

# The Customized Recruitment Model

---

Support Business ~ Promote Employment



Describes the vision, purpose and intent of the Exclusive Recruitment program. Identifies how WSO Centers will successfully implement and sustain this recruitment strategy.

# Table of Contents

---

INTRODUCTION.....	2
OVERVIEW.....	3
Benefits .....	4
Program Participation.....	6
CUSTOMIZED RECRUITMENT FLOW CHART .....	7
THE EMPLOYER.....	8
Company Size Doesn't Matter .....	8
The Employer Agreement .....	8
The Employer Site Visit.....	10
Employer Identification in iMatchSkills® .....	12
THE JOB LISTING.....	13
Job Listing Identification .....	13
Defining the Job Listing.....	13
Job Listing Considerations .....	15
iMatchSkills® & The Job Listing .....	18
Working the Customized Recruitment Job Listing .....	20
THE JOB SEEKER .....	22
Candidate Pipeline .....	22
iMatchSkills® and the Job Ready Local Code.....	23
Determining Job Ready.....	25
THE RECRUITMENT STRATEGY .....	28
Assessing the Job Seeker .....	28
Referral Recommendation .....	29
Candidate Interview & Referral Determination .....	30
Other Employment-related Opportunities .....	31
Candidate Presentation.....	32
INTERVIEW QUESTION TYPES.....	33
Open-ended vs. Close-ended Questions.....	33
Behavioral Based Interview Questions .....	33
Situational Interview Questions .....	35
THE FOLLOW-UP .....	36
KNOWLEDGE TRANSFER .....	37
The WorkSource Oregon Center.....	37

## INTRODUCTION

---

The Employment Department's mission is to "Support Business - Promote Employment". To support this charge, we measure and evaluate how quickly and effectively we connect employers to job seekers and fill their openings. We play a significant role in providing employment opportunities to job seekers, and this role is dependent on our efforts to build and maintain successful relationships with employers.

The model's purpose is to provide a higher level of service to employers that currently use our services, strengthening and maintaining our existing relationships; and to work with job seekers to find qualified applicants to meet the employers' needs using highly skilled staff that specialize in screening and matching. Doing so results in our current employers telling other employers about the great service they received. Word of mouth advertising is one of the best ways to increase the demand for the services we offer and allows staff to focus on meeting the goals of the program, and less time recruiting new employers and securing more job listings.

Customized Recruitment has three main goals. The first is to "guarantee" to the employer that every referral made would be a job seeker that the employer would be comfortable hiring. We promise to the employer to only refer a small number of qualified candidates, which helps promote the perception that we are more than just a place to list jobs. If an employer is to see the value in this service, it is imperative that an employer's time is not spent on candidates who do not fit their needs. In return for this level of service, the employer must also commit to posting their position only with WorkSource Oregon (WSO) and refer all potential candidates to their local WSO Center for screening. The second goal is to increase the percentages of listings closed with one or more hires and the final goal is to maintain the referral to hire ratio to 5-1 or lower.

In order for this way of serving employers to be successful, a team effort is required. WSO staff, including other partners in our One Stop Centers all work together to help identify job ready and motivated job seekers for further screening.

The Customized Recruitment Model has been very successful during the pilot phase. The model has demonstrated its success in referring a small number of highly qualified candidates; not only has this dramatically increased the number of hires, but it has also decreased the timeline to hire. Customized Recruitment's success can be seen in the extremely positive feedback from employers, job seekers, and the internal staff that are using this model. In fact, Economic Development and other community partners are recommending WSO Customized Recruitment services to their affiliated employers because they recognize the value of this service.

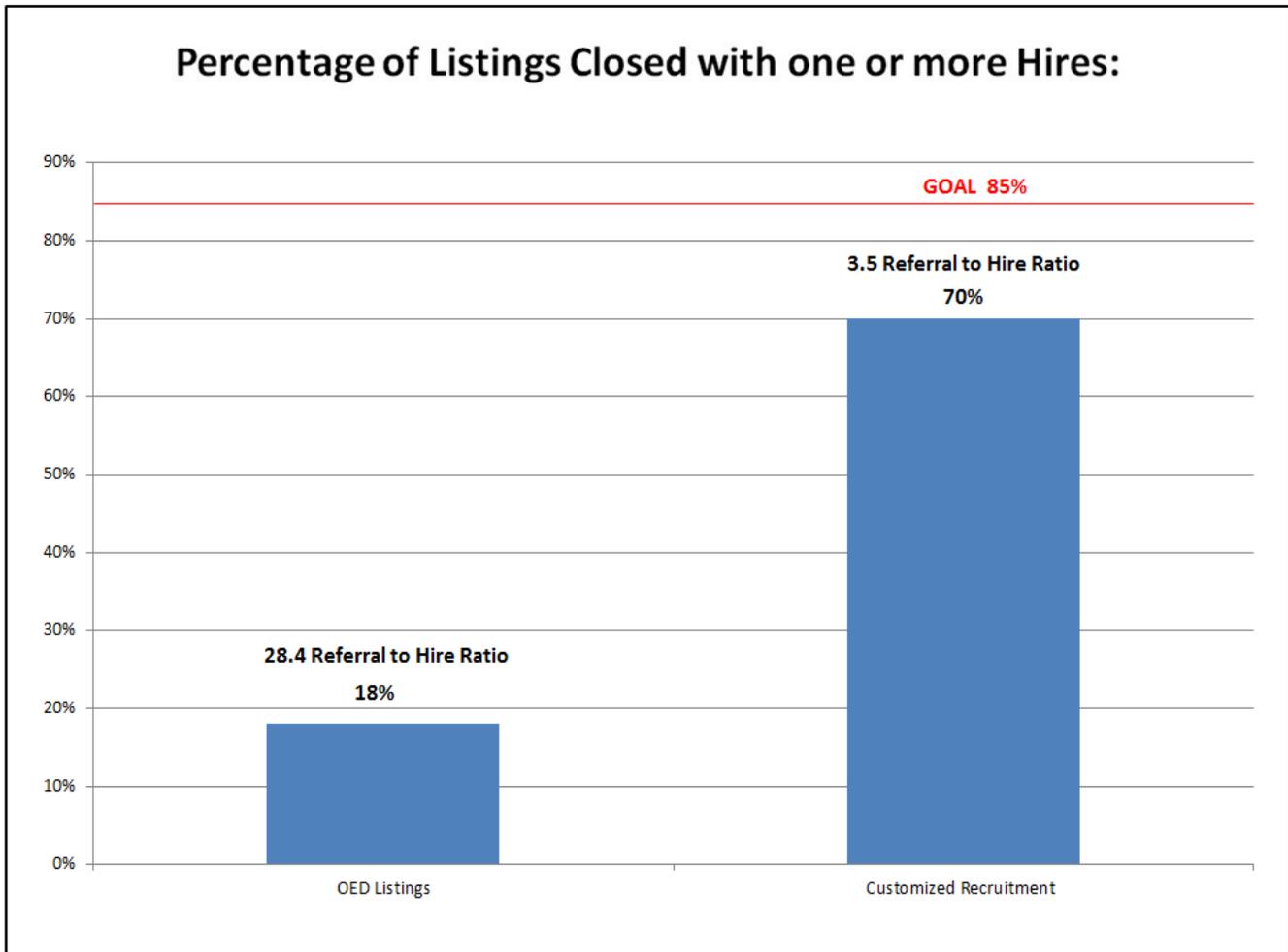
Our goal is to expand this model and its successes across all of our One Stop Centers in the State.

Business & Employment Services

## OVERVIEW

---

Customized Recruitment has proven to be a high value recruitment strategy. Some of its noted successes include: reduction in recruitment timelines; improved employer and Economic Development relations; and excellent hire results. For example, when comparing Customized Recruitment job listing hire results with other job listing hire results, one can easily see that incorporating Customized Recruitment into Agency's overall recruitment strategy is essential to achieving our mission, Support Business - Promote Employment.



## Benefits

### Employer Benefits

One of the biggest employer complaints WSO receives is our failure to refer *quality candidates* and fill their vacancies within a reasonable amount of time. This issue has had devastating impacts to the employer's overall recruitment structure. Interacting with unqualified candidates and extending the time to fill their employment openings has wasted the employer's time, effort and resources. This however, is not the case with Customized Recruitment.



*"Thanks again for not making me weed thru 50 or 60 nonqualified people. Great program!"*

Customized Recruitment works to

- (1) Eliminate the unqualified candidate interaction;
- (2) Maximize the Employer's interviewing time by limiting the *quality candidate* referral-to-opening ratio to, *at maximum*, five (5) referrals for every one (1) opening (5:1 ratio); and
- (3) Identify a reasonable timeframe for when the Employer can expect to interview *quality candidates* and select and hire their new employee.

Due to the high caliber of candidates referred to Employers through Customized Recruitment, there have been many cases where the Employer has made a hiring decision with less than five referrals to choose from. Furthermore, several Employers hired more than one referred candidate, thus increasing their number of openings because they did not want to pass these individuals up. These benefits have been identified by several Employers through their continued, repeat business with WSO. Many Employers have called various WSO Centers to inquire about this level of service after hearing from their colleagues at Chamber and other events.

*"Your Customized Recruitment program certainly saved my company valuable time and money in searching and recruiting for this position.*



*I would certainly recommend your recruitment service to other employers and will be using your service again within the next few months."*

**WSO Benefits**

Employers are not the only ones who benefit from this model. As a result of Customized Recruitment job listings, WSO Centers are seeing more job seekers demanding this service as placement/employment outcomes are significantly better, therefore increasing our Job Ready candidate pool for future placement. The question now becomes *what to do with the remaining candidates?*

**Job Seekers Benefits**

When candidates are not hired for the Customized Recruitment job listing, WSO staff continue to refer and/or job develop them into other employment opportunities. WSO staff have discovered these Job Ready candidates are motivated and are being hired by employers using our regular job listings. As you can see, the positive impacts of Customized Recruitment are all encompassing and affect both Customized Recruitment and other job listings alike.

## Program Participation

### Employer Participation

Customized Recruitment is not designed for every employer and will fluctuate contingent on the type of job listing and recruitment need. WSO staff will consult with the employer regarding their hiring needs and processes; if Customized Recruitment is identified as a viable option, the employer must agree to follow certain program standards or this service is not offered.

These standards include:

- They post their job listing exclusively with WSO for both internal and external candidates;
- The employer's Hiring Authority is identified and they agree to maintain good communication with WSO throughout the life of the recruitment;
- The employer agrees to WSO staff conducting an "on-site employer visit"; and
- WSO is provided the name(s) of the candidate(s) hired, including the start date.

As mentioned, Customized Recruitment may not be the most appropriate recruitment choice for each job listing the employer has. As the employer and WSO staff interact and communicate with one another, together they will decide which level of service will most appropriately meet the employer's needs.

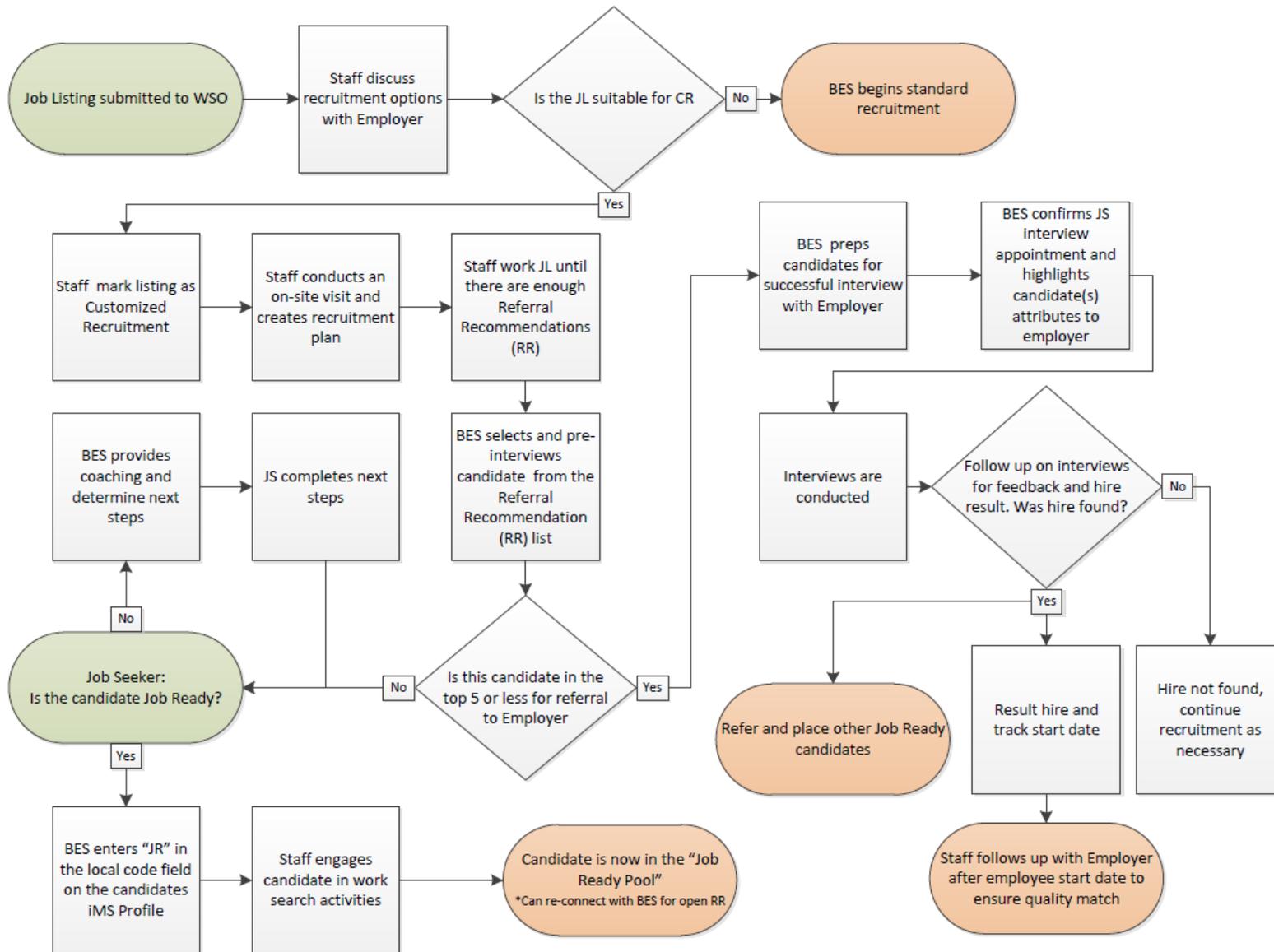
### WSO Participation

Customized Recruitment is focused on generating successful employment results, which requires a team effort. When a candidate is hired by the employer, the hire belongs to all of WSO not a specific Business & Employment Specialist (B&ES). Although a single B&ES will be identified to develop and maintain the employer relationship, as well as oversee the Customized Recruitment activities, they will not work alone. Other WSO staff will provide valuable assistance throughout the Customized Recruitment process. In addition to developing and identifying candidates, they will provide Referral Recommendations to Job Ready candidates. All functions are critical and the success of the B&ES's relationship is directly linked to the overall success of Customized Recruitment.



*"I highly recommend that this program is implemented as it will benefit every employer in their hiring process."*

# CUSTOMIZED RECRUITMENT FLOW CHART



\* Modifications may be made at any point per Employers feedback and additional candidates may be identified.

# THE EMPLOYER

---

## Company Size Doesn't Matter

Although Customized Recruitment is not appropriate for every employer we work with, for those that take advantage of this service, it can dramatically impact their recruitment experience. There isn't a tried-and-true method to identify which employers we should offer Customized Recruitment services to and which ones we should not. WSO staff have found success in working with small, medium and large organizations. Some have even had solid Human Resources Departments, while others have not. The size of the organization is not nearly as important as whether or not the employer is willing to forgo all other recruitment activities and work exclusively with us.

## The Employer Agreement



Employers who want to use Customized Recruitment services must first agree to certain parameters. Failure to agree to these will mean we do not provide this level of service to them. Gaining the employer's agreement must occur prior to us starting the recruitment process because it is critical to establish their overall commitment to this service.

The Customized Recruitment parameters are:

1	<i>WSO is identified as the only point-of-contact</i>
2	<i>Employer communicates with WSO to provide responses and feedback in a timely manner</i>
3	<i>WSO will conduct a site visit of the employer's work site prior to the start of the recruitment</i>
4	<i>OED will not conduct reference or background checks, as well as drug and/or alcohol screening</i>
5	<i>The hiring decision is the employer's</i>
6	<i>Employer provides WSO the candidate's name of who was hired – no exceptions</i>

### **WSO is identified as the only point-of-contact**

Employers can choose to list their job announcement in multiple locations but with Customized Recruitment, they will always identify WSO as the only point-of-contact for both internal and external candidates. This ensures all candidates will complete the same recruitment process. What this does not mean however, is every person who wants a referral will get one. Rather, in using the Referral Recommendation process, Customized Recruitment works to eliminate unqualified job seekers by pre-screening each potential candidate to determine which ones will move forward in the recruitment and which ones will not.

### **Employer communicates with WSO to provide responses and feedback in a timely manner**



Without good communication between the employer and WSO staff Customized Recruitment cannot work. It is imperative the employer understands that for us to be effective and efficient we rely on their willingness to provide us responses to our questions, and offer feedback to the quality and fit of the candidates that we forward to them.

### **WSO will conduct a site visit of the employer's work site prior to interviewing candidates**

A site visit affords WSO staff the opportunity to see first-hand what the employer's culture and work environments are like, as well as see what the position entails. This in turn, will help with quality candidate identification.

### **OED will not conduct reference or background checks, as well as drug and/or alcohol screening**

If these pre-employment activities are required, the employer is responsible for ensuring they are done.

### **The hiring decision is the employer's**

Although we will pre-screen each potential candidate for them, ultimately the hiring decision belongs to the employer.

### **Employer provides WSO the candidate's name of who was hired – no exceptions**

To get something, one must give something. The employer must agree to give us the names of those candidates hired to use Customized Recruitment services.



## The Employer Site Visit

Let's consider the following scenario:

You're hosting a 50<sup>th</sup> Anniversary party for your parents and need to find a location. In terms of *requirements*, you have two: the space has to be big enough to accommodate the guest list and there needs to be a kitchen. After contacting the local community center you find out both of your requirements are met so you book the facility.

The day of the party arrives and when you get there, you discover several things:

- The ballroom has not been vacuumed or swept in quite some time; it also acts as the storage unit for the "Pancake Breakfast" signs and other assorted materials
- The lighting is dark, which can make taking pictures somewhat difficult
- The kitchen is on a different side of the building; several of the cupboard doors are locked and no one has a key
- A Landscaper shows up to work as it's the third Saturday in the month



Although, the community center met your initial requirements, in terms of 'quality' something is missing. This same logic can be applied when addressing the difference between finding candidates that meet the employer's *requirements* vs. assisting the employer with their recruitment needs by finding quality candidates.

Site visits are critical. They afford you the opportunity to learn more about the employer and their job listing. You will discover both job-related and non-job-related attributes that will assist in you finding potential candidates. For example, in conducting a visit at a local manufacturing plant, you discover the Fabrication Operator works in a semi-outdoor environment, so dressing in layers could be helpful. Moreover, due to high volumes of noise, all employees in the Assembly Area wear hearing protection. Additionally, although the Electrical Department has its own space because of their proximity to the Fabrication Department, odors from plaster molds and burnt metal can be smelled. Finally, although strictly voluntary, the vast majority of company employees participate on Volunteer Teams to help support local community-based organizations. All of these components are helpful to know when looking for potential candidates and they may not be things the employer thought to address or discuss when they contacted you about placing a job listing.



## Employer Identification in iMatchSkills®

- To identify when the employer is participating in this model, select the “Customized Recruitment” indicator from the Emp – General Info screen.

**iMatchSkills** — Home  
**WORKSOURCE OREGON**

**Emp - General Info**

Search Emp Search JL Search JS HIDE Functions Results Home Help Logoff

**Diva's Ruby Slipper** Emp ID: 5000177740 BIN-MEC: n/a Status: Active FO: 028 **EHO**

Quick Links: Emp General Info Add Emp Tracking Note Add Services Quick Contact  
 Emp History Emp Tracking Note List Services List Staff Assigned

**Programs**

**Exclusive Recruitment:**  Yes  No

**Referred by Economic Development:**  Yes  No

**FCJL:**  Yes  No

\*required field

SAVE PRINT TOP TELL ME MORE...

028 - RG

WorkSource Centers | About | Privacy Statement | Confidentiality | Employer Responsibilities | Feedback | Help | Logoff

- Once saved, the acronym “ER” will appear in the employer’s banner.

**iMatchSkills** — Home  
**WORKSOURCE OREGON**

**Emp - General Info**

Search Emp Search JL Search JS HIDE Functions Results Home Help Logoff

**Diva's Ruby Slipper** Emp ID: 5000177740 BIN-MEC: n/a Status: Active FO: 028 **ER** **EHO**

Quick Links: Emp General Info Add Emp Tracking Note Add Services Quick Contact  
 Emp History Emp Tracking Note List Services List Staff Assigned

# THE JOB LISTING

---

## Job Listing Identification

Just like trying to size up the employer, there is no one occupation that is more suited over another for Customized Recruitment. WSO staff have recruited for everything from minimum wage positions to six-figure salaries and each have benefited from the Customized Recruitment model. What's key in identifying a Customized Recruitment job listing is that WSO staff have a clear sense of what the employer's needs and expectations are for the position.

## Defining the Job Listing

Consider the following picture. What are your thoughts regarding this position's job duties?



I believe the job duties of this position are:

---

---

---

---

Although you may have some ideas of what a position entails, you need to engage the employer in a conversation to hear firsthand what their needs and expectations are. Personal Trainers, like virtually all positions, have variations in their job functions, which leads to variations in employers' expectations. Some Personal Trainers work one-on-one with clients, some work in group settings, while others do both. Additionally, they may be responsible for leading a variety of exercise classes. The employer may need for them to work the front reception desk or staff the locker room. At night, they may balance the cash registers and in the Manager's absence, prepare the bank statements. If the bathroom needs cleaning, is it expected everyone will pitch in and do this? Taking the time to engage the employer in a conversation to identify job listing information will help you obtain a clear vision as to what this position truly involves. It will also help your co-workers help you identify potential candidates.



Other considerations to make when defining the job listing:

- ✓ *The employer's position description*
  - Always ask the employer if they have a position description and if so, request a copy.
  - These can provide good pieces of information regarding the type of work being performed, audiences the position will interact with and other key pieces of details needed for the recruitment.
  
- ✓ *Clear and detailed Requirements and Preferences, including skills*
  - Job listings that contain very basic or limited requirements make it difficult to identify the potential qualified candidates.
    - For example: Requiring only a Driver License and 18 years of age or older does little to narrow down the field of applicants.
  
- ✓ *Wages offered are within a customary range for the respected industry*
  - If not, work to educate your employer and ask them to reconsider their wage
  - Resources to help with employer education are:
    - QualityInfo.org
    - Local Workforce Analyst
  
- ✓ *The Applicant Pool*
  - Understanding your applicant pool can help influence the recruitment structure, as well as provide clues on where to look for those potential quality candidates.
  
- ✓ *The Employer Timeline*
  - The employer's timeline must be considered when defining the job listing. If they need someone in five days vs. someone in two-weeks, this could impact the overall recruitment timeline.

## Job Listing Considerations

Accepting an employer's recruitment is more than just writing the job listing and adding some requirements, preferences, job duties, hours and/or wage information. WSO staff must set out to create an experience that will result in successful outcomes for the employer... meaning quality job seeking candidates are found and the employer is able to choose one of them to hire for their organization. To do this, you must consider the following issues.



### Advertising

Employers typically will list their opening in multiple locations, accepting candidates from any these sources. For example, in addition to listing with WSO, they also list with the local newspaper, on radio, and on local job boards. With Customized Recruitment however, although employers can advertise in multiple locations, they must agree to post their job listings and only accept candidates from WSO. This means that all candidates, both internal and external, will be pre-screened by WSO staff and only those who are qualified will be referred.

But what if the employer wants to list their opening in other locations? What should be done to maintain the Customized Recruitment relationship? If the employer wants to use other resources to list their position, they can do so only if they list WSO as the point of contact in the advertisement. Some employers may also choose to identify the specific WSO staff in their announcement so potential candidates know who to contact.



Besides listing WSO as the point-of-contact, the employer can partner with us in other ways to help us recruit potential candidates. They may have banners, posters and/or brochures we can display in our resource center. In using social media (e.g. Facebook<sup>®</sup> and Twitter<sup>®</sup>), they can announce that all interested candidates need to contact WSO for information regarding their employment opportunities. Moreover, WSO has recruitment signs the employer can display at their organization that will direct all candidates to WSO for consideration.



***If the employer is firm about recruiting from additional sources without forwarding those candidates to WSO for pre-screening and referral, we will NOT use Customized Recruitment practices for THIS job listing.***

## Decision Makers & Quality Candidate Identification

Any Job Listing Representative (JLR) within the employer's organization can call and place a job listing with WSO, for example, the secretary calls on behalf of the Human Resources manager. However, chances are this is not the person we should talk with regarding the recruitment as they will not have the answers to our questions. For this, we need to talk with the employer's decision maker.

The decision maker is the person who is responsible for making the hiring decision. In some cases, this may be a shared responsibility amongst a team of individuals. Regardless, WSO staff must seek this person(s) out to solicit the necessary information that will assist in helping staff identify quality candidates.

Decision makers know firsthand what type of candidate will be successful because they know the position's body of work. They can help identify what skills, attributes and knowledge they want the applicant pool to possess. Moreover, they can also identify what they look for in the application and/or resume. Overall, the relationship WSO staff have with these decision makers is critical to the success of the Customized Recruitment job listing.

In communicating with decision makers it is extremely important for you engage them in a conversation about how they identify quality candidates. From this conversation you can now apply and use their lens when screening applicants.

Some questions you can ask include:

- *Why is this position open?*
  - Promotions or terminations open the door to ask questions regarding what they liked or was lacking with previous employees.
- *What skills are you looking for in a successful candidate?*
  - Not every secretary does the same thing. If the decision maker needs someone who can support five executive level managers, as well as schedule travel accommodations, you most likely will not want to consider the applicant whose secretarial experience was for a one-person office and where travel accommodations were not considered.
- *What characteristics does your best employee display?*
  - This question can give you some insight to the values of the decision maker.
  - For example, they may not be as concerned with arriving to work on time; however, it is critical assignments are completed on budget and by the deadline.
- *When do you want to interview candidates? What is your timeline to hire your new employee?*
  - Each employer will be different...some have weeks before they need the position filled, while others may have only a few days. Understanding your employer's timeline will help you respond accordingly to meet their needs.





## iMatchSkills® & The Job Listing

### Customized Recruitment Indicators

To identify a Customized Recruitment job listing, WSO staff will manually set the “Customized Recruitment” indicator. Once set, the phrase “Customized Recruitment” will display in the job listing banner.

**iMatchSkills** Home  
**WORKSOURCE OREGON**

### Job Listing General Information

Search Emp	Search JL	Search JS	HIDE	Job Match	JL Summary	Functions	Results	Home	Help	Logoff
<b>Diva's Ruby Slipper</b>	Emp ID: 5000177740	BIN-MEC: n/a	Status: Active	FO: 028	<b>ER</b>					<b>EHO</b>
Quick Links:	<a href="#">Emp General Info</a> <a href="#">Emp History</a>	<a href="#">Add Emp Tracking Note</a> <a href="#">Emp Tracking Note List</a>	<a href="#">Add Services</a> <a href="#">Services List</a>							<a href="#">Quick Contact</a> <a href="#">Staff Assigned</a>
<b>Front Desk Agent</b>	JL ID: 5001003422	Status: Open	FO: 028	Contact Details:	<b>J - N Exclusive Recruitment</b>					<b>LHO</b>
Quick Links:	<a href="#">JL General Info</a> <a href="#">Self-Referral List</a>	<a href="#">Add Job Notification</a> <a href="#">Job Notification List</a>	<a href="#">Add Referral</a> <a href="#">Referral List</a>	<a href="#">Add JL Tracking Note</a> <a href="#">JL Tracking Note List</a>						<a href="#">Quick Contact</a> <a href="#">Staff Assigned</a>

**Programs**

Regular:  Yes  No

**Exclusive Recruitment:**  Yes  No

\*required field

SAVE TOP TELL ME MORE...

028 - RG

[WorkSource Centers](#) | [About](#) | [Privacy Statement](#) | [Confidentiality](#) | [Employer Responsibilities](#) | [Feedback](#) | [Help](#) | [Logoff](#)

Next, select *Referral Locked* and identify the Staff Profile assignment and if needed, a backup WSO coworker. These two individuals are authorized to make referrals to this job listing.

Not every coworker in your WSO Center will be authorized to make referrals to Customized Recruitment job listings because not every coworker has the relationship with your employer. Remember, you and your backup are using the employer’s lens and therefore, you hold the responsibility of referring qualified candidates.

Once saved, the acronym “RL” will display in the job listing banner.

**iMatchSkills** — Home  
**WORKSOURCE OREGON**

**Job Listing General Information**

Search Emp	Search JL	Search JS	HIDE	Job Match	JL Summary	Functions	Results	Home	Help	Logoff
<b>Diva's Ruby Slipper</b> Emp ID: 5000177740 BIN-MEC: n/a Status: Active FO: 028 <b>ER</b> EHO										
Quick Links: <a href="#">Emp General Info</a> <a href="#">Add Emp Tracking Note</a> <a href="#">Add Services</a> <a href="#">Quick Contact</a>										
<a href="#">Emp History</a> <a href="#">Emp Tracking Note List</a> <a href="#">Services List</a> <a href="#">Staff Assigned</a>										
<b>Front Desk Agent</b> <b>RL</b> JL ID: 5001003422 Status: Open FO: 028 Contact Details: <b>J-N Exclusive Recruitment</b> LHO										
Quick Links: <a href="#">JL General Info</a> <a href="#">Add Job Notification</a> <a href="#">Add Referral</a> <a href="#">Add JL Tracking Note</a> <a href="#">Quick Contact</a>										
<a href="#">Self-Referral List</a> <a href="#">Job Notification List</a> <a href="#">Referral List</a> <a href="#">JL Tracking Note List</a> <a href="#">Staff Assigned</a>										

**General Information**

\*Local Office:

Staff Profile Assigned:  [View Contact Info](#)

Referral Locked?  Yes  No

Only staff profile assigned to job listing will be able to make referrals.

Other Staff who can make referrals:



**The employer may have multiple job listings but not all of them may be Customized Recruitment job listings.**

## Working the Customized Recruitment Job Listing

Ultimately, WSO staff are recruiters. Allowing yourself to *think and act like a recruiter* provides you the opportunity to find new ways to reach your goal – match **and** refer qualified candidates to job listings that will result in gainful employment. The information discussed in this section isn't unique to only Customized Recruitment job listings; however, they have proven to be successful with these recruitment opportunities.

### Matching the Job Listing

There's nothing extraordinary about matching a Customized Recruitment job listing. The same tips and tricks WSO staff use to match non-Customized Recruitment job listings are the ones used for these recruitments. Career Development Facilitator training shows us that successful job seekers use both the hidden and traditional job markets to find work. Our job as WSO staff is to create meaningful opportunities to find these candidates.



You however, cannot solely rely on iMatchSkills® to find your candidates, although this tool can help. In thinking like a recruiter where you would most likely find qualified candidates? How can you pursue those opportunities to reach out and educate these potential candidates? When acting like a recruiter, you will inevitably use a variety of recruitment tools, which can include, but are not limited to:

- Place an ad on Craig's List®
- Partner with your local community college's career center
- Connect with recent WIA Training Completers
- Utilize public service announcements on local radio stations
- Connect with a local industry consortium



Other ways I can match and find qualified candidates are:

---

---

---

---

---

---

---

---

## Inactive Job Seekers

For the average job listing, matching inactive job seekers is not a recommended best practice. For the Customized Recruitment job listing however, it very well could be, especially for the high-stakes employment opportunities. In this case, you are cold-calling potential applicants who are no longer looking for employment and in essence, acting as a Headhunter. Take caution in using this method as your candidate may have exited Customer Registration and would need to re-register before any *referral recommendations* could occur.

## Notifying Job Seekers

Customized Recruitment is synonymous with sense of urgency. Employers have placed a great deal of faith in your ability to find them qualified candidates to hire and that trust can be broken in an instant if you don't urgently work to fill their openings.



In working Customized Recruitment opportunities, you must be proactive in contacting potential candidates. The best way you can do this is to **call** your job seekers and engage them in a conversation. Not only do you save money by avoiding the mailing of job notifications, you also save time because you eliminated the need to wait for the job seeker to respond. By connecting with your job seekers sooner, you can more quickly determine if the person is a qualified candidate or not. This in turn directly impacts the number of days the job listing goes unfilled. By filling the job listing sooner, the employer now can work more quickly to start making positive impacts to their bottom line.

## Providing the Referral

You've met with the employer, your co-workers have helped you by submitting Referral Recommendations on qualified candidates, and after interviewing them, you're ready to refer the three most qualified candidates. The two burning questions you have now are:

1. Who processes the referral?
2. Who gets the 'hire' credit?

As the assigned Customized Recruitment WSO staff, it is your decision on who receives a referral and who does not. Therefore, the responsibility of processing the referral is yours. Does this mean the 'hire' credit is also yours alone? No. The credit for the hire belongs to all of WSO because without each member working together, your Customized Recruitment job listing and subsequent hire would not exist.

Think of a basketball team...each member of the team must work together to score points. Although one person may have made the shot and scored, it took the entire team assisting them to make it happen. Just like with Customized Recruitment, although you scored the hire, your co-workers will receive equal credit for the assistance they provided you.



# THE JOB SEEKER

---

## Candidate Pipeline

You should not wait until you have a Customized Recruitment job listing to start locating potential candidates. Creating and maintaining a pipeline of viable candidates is a critical aspect of the Customized Recruitment model. If for example, an employer called and had an immediate need, by having an existing candidate pipeline, you minimize your need to start from 'Ground Zero' to locate qualified candidates.

Each day you encounter multiple opportunities to create this pipeline – your goal is to develop and maintain it. Some examples of where your pipeline can come from are:

- *Welcome Conversations*
  - Each day Welcome Team staff interact with new WSO customers during a Welcome Conversation. These interactions create an ideal environment to learn more about the customer and identify whether or not they could be a potential candidate for a Customized Recruitment job listing.
  
- *WIA and/or Trade Act Training Completers*
  - These individuals have received paid training to learn the skill sets that many employers need.
    - ✓ You'll need to work together to find the best approach on communicating with each other to identify when these completers are graduating from their respective programs.
  
- *Local Code "JR" for Job Ready*
  - Local Codes are searchable fields in iMatchSkills® and a great tool to help you create and maintain your pipeline.
    - ✓ A word of caution...as candidates are hired and/or no longer looking for work ask them if they want to continue to be part of our potential candidate pool. If they do, keep the JR local code on their profile. If they do not, you'll need to remove the JR code. This will help keep your JR list fresh and up-to-date.



Other pipeline opportunities include:

---

---

---

---

---

---

---

## iMatchSkills® and the Job Ready Local Code

### A Searchable Local Code

As WSO staff interact with job seekers, they will find job seekers that are *Job Ready*. It's imperative that we do not lose these quality individuals, which is why we identify these candidates with the Local Code of JR.

Home

### JS - General Info

<a href="#">Search Emp</a>	<a href="#">Search JL</a>	<a href="#">Search JS</a>	<a href="#">HIDE</a>	<a href="#">Job Match</a>	<a href="#">JS Summary</a>	<a href="#">Functions</a>	<a href="#">Results</a>	<a href="#">Home</a>	<a href="#">Help</a>	<a href="#">Logoff</a>
<b>Tester, Ester</b> JS ID: 5002392764 SSN: n/a Status: Active FO: 210 <a href="#">Quick Contact</a>										
Quick Links: <a href="#">JS General Info</a>		<a href="#">Add Job Notification</a>	<a href="#">Add Referral</a>	<a href="#">Add Tracking Note</a>	<a href="#">Add Services</a>	<a href="#">Add Problem Note</a>				
<a href="#">Self-Referral List</a>		<a href="#">Job Notification List</a>	<a href="#">Referral List</a>	<a href="#">Tracking Note List</a>	<a href="#">Services List</a>	<a href="#">Problem Note List</a>				

#### Programs and Classifications

Summer Youth:  Yes  No

Jobs:  Yes  No

Local Codes: JR

Disabled Code: -None-

Once set, this code is now a searchable field and can be used independently or in combination with other searchable criteria. For example, if looking for *JR* candidates who are Arc Welders, simply add the appropriate information (SOC Id: 681) to the *Job Seeker Search* screen and iMatchSkills® will provide you a list.

**iMatchSkills** — Home  
**WORKSOURCE OREGON**

**Job Seeker Search**

Search Emp Search JL **Search Job Seeker** HIDE Home Logoff

Social Security Number:   (If entered, other criteria will be ignored)

Job Seeker ID:   (If entered, other criteria will be ignored)

Job Seeker Username:   (If entered, other criteria will be ignored)

Customer ID (CID):   (If entered, other criteria will be ignored)

Local Office:

Status:

Last Name:   ES  UI

First Name:   ES  UI

Preferred Language:

Local Code: JR

Phone: (  )  -

Email Address:

Preferred Employer ID:

SOC Id:

Keyword:

Please select from ONE of the following groups:

Work History Group  Job Duties  
 Job Title  
 Employer Name  
 Uploaded Resume  
 Miscellaneous Information

Education Group  Education Major  
 Education Minor

## Determining Job Ready

WSO staff provide you valuable assistance in the Customized Recruitment process when they identify *Job Ready* candidates. Job Ready candidates can be identified during Welcome conversation, pre-screening, Referral Recommendation and other WSO-related activities.

Not every job seeker we interact with will be classified as *Job Ready*. To qualify as a Job Ready candidate the following criteria should be considered:

- Stable Work History
- Strong Resume
- Verifiable Work References
- Appropriate Interview Attire
- Good Attitude

### Stable Work History

The goals with this review is to securitize the candidate's overall work history and you cannot do this without applying some level of subjectivity. Ultimately, you are trying to determine if their history makes sense or if there are red flags that would deter a prospective employer.

- Things to consider include:
  - ✓ Large gaps of unemployment that cannot be explained and/or sound reasonable.
  - ✓ The reasons why they moved from one job to the next. For example, promotion, transfer, following a military spouse?
  - ✓ How new they are to the work force.
  - ✓ Career changes.



***You must feel good about a candidate's separation reason; it should be reasonable as you will explain this information to your employer.***

### Strong Resume

We all understand the importance of a well written resume and we've all seen less than stellar examples. The job seekers we identify as *Job Ready* must have a strong resume that accurately represents their work history and skills, as well as free-and-clear of errors.



***If the job seeker has a relatively strong resume but needs some minor adjustments, feel free to add the JR code to their profile. Coach them on correcting these issues and document your recommendations in the Job Seeker Tracking Notes. Failure to not fixing these issues could result in the job seeker not being referred to the Customized Recruitment job listing.***

## Verifiable Work References

Employers will conduct background checks, which includes contacting former employers for information regarding your candidate's time with their organization. All too often viable candidates are passed on because they did not have solid work references available when the employer asked for them. To help ensure your candidates present themselves in the best possible manner, they must first have positive and verifiable work references to include contact information.



***Not all employers will accept a Letter of Reference as they want to communicate directly with the candidate's former employer. Although the candidate may have a list of work references, it is imperative they have accurate and up-to-date contact information.***

## Appropriate Interview Attire

Appropriate interview attire is relative to the type of work being sought by the job seeker. Cleanliness is also important but should not be confused with style or looks.



***Appropriate interview attire is different for a Welder vs. that of a Sales Representative; however, they both should be presentable when conducting their job search.***

## Good Attitude

It's important the job seeker wants to work and is enthusiastic about pursuing employment opportunities. Anyone can have a 'bad day' but overall if the job seeker is negative and displays a poor attitude, chances are they are not, at this time a *Job Ready* candidate.



***Our credibility is on the line with each referral we make. If the job seeker displays a poor/bad attitude with us, what's to prevent them from doing the same thing to the employer?***



## THE RECRUITMENT STRATEGY

---

Although not all employers do, many tend to use multiple layers in their overall recruitment process and each is designed to help them make their final candidate selection. During each phase, this helpful recruitment strategy affords them the opportunity to narrow the scope of their candidate pool. They can compare and contrast each candidate's skills and abilities in order to find the one that would truly meet their needs. In mimicking this technique, we too can use a layered recruitment strategy to help us achieve similar results for our Customized Recruitment job listings.

### Assessing the Job Seeker

During this phase job seekers will be both pre-screened against the Customized Recruitment job listing and analyzed for job readiness.

- Pre-screening the Job Seeker:
  - Determine if they meet the Customized Recruitment's job listing requirements
  - Find out if they are interested in performing the associated job duties
- Job Ready Analysis:
  - Apply the five Job Ready criterion as previously discussed

## Referral Recommendation

Once a job seeker has been assessed and WSO staff feel they would be good candidate for you to consider, they will process a Referral Recommendation and provide the job seeker a Referral Recommendation Letter. This letter instructs the candidate what the next step of the recruitment process is, for example: *For additional consideration, submit your resume and cover letter at [testJL@bademail.com](mailto:testJL@bademail.com).* It also informs you that your co-workers have interacted and spoken with this job seeker, that they meet the job listing's requirements and are Job Ready.


Home

JL - Job Notification List

---

Search Emp Search JL Search JS HIDE Job Match JL Summary Functions Results Home Help Logoff

Divia's Ruby Slipper Emp ID: 5000177740 BIN-MEC: n/a Status: Active FO: 028 ER EHO

Front Desk Agent RL JL ID: 5001003422 Status: Open FO: 028 Contact Details: J-N LHO

Quick Links:
[JL General Info](#)  
Self-Referral List
[Add Job Notification](#)  
Job Notification List
[Add Referral](#)  
Referral List
[Add JL Tracking Note](#)  
JL Tracking Note List
[Quick Contact](#)  
Staff Assigned

---

**Notes:** V=Veteran  
C=Current Claimant at time of JN  
Ovr=Notified (JN) via Match Override  
Es=ES Address returned undeliverable or requested not to use  
U=UI Address returned undeliverable or requested not to use  
Pjn=Paper job notification requested  
Ejn=Email job notification requested

**JS JN Responses:** V=Viewed  
I=Interested  
NR=Does Not meet JS's Requirements  
NQ=Not Qualified  
NA=Not Available

---

**Referral Recommendation Instructions Shown to Job Seekers:**  
Submit your resume to [WSOSalem@bademail.com](mailto:WSOSalem@bademail.com) for interview consideration.

View	JS ID	Job Seeker Name Phone	Best Qualified	sorted by Notification Date	Notes	JS JN Resp	RR Sent	Created By	
<a href="#">View</a>	1013990	Tester, Ester	scheduled appt	Mar 06, 2014	Ejn	not displayed	No	Amber Schoonover (028 - RG)	<input checked="" type="checkbox"/>
<a href="#">View</a>	2455849	Tester, Hester	called/left vm	Mar 06, 2014	Ejn	not displayed	No	Amber Schoonover (028 - RG)	<input checked="" type="checkbox"/>

Reason for deletion; 1900 characters maximum  
(will be stored as JS and JL Tracking Notes):

Type of Report:

Job Notification Letter

GO

Email Referral Recommendation
Print Referral Recommendation

028 - RG  
[WorkSource Centers](#) | [About](#) | [Privacy Statement](#) | [Confidentiality](#) | [Employer Responsibilities](#) | [Feedback](#) | [Help](#) | [Logoff](#)

As job seekers respond to the Referral Recommendation instructions, email them to acknowledge you received their information. This practice helps you manage your candidate pool. It also provides you the opportunity to inform them that should you have any questions about their work history and/or other qualifications, you will contact them.

In reviewing each Referral Recommended candidate you will scrutinize each one to determine if they will continue. As a result of your assessment, not all Referral Recommended job seekers will move forward in the recruitment. Your goal is to decide which candidates to interview and then from there, select those that you will refer to the employer.



**Send the employer no more than 5 candidates for consideration. Not all job seekers who received a Referral Recommendation Letter will receive the job listing referral.**

## Candidate Interview & Referral Determination



Once you've selected which Referral Recommended candidates to move forward, you will conduct an in-depth interview with each of them. Each interview will be either in-person or via iLinc. It is from these interactions that you will determine which candidates receive a referral to the employer.

Although your coworkers have already pre-screened these candidates, you still want to interview the candidates regarding the job listing's requirements and job duties. You need to get your own "feel" for the candidate and make your own judgments to their skills and abilities; however, there's more to your interview than just reviewing the job listing. This interview should provide you some great insight to the overall quality of your candidate pool and help you determine which ones will receive the Customized Recruitment job listing referral.

In addition to the candidates successfully answering your questions, here are some other considerations to help you conduct your interview and determine the referral status:

- Interview Attire
  - Instruct the candidate to dress as if they were interviewing with the employer so you can see first-hand how they would present themselves to the employer.
  - If needed, provide some coaching so they're equipped for future experiences.
- Resume Review
  - Ask the candidate to bring their resume with them for you to review. Although you may already be familiar with their work history, reviewing their resume to verify it conveys their qualifications, skills, and experiences that are relevant to the work being sought is important. If you cannot see how the candidate could fit in with your employer's opportunity, the employer won't be able to either.
- Long- and Short-term Employment Goals
  - Discussing the candidate's goals provides some great insight to what they're looking for in their *ideal* job, and if aligned with the employer's position, can be used as a selling point with the job seeker.
  - If their goals are different than what the employer is offering, this information will certainly come through in the employer's interview and therefore, this candidate would not be an ideal job seeker to refer.



***Job Listing Referral Overrides will not occur for a Customized Recruitment job listing.***



## Candidate Presentation

Now that you've determined which candidates will be referred to the employer, now comes time to present your selections to the employer. You know what they say about *first impressions are everlasting*, well that applies here too. With Customized Recruitment job listings, you will present all of the candidates to the employer for further consideration and it is during this interaction that you have an opportunity to leave your employer an everlasting and positive impression of each person.

Although your goal is no more than five (5) candidates, consider presenting the least amount necessary, for example two (2) or three (3). This eliminates the employer needing to see a large number and also supports a low Referral-to-Hire ratio. Many Customized Recruitment job listings have benefited from this model and have ratios of 1:1, 2:1 and 3:1.

When presenting your selections to the employer, share why they were selected for referral. Identify their attributes, skills and backgrounds, and how they relate to the Customized Recruitment job listing. Explain to your employer how you used their lens during your interactions with them and from that, how you believe they would be a great addition to the employer's organization. Your impressions of these candidates will stick with the employer as they consider them. Ultimately, your goal is to present high caliber candidates to the employer, individuals that will make the employer's job difficult in choosing which one they want to hire.



***When possible, present all of the candidates to your employer at the same time, which can occur in person, by phone or email. You'll also want to offer additional services such as scheduling their interviews or providing interview space at your WSO Center.***

## INTERVIEW QUESTION TYPES

---

Not every question you ask will solicit the same results. Successful interviewers will use a variety of questions to gather the necessary information in order to make a decision. When interviewing candidates, you too will want to follow this approach.

### Open-ended vs. Close-ended Questions

Open-ended questions, by their nature, allow people to talk with one another in a way that is not structure or controlled but invites a conversation. Typically these questions are usually asked to learn more about someone or something. A close-ended question however, limits the list of answer choices a person can choose from, for example, those that require a “Yes/No” response.



***Be cautious about open- and close-ended questions. If you use too many open-ended questions, the conversation could keep going and going. If you use too many close-ended questions, you can make the candidate feel ‘processed’ and not interacted with.***

### Behavioral Based Interview Questions

When addressing how candidates responded to issues in the past to help determine how they will respond in the future, look towards using *behavioral based* questions.

According to Wikipedia:



*Behavioral interviews ask respondents to relate what they did in past jobs or life situations that are relevant to the particular job relevant knowledge, skills, and abilities required for success.*

*The idea is that past behavior is the best predictor of future performance in similar situations. By asking questions about how job applicants have handled situations in the past that are similar to those they will face on the job, employers can gauge how they might perform in future situations.*



## Situational Interview Questions

These questions are set around a potential future situation, with certain circumstances and ask the candidate to identify how they would respond to them. They give you, as the interviewer, an opportunity to see how a candidate would assess the situation and respond to problem solving, conflict resolution, or other types of potential work-related situations. The benefits of these questions are:

- All candidates respond to the same hypothetical situation rather than describe experiences unique from their past.
- For candidates with no direct experience related to the situation, they can still assess the situation and answer with a hypothetical response.

It's important to note that in using situational questions, you need to have a clear idea about what you should expect to hear in the candidate's response. In interacting with your employer, ask them what they would expect to hear and then apply their lens to your interview.

Examples of situational interview questions are:

- You are managing a work group and notice that one of your employees has become angry and hostile in recent weeks, to the point of disrupting the entire group. What would you do?
- You're tasked with analyzing the work performed at multiple office locations, which requires both an objective and subjective review. In submitting your findings, one location disagrees with your analysis and wants you to correct your findings. What would you do? How would you respond?
- You're working at the Customer Service Counter when a customer approaches, is obviously upset, and demands a refund. In helping this individual, the phone rings and you answer it; another store is calling and needs you to look what some information for one of their customers. The customer becomes more upset and complains about the amount of time it's taking to complete their transaction. During this time, a line is forming of other customers needing help. What would you do?



Other situational interview questions I can use:

---

---

---

---

---

---

---

## THE FOLLOW-UP

Once your employer tells you they hired a candidate for the Customized Recruitment job listing, there is still work to do before this overall experience ends.

You will identify the hire information on the *Recruitment Results* screen in iMatchSkills®, as well as the employee's future start date. In the example below, the candidate was hired with a start date of January 6, 2014. Once this date arrives, you will call the Employer to confirm their new employee started with the company as planned.

**iMatchSkills WORKSOURCE OREGON** — Home

**Recruitment Results**

Search Emp Search JL Search JS HIDE JL Summary Functions Results Home Help Logoff

Front Desk Agent (RL) JL ID: 5001003422 Status: Open FO: 028 Contact Details: (J-N) Exclusive Recruitment LHO

Quick Links: JL General Info Add Job Notification Add Referral Add JL Tracking Note Quick Contact  
Self-Referral List Job Notification List Referral List JL Tracking Note List Staff Assigned

**Tools**

**My Company Information**

**Create New Listing**

- Job Requirements
- Driver License
- Language Skills
- Compensation
- Work Site Location
- Contact Selection
- Contact Details

**Manage Listings**

- View
- Edit
- Match Settings
- Match

- Please complete the following information about any job applicants referred to you through iMatchSkills.
- Referrals are listed by name. Select the option that best describes applicant response or status.
- Referrals are based on information supplied by the applicant. Oregon Employment Department does not perform criminal background checks or reference checks. We encourage you to conduct your own background checks in your hiring process.

Views: OED Staff Referrals (1)  
Employer Self-Referrals (0)  
Job Seeker Self-Referrals (0)

Results: H=Hired  
ARJ=App Refused Job/DNR Work  
DNA=Did Not Apply  
DNR=Did not report to interview  
ANH=Applicant Not Hired  
ARR=App Refused Referral  
NR=Not Resulted

**OED Staff Referrals**

(Click for comparison) Referral Result of Referral Emp's  
Name Date H ARJ DNA DNR ANH ARR NR Result Future Start to Work Date

(Click for comparison)	Referral Name	Referral Date	H	ARJ	DNA	DNR	ANH	ARR	NR	Emp's Result	Future Start	to Work Date
	Tester, Ester	12/20/13	<input checked="" type="radio"/>	<input type="radio"/>		Jan	6, 2014					

Total OED Staff Referrals: 1

In addition to confirming the employee's arrival, you will also want to ask some follow-up questions of the employer, for example:

- Regarding the Customized Recruitment process:
  - How did the process work for them?
  - Do they feel anything could have been improved or streamlined?
  - Do they have other recruitments they would like us to assist them with?
- Regarding Return-on-Investment:
  - How much time, money and/or resources did this process save them?

Share this information with your co-workers so your next Employer and Customized Recruitment experience can benefit from you learned.

# KNOWLEDGE TRANSFER

---

## The WorkSource Oregon Center

WSO staff spend many hours each day interacting with employers and job seekers alike. In working with employers, staff are learning about their recruitment needs, i.e., what the position entails and what type of candidate(s) will be successful. In working with job seekers, staff learn about their experience, skills, knowledge and abilities. WSO staff also find out what type of work environment they would be successful in. Some WSO staff interact with both employers and job seekers, while others may focus only on one or the other. Regardless, the question remains...what types of *knowledge transfer* activities do you and your co-workers engage in?

Knowledge Transfer is about learning from and informing one another, which can make for a stronger organization. Wikipedia defines knowledge transfer as:



*The practical problem of transferring knowledge from one part of the organization to another. Knowledge transfer seeks to organize, create or distribute knowledge and ensure its availability for future users.*

It's safe to say the transfer of knowledge is an active process between two separate entities...the one who has the knowledge and the one who's trying to learn it. It's probable that what you learn now could impact what your co-workers experience later. Since we all have workforce related knowledge, the question becomes how are we sharing our knowledge with our co-workers for their future use?

Let's examine the following scenario:

*Sally has a Customized Recruitment job listing with a manufacturing company. They are trying to find a Receptionist for their Human Resources Department. Sally, in working with this employer, has learned a great deal about this position. She writes up the job listing and sends an email to her co-workers, informing them of the Job Listing (JL) ID number and title. She doesn't include anything beyond this level of detail because staff can open the job listing and read it on their own. Moreover, during the office's Stand-Up meeting the next morning, all she mentions is she opened a new ER-JL and asks if anyone has any questions. No one does so they move to Sally's co-workers...*

*Some of Sally's co-workers mention they have "X" number of job listings and on occasion, they may provide a job listing title, but other than that no additional information is given. The meeting ends and everyone goes about their day.*

*Later that morning Henry, who is on the Welcome Team, interacts with customers and conducts 1:1 conversations. He talks to customers, discussing their skills, knowledge, abilities and experiences. In interacting with them, he gets a great sense of knowing which ones are Job Ready and therefore, ready to be referred to employment opportunities vs. which ones have barriers to employment, thereby receiving referrals to other supportive organizations. In talking with one particular customer, he finds out they have experience as*



## Did knowledge transfer occur? If so, to what degree?

It appears that the staff tried to convey some information to one another but overall, it was in a very limited capacity.

- Employment Team
  - Sally did email her co-workers, as well as mentioned something in their Stand-Up meeting but did not provide any details.
  - Some co-workers mentioned some of the job listings they were working on but did not provide any details.
- Welcome Team
  - There were no activities that occurred that provided the Employment Team any information about what the Welcome Team was doing and/or who they were interacting with.

## Overall, how did the transfer of knowledge lead to successful outcomes?

Success can be analyzed in a number of different ways to help determine just how successful the WSO Center was in transferring critical knowledge amongst its staff. For example:

- Was Sally successful in educating her co-workers?
- Were the co-workers successful in educating one another about their job listings?
- Was Henry successful in educating the Employment Team?
- Was the job seeker successful in walking away with an employment opportunity?
- Were the employers successful in hiring quality candidates for the various recruitments the WSO Center is overseeing?

### Employment Team

First, let's turn our attention to the Employment Team. Our scenario started with Sally and her Customized Recruitment job listing; was she successful at transferring knowledge?

Although Henry remembered Sally had an ER-JL recruitment, overall Sally wasn't successful in educating her co-workers about the Customized Recruitment opportunity. True, she sent an email and mentioned something in the Stand-Up meeting but all she really conveyed was the JL ID number and job title. What about the other details? Outside of the knowing the type and amount of experience the employer is seeking (which is important), there's more to the recruitment, for example, company culture and work environment. Had she also educated her co-workers to these details, it's possible that Henry would not have made the Referral Recommendation because he would have recognized the job seeker was not considered a quality candidate.

Let's consider the phrase "many hands make light work"...by working together, we can accomplish great things without any one person having to do everything.

It's impossible for each of us to interact with each job seeker that contacts our center; instead we must rely on our co-workers to help us make connections. It's



important we leverage our resources to maximize our potential and our resources are our co-workers. Think about the email Sally sent and consider what could have happened if she had provided some detail in her message...information regarding the company's history, their values and mission statement, or an outline of what the work environment is like. Instantly, staff now have more knowledge about the type of employer Sally is working with, as well as the type of candidate she, and the employer, are looking for. Additionally, during the morning Stand-Up meeting rather than asking if anyone had any questions, Sally could provide additional clarity regarding her recruitment and the ideal candidate pool. This conversation could then lead to staff questions, which further strengthens everyone's knowledge transfer. As a result of this interaction, as Henry conducts Welcome conversations, he can apply this knowledge and make solid Referral Recommendations.

Sally is just one member of the Employment Team. Let's now take a look at Sally's co-workers; *were they successful?*

Unfortunately, no they weren't. Like Sally, some did mention they were working on various job listings but that's as far as it went with sharing information. In the end, the lack of knowledge transfer impacted the job seeker. Sally felt this individual would be a good candidate somewhere else, just not for her particular job listing; however, because she did not know what job listings her co-workers had, she sent the job seeker away empty handed.



Imagine if you will, what would have happened if Sally knew what job listings her co-workers had. Stand-Up meetings can be a great way to inform one another about what Employment Team members are working on. What are the new and/or 'hot jobs' staff have? What are these employers looking for in candidates? What are the preferences vs. requirements? Do they prefer the NCRC? Are they an Oregon Employer's Council employer? When are they conducting interviews? This level of detail isn't exclusive to Customized Recruitment job listings, but can be applied to

all job listings that are managed by WSO staff.

Now, as Sally interviews job seekers for her ER-JLs, she can connect those candidates to the other job listings. Rather than sending them away, Sally can now reach out to her co-workers to inform them of the great candidates she's met with, or better yet, introduce them to one another. In terms of success:

- Sally has increased knowledge to base decisions on.
- Job seekers receive a tangible redirection regarding a new employment opportunity.
- Account Representatives can fill their job listings sooner.

## Welcome Team

The potential for success isn't just with the Employment Team, but also for the Welcome Team. In considering Henry, *was the Welcome Team successful?*

Unlike the Employment Team, the Welcome Team did nothing to promote knowledge transfer in our scenario. Remember knowledge transfer is about distributing information from one part of the organization to another part, thus leading to successful outcomes. If one team doesn't transfer their knowledge then the entire organization suffers. In looking at the WSO Center, both Employment and Welcome Teams play critical roles and each relies on the other to accomplish their tasks and assignments. In considering the Welcome Team, they do more than provide 1:1 Welcome conversations to customers – they are the conduit between the customer and the Employment Team.

Each day Welcome Team staff interact with two distinct groups of people: job seekers who are looking for employment opportunities and Employment Team co-workers who want to fill their job listings with quality candidates. Knowing the Welcome Team is the common denominator between these two groups, it's extremely important they identify ways on how they can connect the two together.

In our scenario the Welcome Team did not take advantage of the Stand-Up meeting to discuss any of the quality job seekers they spoke with from the day prior. Let's consider what could happen if this occurred.



When the Welcome Team engages the Employment Team regarding the candidate pool they've interacted with, similar to the New York Stock Exchange<sup>®</sup>, bidding wars occur between the Account Representatives. *"I want that person; they'd be great for my job listing."* *"Well, that's fine but they're exactly who my employer is looking for. I want them."* In this reality, everyone wins – ARs can fill their job listings quicker, employers can start making positive impacts to their bottom line and job seekers return to work sooner.

