**TITLE: Labor Exchange; Guidance on Job Development Activities**

**REFERENCES**

The Workforce Investment Act (WIA) of 1998 (WorkSource); the Wagner-Peyser Act as amended by WIA (Labor Exchange); and the Code of Federal Regulations (CFR), Title 20, Chapter V, Part 652 (Labor Exchange).

**PURPOSE**

Employer relations activities are directed primarily toward obtaining employer job orders. Major emphasis is placed on promoting the free public labor exchange so as to make more job openings available for all job seekers. These efforts, however, do not always provide an effective placement service for all job seekers. Sometimes job development with public and private employers on behalf of a specific individual is more effective.

**PERSONS AFFECTED**

This communication applies only to ESD staff, however, local Workforce Development Councils (WDCs) and partner agencies are welcome to use the information when developing their policies and procedures. The development of local Policies and Procedures or other directives related to this or any other administrative Information and Guidancecommunication is at the discretion of the Workforce Development Councils (WDCs)/local partnerships.

**DEFINITIONS**

**Job Development** - The act of soliciting a public or private employer's job interview for a specific individual job seeker who has marketable skills and abilities, but for whom the the local service delivery site has no suitable job opening available.

**GUIDANCE**

**Utilizing Job Development as a Placement Tool**

Local service delivery sites may wish, but are not required, to solicit and secure job interviews for individual job seekers who have marketable skills and abilities, but for whom there are no suitable job openings available. Such job-development activities are often a useful tool to increase placement activity. The actual extent to which job-development is utilized is to be determined by local Management.

**Techniques for Job Development**

1. **Consideration of Job Seekers for Job Development** - Individual job seekers for whom job development can be performed effectively include:
2. Job seekers who have outstanding or unusual training or experience;
3. Job seekers who are hard to place because few job orders are received for the kinds of work they can do; and
4. Job seekers with skills and abilities in which specific employers are most likely to be interested.
5. Job development is a specialized, selective process. Good judgment is needed to decide when and for whom job development should be attempted.
6. **Preparation for Job Development** - The job seeker's qualifications are described fully on the Applicant Registration, Key Information, and Work History Screens so that staff can give the employer a clear description of the job seeker's abilities. Job seeker acceptance factors, such as pay, hours, working conditions, and limits on commuting distance, are also recorded.
7. **Employer Interview** - Knowledge of the employer's needs and skill in selling the applicant's qualifications are both essential to success in job development. The same general sales steps are followed as those used in selling other services or intangibles.
   1. **Arouse the Interest of the Employer** - A favorable atmosphere is established in which the job seeker and the job seeker's qualifications can be described to the employer.
   2. **Present Qualifications of the Applicant** - The job seeker's skills, knowledge, experience, and personal attributes are stressed in a realistic manner and specific examples are given of how these factors fit the employer's needs. Also, if the job seeker gives verbal permission, any job-related limiting factors concerning the job seeker's abilities are also brought to the attention of the employer. If the job seeker does not give permission, limiting factors are not discussed with the employer for reasons of confidentiality.

**NOTE:** The job seeker must understand that an honest presentation of qualifications is important.  Normally, job-development telephone contacts are made in the job seeker's presence, since they may demonstrate how to sell the job seeker's qualifications objectively to the employer. It is also important for the job seeker to know what background information the employer has been given.

* 1. **Close the Interview** - The closing step is to arrange an interview for the job seeker.

1. **Control of Employer Contacts** - Controls are maintained on employer contacts for job development. There are dangers inherent in over-contacting employers, either by telephone or personal visit. Not only are excessive contacts generally unproductive, they are likely to be annoying to the employer.
2. **Sources of Leads for Job Development** - Sources of leads to employers having potential for successful job development include, but are not limited to, open job orders; closed job orders; employer records; recent UI Initial Claims that indicate a job opening could exist; Labor Market Information (LMI); employers' advertisements in the newspaper; the business section of the newspaper; trade and professional periodicals; and telephone and other specialized directories.

In areas where job opportunity studies have been conducted, such as occupational indexes or area skill surveys, data available from these studies provides an excellent source of job-development leads.

**Recording Job-Development Contacts**

Job-development contacts are recorded in the automated system by entering the employer name on the Add Applicant Services Screen. All job-development contacts made for an applicant are entered by the end of the day following the day the contacts were made. There is no limit on the number of job-development contacts that can be recorded as long as a new screen is used for each contact.

**NOTE:** Local service delivery sites may also record job-development contacts on the Employer Contact Screen in order to maintain up-to-date employer records.

**Recording Job-Development Placements**

When the local service delivery site learns that a placement occurred as the result of a job-development contact, a job-development job order is entered in the automated system using the Job Order and Job Order Special Information Screens. Particular attention is given to the following items:

1. **Job Summary** - Enter an abbreviated job description, which includes only the word "closed" on the first line, and a reference stating, "This job opening is recorded as the result of a job-development contact made (date) " (Job Order Screen).
2. **Source** - Mark Code 1 - Job Development, or Code 3 - Job Development and Mandatory Listing (Job Order Special Information Screen).
3. **Referral and Placement** - Once the job-development contact and the job-development job order have both been recorded, the referral and placement are recorded on the Referrals and Placements Screen.
4. **Other Requirements** - Placements made in this way must meet all other requirements stated in the placement definition to be valid (see Policies and Procedures communication number 4009, Placements). Also, the job-development contact must have occurred within 90 days prior to job entry for the placement to be valid.

**SUPERSEDES**

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| **Version** | **Date** | **Description** |
| 1.0 | 11/6/84 | New communication #7007-3 |
| 2.0 | 1/2/90 | #4021 Supersedes & cancels communication #7007-3 |
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