment law assistance, bonding information.**

Service Type	Service Description	Service Definition
OTHER SERVICES PROVIDED	Business Assistance Information & Referral	**[Items not covered in main 'Bus Asst Info & Rfl']**
OTHER SERVICES PROVIDED	Cold Call	Employer Cold Call **[Emplr new or no svc in 180 days.]**
OTHER SERVICES PROVIDED	Confirmed Interest in Hiring Veterans	Confirmed interest in hiring veterans.
OTHER SERVICES PROVIDED	E-mail Contact	Information, other than newsletter sent TO employer by e-mail.
OTHER SERVICES PROVIDED	EMPLOYER PANEL	
OTHER SERVICES PROVIDED	Employee Training & Retraining **[Use only if not covered under last 'Intensive Services' category]**	
OTHER SERVICES PROVIDED	Employer Call	Phone call FROM employer
OTHER SERVICES PROVIDED	Employer Contact	Employer Contact Information
OTHER SERVICES PROVIDED	Employer E-mail	Email FROM employer
OTHER SERVICES PROVIDED	Employer Visit	Employer in WorkSource office
OTHER SERVICES PROVIDED	Event Planning	Business recruitment, i.e. Resource Fair, Wired-CNC, Dislocated, Just Hire One, seminars other than hiring event
OTHER SERVICES PROVIDED	Go2WorkSource.com-Basic	Provided general information about Go2Worksource
OTHER SERVICES PROVIDED	Go2WorkSource.com-Comprehensive **[Duplication of "Comprehensive Website" line]**	Provided technical assistance for use of Go2WorkSource.com
OTHER SERVICES PROVIDED	Hiring Event **[Counted under 'Intensive Svcs']**	Employer held or attended hiring event
OTHER SERVICES PROVIDED	Internet Access	
OTHER SERVICES PROVIDED	Job Development	
OTHER SERVICES PROVIDED	**Job Fair** **[Counted under 'Intensive Svcs]**	
OTHER SERVICES PROVIDED	Job Listing **[This service is counted automatically, for WA J.O.'s; do not double-count!]**	
OTHER SERVICES PROVIDED	Mail Contact	Information other than newsletter sent TO employer by regular mail
OTHER SERVICES PROVIDED	Manual Recruitment	Applicant search done outside of SKIES system **[E.g., a direct placement done from WF or Vets clients]**
OTHER SERVICES PROVIDED	Networking	Chamber events/committee, open house, etc. attendance
OTHER SERVICES PROVIDED	Newsletter	
OTHER SERVICES PROVIDED	On-site Visit	Employer contact at place of business **[Not cold call; a scheduled visit, or a visit to an ongoing customer]**
OTHER SERVICES PROVIDED	Other	
OTHER SERVICES PROVIDED	Phone Contact	Phone contact made TO employer
OTHER SERVICES PROVIDED	Radio	Advertising, public service announcements, etc.
OTHER SERVICES PROVIDED	Recruitment Information	Writing job descriptions, special recruitment needs, provide labor market information
OTHER SERVICES PROVIDED	Spokane Job Order Management	Maintain Accruate job order and contact information to provide quality service. Communication with employer to ensure successful completion of the recruitment process.
OTHER SERVICES PROVIDED	Survey	Call, mail, or email employer survey