



Improving Policies & Standards in Quality Job Referrals

Summary

The recommendations from this workgroup target all WorkSource partners who provide employment services to businesses, conduct job matches in SKIES, assess the qualifications of job seekers and make referrals to jobs or other appropriate services. The emphasis is on both customers in the WorkSource system: employers and job seekers.

The recommendations are on three areas for improvement to the WorkSource system:

- 1) the need for a system Quality Job Referral policy;
- 2) the need for local processes that facilitate on-going communications between partners and ensure that qualified applicants are being referred to jobs and appropriate services; and
- 3) that performance measurements drive the behaviors and outcomes we, as a system, are trying to achieve.

Background

The “Improved Policies & Standards” workgroup met twice via conference call to develop a quality job referral procedure document and make process and implementation recommendations between Business Services and Labor Exchange staff.

Prior to the first call, the team lead developed a 10-question survey to ascertain which WorkSource partners conduct the job order creation, job matching, and referral functions. Survey questions also focused on: 1) determining what processes were in place for facilitating communication between those that create job orders and those that make referrals to jobs; and 2) to identify if any processes were in place to analyze the quality of job orders and referrals. Survey results were reviewed with the team to give them a system perspective as we developed the deliverables. A procedure planner and instructions for planning and writing a procedure were provided to capture and organize the steps the team thought were critical to ensure quality referrals.

Between the two conference calls, three team members provided detailed referral steps for consideration. Those documents were consolidated and shared with the team for review and comment.

The attached procedure document indicates that WorkSource staff performs the steps in the referral process. The reference to WorkSource staff should be broadly interpreted to mean that any WorkSource partner that performs the task/function may be assigned based on the local service delivery model.

Effect on ESD, stakeholders, etc.

The potential impacts to ESD and stakeholders are:

- 1) Performance measurements drive behavior and sometimes there are unintended consequences if what is being measured is not producing the desired results. The measurement should be focused on providing job seekers with a value-added service to assess and refer them to appropriate services and expedite

reemployment.

2) While quality job referrals are the focus of this group, it directly impacts the relationships with employers when the quality of the applicants and materials are sub-standard. As a system, WorkSource loses credibility with employers as a source for qualified applicants.

3) If seeker records are not current and complete in SKIES, appropriate matches may not occur. If resume and application materials are not reviewed for accuracy and completeness, applicants potentially miss an opportunity for an interview and it impacts the reputation of WorkSource. If skills gaps are not identified early on and referral to WorkSource services are not timely, job seekers remain on unemployment compensation for extended periods and are not successful in their job search.

Data used to support to inform decision

The survey results provided the team with a system perspective and foundation for developing a procedure document and process recommendations between Business Services, Labor Exchange staff and other WorkSource partners providing these services.

The survey results and discussion indicated that not all WorkSource centers had a process in place for facilitating communications between partners performing these services. The team agreed that quality control should be viewed as a system issue and built into both labor exchange and business services processes.

Status report

The team developed a procedure document and process recommendations between partners and seeks input from the full committee prior to presenting recommendations to ESD management.

Recommendation(s)

Quality Job Referral Policy

To affect the behaviors and accountability of WorkSource partners providing these services, the workgroup is in agreement with the first workgroup's recommendation of a system Quality Job Referral policy.

Quality Control Process

The recommendation is that WorkSource partners develop a local process for on-going communications that support the quality of services provided to both the employer and job seeker customers and clarify the roles and responsibilities of partners in the procedures that lead to quality job referrals.

Performance Measures

The performance measurement should be focused on providing job seekers with a value-added service and

quality job referrals rather than on how many job seekers and referrals one can achieve in a day.

Contact

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