1. WORKFORCE SOLUTIONS

1.1 STRATEGIC PLAN

1.1.1   Identification

Workforce Solutions is a regional network of business, education, labor, government and community organizations serving the City of Houston and the 13-county Gulf Coast Region of Texas.

1.1.2   Core Values

Our core values are Innovation – Productivity – Accountability – Results
These are our strongly held beliefs. We are working to bring people and jobs together.

1.1.3   Mission

Workforce Solutions helps employers solve their workforce problems and residents build careers, so both can compete in the global economy.

1.1.4   Vision

The Gulf Coast region:
Ranks among the top ten economic regions in the world.

Employers have an adequate supply of well-educated and well-trained workers, which enables them to compete in the world economy.

Residents have the knowledge, skills and aptitudes to work and earn incomes that make them self-sufficient.

The region is among the most attractive places in the country to live and work.

The Workforce System:
A single, integrated workforce system offers solutions for employers' workforce problems and helps people build careers.

Employers access the system and use its services without leaving their place of business.

Residents are able to learn and work in their homes, in schools, and on the job to realize their greatest potential.

Residents throughout the region know about the system and can access the same high-quality information and labor market services regardless of where they live or how they come in contact with the system.

Strong commitments to innovation, productivity, accountability, and results keep the system flexible and responsive to employers' and residents' ever-changing workforce needs.

Life-long learning and skills development are integral parts of the workforce system. Long-standing relationships between employers and educators keep education and training opportunities one step ahead of the needs of the market.

The system partners with those industries and businesses that drive the regional economy. It also works with chambers of commerce and economic development entities throughout the region to identify and support emerging industries vital to the region's continued growth and diversification.

Operating above reproach, the system is highly valued by employers and residents alike.

The Gulf Coast Workforce Board:
The Gulf Coast Workforce Board sets the regional workforce agenda. It is widely recognized for its excellence as a leadership and governing board and for its commitment to making a difference.

Business, labor and community leaders vie for board membership because they know it is:
- Well-educated, innovative, disciplined and high-performing
- Nationally and locally known for its stewardship of public funds and its commitment to results; it makes funding decisions solely on the basis of performance, not politics
- Accountable to its owners (the taxpayers) and their representatives (the elected officials who appointed its members)

1.1.5   Results

The difference we will make:
1. More Competitive Employers
2. A Better-Educated Workforce
3. More and Better Jobs
4. Higher Incomes
5. An Increasing Return on Investment

2. EMPLOYER SERVICE DIVISION

2.1 BACKGROUND AND EXPECTATIONS

2.1.1 Background

Houston-Galveston Area Council's (H-GAC) Gulf Coast Workforce Board contracts with Employment & Training Centers, Inc. (ETC) to operate its Employer Service Division (ESD) and deliver high quality service for the region's employers.

The Employer Service Division provides basic, customized and industry-level service to help area employers meet their human resource needs. ESD is comprised of a central office (3355 West Alabama) staff unit of Business Representatives, Inside Sales Business Consultants, and Recruiters, as well as Business Consultants and Staffing Specialists that are stationed in 28 career offices.

Workforce Solutions' Standards & Guidelines, issuances, policies & procedures memoranda describe the service processes and standard operating requirements for ESD. ETC uses these guidelines and direction from the Board staff at H-GAC to operate the Division.

2.1.2 Scope of Service

As the Employer Service Division contractor, ETC:

- Markets and sells Workforce Solutions service to area employers
- Follows through to make sure Workforce Solutions delivers the service it sells and satisfies customers
- Fills orders for job openings
- Maintains current and accurate data in Workforce Solutions' management information systems, including WorkInTexas.com
- Works cooperatively with the Resident Service Division to meet employers' human resource needs

2.1.3 Expectations

By delivering high quality service, ETC is expected to achieve the following results by September 30, 2009:

- Provide at least 24% of employers with Workforce Solutions services
- Provide at least 72% repeat employer customers with Workforce Solutions service
- Meet expectations for Central Office quality service

- Help create 1800 new jobs in the market area

To achieve these goals, ETC employs and/or supervises a team of about 66 professionals consisting of Business Consultants, Business Representatives, Recruiters as well as supervisors and support staff.
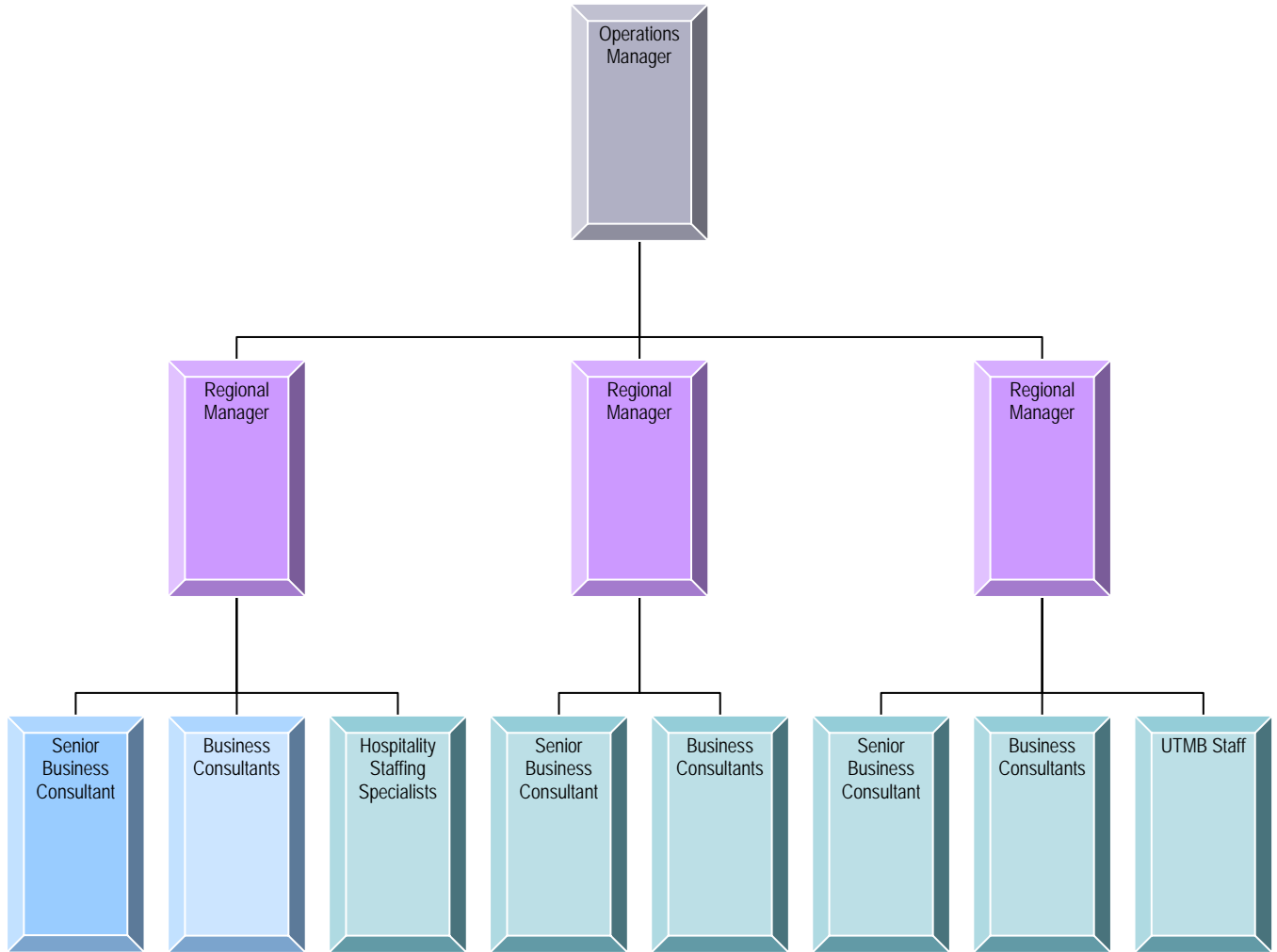
2.1.4   Commitment to Excellence

Our ability to deliver great customer service is driven by the quality and effectiveness of how we follow up and follow through with our customers. We can deliver excellent service when we:

- Listen to what customers say "they" want and need
- Respond appropriately
- Follow up and follow through
- Check for satisfaction

2.2   ESD FIELD STAFF

2.2.1   Organizational Chart and Job Descriptions

The Operations Manager provides oversight of the ESD Field Staff operations, which consists of Regional Managers that supervise Business Consultants and the ESD Central Office Staff operations, which consists of a Quality Assurance Manager, Supervisory staff that supervise Inside Sales Business Consultants, Business Representatives and support staff, as well as a Human Resource Director who supervises the recruiting staff.

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Senior Business Consultant	Business Consultants	Hospitality Staffing Specialists	Senior Business Consultant	Business Consultants	Senior Business Consultant	Business Consultants	UTMB Staff

OPERATIONS MANAGER

Position Description

Oversees the customer service operations of the Employer Services Division of Workforce Solutions

Reporting Requirements

Reports to Executive Director

External Relationships

Employers, Chambers of Commerce, Business/Trade Associations, Economic Development Associations

Internal Relationships

Resident Service Division: Office Managers and Supervisors
Employer Service Division: Regional Managers, Team Leaders, Business Consultants, Staffing Specialists, ESD Central Staff

Qualifications
- BA or BS in Business Administration, Marketing or Human Resources; Psychology or related field OR at least 10 years direct experience in business, marketing, human resources, or related field
- Minimum of 2 years experience in sales/marketing, recruiting, human resources, or related field
- Extensive experience with or knowledge of Workforce Solutions system
- Current knowledge of general human resource topics including but not limited to recruiting, hiring, terminations, assessment tools
- Current knowledge of specialized human resource topics including but not limited to benefits, turnover analysis, job skills analysis, staff development, and current trends
- Proficient in Microsoft Window and Office, familiar with and able to use computers, able to learn new software
- Ability to well in teams and with business customers and other staff (flexible, congenial and adaptable)
- Ability to communicate orally and in writing at a professional level, including public speaking experience
- Self-motivated and self-directed
- Results-oriented

Duties and Responsibilities
Management Responsibilities

- Supervises Regional Managers
- Monitors and evaluates overall ESD performance and implements action for improvement
- Participates in the development of policies, standards, procedures and protocols for the operations of ESD
- Ensures company and contract policies and procedures compliance
- Regularly compiles and submits reports on ESD
- Identifies the need for and arranges training of ESD
- Identifies internal staffing needs and personnel issues; conducts interviews, makes hiring and termination decisions; makes compensation recommendations

With RSD and ESD staff

- Facilitates communication between Employer Services and Resident Services and other relevant parties
- Fosters a productive working relationship with RSD management through flexibility, adaptability, and congeniality to find solutions for employers
- Represents Workforce Solutions at meetings, conferences, and seminars or on boards, panels and committees

With ESD Management & Board

- Ensures that regional managers collect current real-time LMI information from Employer Services staff and that it is distributed to the Workforce Solutions system
- Communicates verbally and through reports to Board Staff on overall ESD performance
- Regularly communicates with Regional Managers in order to obtain account activity in WIT, information on issues regarding internal and/or external customers requiring immediate attention, and to obtain additional labor market information in order to distribute relevant information to the system
- Attends task force and management meetings in an effort to maintain communication, consistency and to continuously improve the quality of service provided to Workforce Solutions customers
- Builds networks, develops relationships and good will both internal and external to Workforce Solutions system, including contractors, business/trade organizations, chambers of commerce, and other relevant parties

Performance Expectations

- Leads ESD team to provide high quality customer service to all customers, including assigned business accounts as demonstrated by the results of random customer satisfaction surveys
- Leads ESD team to provides 24% of new customers Workforce Solutions services
- Leads ESD team to provides 72% of repeat customers Workforce Solutions services
- Leads ESD team to help create 1800 new jobs to the area
- Leads ESD team in meeting Central Office quality for service
- Demonstrates mastery of job-related skills and abilities as reflected in a semi-annual 360 Degree Evaluation. Areas to be addressed include:
    - Supervisory Skills
    - Decision-Making Skills
    - Internal Relationships
    - External Relationships
    - Labor Market Intelligence
    - Documentation

REGIONAL MANAGER

Position Description

Manages and supervises the daily activities of a team of Business Consultants who provide quality customer service to employers seeking human resource-based services from Workforce Solutions-Employer Services Division.

Reporting Requirements

Reports to Strategic Projects Manager

External Relationships

Employers, Chambers of Commerce, Business/Trade Associations, Economic Development Associations

Internal Relationships

Resident Service Division: Career Office Managers and Supervisors, Employment Counselors
Employer Service Division: Business Consultants, ESD Central Staff, Staffing Specialists, Management Team

Qualifications

- BA or BS in Business Administration, Marketing, Human Resources, Psychology, or related field
- Minimum of 2 years supervisory experience in business, marketing, human resources, or related field
- Minimum of 4 years experience in sales/marketing, recruiting, human resources, or related area in the public or private sector
- Current knowledge of general human resource topics, including but not limited to, recruiting, hiring, terminations, and assessment tools
- Current knowledge of specialized human resource topics, including but not limited to, benefits, turnover analysis, job skills analysis, staff development, and current trends
- Proficient in Microsoft Windows and Office, familiar with and able to use computers and able to learn new software
- Ability to work well in teams and with business customers and other staff (flexible, congenial and adaptable)
- Ability to communicate orally and in writing at a professional level. Must have some public speaking experience
- Self-motivated and self-directed
- Results-oriented

Duties and Responsibilities

Management Responsibilities
- Ensures ESD reflects a climate of professionalism and quality at all times
- Understands, applies and abides by core values, mission and vision of Workforce Solutions as well as ESD Uniform Policies and Procedures
- Manages, supervises, and evaluates the performance of a regional team of Business Consultants and directs the outside sales efforts of regional teams
- Aligns daily activities and tasks of regional team with the annual and long-term goals of Workforce Solutions and assists in setting short-term goals and objectives
- Effectively communicates goals, issues, management directives, changes and other issues to team members
- Works with ESD team to set priorities for the region
- Ensures the provision of high quality information on labor market trends and job opportunities in the region and local area
- Ensures marketing and networking efforts made by staff are strategically planned and bring expected results

- Recommends personnel actions including promotions, salary increases, and bonuses
- Identifies internal staffing needs and conducts interviews, makes hiring and termination recommendations
- Provides coaching and training of new employees
- Serves on work groups and oversees special projects and assignments when required
- Ensures that company and contract policies and procedures are followed
- Ensures timely and accurate data entry and reporting

With Employers

- Recognizes employers as the primary customer of the Gulf Coast Workforce Solutions system
- Sells and markets ESD services to area employers
- Establishes presence/relationship with local chambers of commerce and other area economic development organizations
- May follow-up to ensure service was delivered completely to a customer's satisfaction
- Assist in developing good, quality relationships with employers

With RSD and ESD Staff

- Answers questions from career office staff, supervisors, and managers
- Communicates with ES and RS management and staff to coordinate a response to employers' workforce needs
- Fosters a productive working relationship with RSD management through flexibility, adaptability, and congeniality to find solutions for employers
- Represents Workforce Solutions at meetings, conferences, and seminars or on boards, panels, and committees

With ESD Management

- Receives current real-time LMI information from Employer Service staff, contributes to the system-wide labor market report. The contribution may include:
  - Employment trends, hiring needs, skill shortages, skill sets, etc
  - Related information/intelligence on training activities and hiring
  - Information on new businesses moving into the region
  - Layoff announcements
- Regularly reviews information in WIT and communicates with management regarding specific trends, issues, and unique occurrences found in documentation

Performance Expectations

- Meet or exceed annual new market share goals
- Meet or exceed annual customer loyalty goals
- Meet or exceed expectations based on results of customer satisfaction survey
- Demonstrate mastery of job-related skills and abilities as reflected in a semi-annual 360 Degree Evaluation

SENIOR BUSINESS CONSULTANT

Position Description

Provides quality customer service to businesses and the economic development community through the marketing and delivery of a vast array of products available from the Workforce Solutions system. Uses knowledge of Workforce Solutions resources and staff to sell services that help business customers meet their human resource needs. Follows up with employers to ensure their needs are met.

Reporting Requirements

Reports to Regional Manager

External Relationships

Employers, Chambers of Commerce, Business/Trade Associations, Economic Development Associations

Internal Relationships

Resident Service Division: Office Managers and Supervisors, Employment Counselors
Employer Service Division: Staffing Specialists, Business Consultants, Team Leaders, ESD Central Staff

Qualifications
- BA or BS in Business Administration, Marketing or Human Resources; Psychology or related field OR at least 10 years direct experience in business administration, marketing, human resources
- 3 or more years sales and marketing or human resources experience
- Advanced knowledge of sales technique (planning, product, promotion, price, and prospects)
- Advanced knowledge of general human resource topics (recruiting, application process, hiring, termination, assessment tools)
- Advanced knowledge of specialized human resource topics (benefits, turnover analysis, job skills analysis, staff development)
- Able to conduct business research on individual employers/industries when preparing for sales calls
- Able to listen to customers, analyze expressed needs and suggest solutions and action plan
- Proficient in Microsoft Windows and Office, familiar with and able to use computers, able to learn new software
- Works well in teams and with business customers and other staff (flexible, congenial and adaptable)
- Able to communicate orally and in writing at a business level
- Self-motivated and self-directed
- Results-oriented

Internal Opportunities
- In order to qualify, internal candidates must have held the position of Business Consultant with ESD for at least four years and be recommended for promotion by their Regional Manager. Internal candidates may also be nominated by their Regional Manager after two years of service and two consecutive semi-annual performance evaluations in which the individual receives ratings of exceeds on all performance measures. All nominations must be submitted to the Human Resources Department for consideration.

Duties and Responsibilities

With Employers
- Markets Workforce Solutions by building strong and continuing relationships with all customers

Sells Workforce Solutions service by understanding customers' human resource needs, providing professional advice and developing plans to implement advice

- o Provides:
  - Labor Market Information, including wage and salary data
  - Information and technical assistance on federal and state employment law and regulations (e.g. Fair Labor Standards Act, payday/wage & hour laws, unemployment insurance, equal opportunity, etc) and tax incentives/credits
  - Technical assistance/instruction on using WorkInTexas.com
- o Arranges and Coordinates:
  - Customized training
  - Outplacement service (seminars/workshops, counseling, job placement)
- Recognizes emerging labor/skills shortages and needs along with other trends from customer relationships, researches and reports back for system-wide action
- Provides quality services to employers
- Follows up to evaluate whether services were effectively delivered and to see if additional services are desired

With RSD Staff and Other ESD Staff
- Provides Resident Service and Employer Service staff general industry labor market information, including:
  - o Current, real-time LMI such as employment trends, hiring needs, skill shortages, skill sets, etc.
  - o Related information/intelligence on training activities and hiring
  - o Knowledge of latest prevailing wages
  - o Information on new businesses moving into the region
  - o Layoff announcements
- Provides Resident Service and Employer Service staff with specific information from a particular employer
  - o Clarifies and emphasizes the specific needs and requirements voiced by an employer, including:
    - Limits on applications/screening
    - Preferences on skills, employment background, education, and other similar information
    - How to apply for an opening at the employer's location
  - o Monitors services to ensure system is responding to employers' requests
- Fosters a good working relationship with RSD staff through follow up, flexibility, adaptability, and congeniality to find solutions for employers

With ESD and RSD Management
- Expected Lines of Communication with Regional Manager
  - o Reports routine account activity in WIT on a weekly basis
  - o Reports non-routine, pressing activity that involves internal and/or external customers and requires immediate attention
  - o Reports general and specific labor information that must be distributed system-wide

- Expected Lines of Communication with Office Manager or Designee

Works with office managers to ensure a mutually acceptable means of communication to alert staff on real-time labor market information, employer requests, and difficulties with Workforce Solutions services

Leadership Role
- Represents Workforce Solutions as an experienced expert on business solutions and/or high demand industries
- Participates in the training and mentoring of other staff members
- Takes lead role with high profile accounts and regional initiatives
- Serves as a liaison between management and staff
- Serves as a resource for staff with questions regarding job duties, relevant skill sets, system information, or general issues

Performance Expectations
- Provides high quality customer service to all customers including assigned priority business accounts as demonstrated by the results of customer satisfaction surveys
- Provides an average of 48-60 new customers per month Workforce Solutions services
- Provides an average of 32-40 repeat customers per month Workforce Solutions services
- Demonstrate mastery of job-related skills and abilities as reported by Regional Managers during bimonthly One-on-One sessions. Areas to be addressed include:
    - Leadership Abilities
    - External Relationships
    - Internal Relationships
    - Delivery of Labor Market Intelligence
    - Communication and follow up with Priority Employers
    - Services to Priority Employers
    - Documentation

BUSINESS CONSULTANT

Position Description

Provides quality customer service to businesses and the economic development community through the marketing and delivery of a vast array of products available from the Workforce Solutions system. Uses knowledge of Workforce Solutions resources and staff to sell services that help business customers meet their human resource needs. Follows up with employers to ensure their needs are met.

Reporting Requirements

Reports to Regional Manager

External Relationships

Employers, Chambers of Commerce, Business/Trade Associations, Economic Development Associations

Internal Relationships

Resident Service Division: Office Managers and Supervisors, Employment Counselors, Career Office Staff
Employer Service Division: Staffing Specialists, Business Consultants, Team Leaders, ESD Central Staff, and Management

Qualifications
- BA or BS in Business Administration, Marketing or Human Resources; Psychology or related field OR at least 8 years direct experience in business administration, marketing, human resources
- 1 to 2 years sales and marketing or human resources experience
- Knowledge of sales technique (planning, product, promotion, price, and prospects)
- Knowledge of general human resource topics (recruiting, application process, hiring, termination, assessment tools)
- Knowledge of specialized human resource topics (benefits, turnover analysis, job skills analysis, staff development)
- Able to conduct business research on individual employers/industries when preparing for sales calls or consulting
- Able to listen to customers, analyze expressed needs and suggest solutions and action plan
- Proficient in Microsoft Windows and Office, familiar with and able to use computers, able to learn new software
- Works well in teams and with business customers and other staff (flexible, congenial and adaptable)
- Able to communicate orally and in writing at a business level
- Self-motivated and self-directed
- Results-oriented

With Employers
- Markets Workforce Solutions by building strong and continuing relationships with all customers
- Sells Workforce Solutions service by understanding customers' human resource needs, providing professional advice and developing plans to implement advice
    - o Provides:
        - Labor Market Information, including wage and salary data
        - Information and technical assistance on federal and state employment laws and regulations (e.g. Fair Labor Standards Act, payday/wage & hour laws, unemployment insurance, equal opportunity, etc) and tax incentives/credits
        - Technical assistance/instruction on using WorkInTexas.com
    - o Arranges and Coordinates:

- ▪ Outplacement service (seminars/workshops, counseling, job placement)
- Recognizes emerging labor/skills shortages and needs along with other trends from customer relationships, researches and reports back for system-wide action
- Provides quality services to employers
- Follows up to evaluate whether services were effectively delivered and to see if additional services are desired

With RSD Staff and Other ESD Staff
- Provides Resident Service and Employer Service staff general industry labor market information, including:
  - o Current, real-time LMI such as employment trends, hiring needs, skill shortages, skill sets, etc.
  - o Related information/intelligence on training activities and hiring
  - o Knowledge of latest prevailing wages
  - o Information on new businesses moving into the region
  - o Layoff announcements
- Provides Resident Service and Employer Service staff with specific information from a particular employer
  - o Clarifies and emphasizes the specific needs and requirements voiced by an employer, including:
    - ▪ Limits on applications/screening
    - ▪ Preferences on skills, employment background, education, and other similar information
    - ▪ How to apply for an opening at the employer's location
  - o Monitors services to ensure system is responding to employers' requests
- Fosters a good working relationship with RSD staff through follow up, flexibility, adaptability, and congeniality to find solutions for employers

With ESD and RSD Management
- Expected Lines of Communication with Regional Manager
  - o Reports routine account activity in WIT on a weekly basis
  - o Reports non-routine, pressing activity that involves internal and/or external customers and requires immediate attention
  - o Reports general and specific labor information that must be distributed system-wide
- Expected Lines of Communication with Office Manager or Designee
  - o Works with office managers to ensure a mutually acceptable means of communication to alert staff on real-time labor market information, employer requests, and difficulties with Workforce Solutions services

Performance Expectations
- Provides high quality customer service to all customers, including assigned priority business accounts as demonstrated by the results of customer satisfaction surveys
- Provides an average of 48-60 new customers per month Workforce Solutions services
- Provides an average of 32-40 repeat customers per month Workforce Solutions services
- Demonstrate mastery of job-related skills and abilities as reported by Regional Managers during bimonthly One-on-One sessions. Areas to be addressed include:
  - o External Relationships
  - o Internal Relationships
  - o Delivery of Labor Market Intelligence
  - o Communication and follow up with Priority Employers
  - o Services to Priority Employers
  - o Documentation

Performance Expectations

- Communicate with at least 80 MBEs per month regarding services and opportunities related to Hurricane Ike recovery efforts
 (Meets 80 - 104, Does Not Meet <80, Exceeds >104)

- Match a minimum of 80 business opportunities with MBEs per month
(Meets 80 - 104, Does Not Meet <80, Exceeds >104)

- Contact at least 20 MBEs per month in order to identify business development needs and provide resources accordingly
(Meets 20 - 25, Does Not Meet <20, Exceeds >25)

- Obtain a minimum of 17 certifications per month
(Meets 17 – 21, Does Not Meet <17, Exceeds >21)

HOSPITALITY BUSINESS CONSULTANT

Summary: Works for the Employer Services Division (ESD) of Workforce Solutions operated by ETC. The ESD recognizes employers as the primary customers of the Gulf Coast workforce system. It provides high-quality information and basic labor market information service for all employers and offers more intensive LMI service to priority employers, especially those in the region's key industries. ESD builds quality supplier/purchasing agent-type relationships with these employers based on trust as the most effective way to link with employers and open avenues to jobs that may otherwise not be available to many area residents.

ESD makes employers the lead partner in the design and delivery of services. It provides employers with multiple points of contact, but gives them access to the same information and basic service regardless of where or how they contact us. The ESD always reflects a climate of professionalism and quality.

Position Description

Hospitality Business Consultants market Workforce Solutions to employers in key industries expected to grow and provide good jobs. This is a sales position that provides quality customer service to businesses and the economic development community through the marketing and delivery of a vast array of services available from Workforce Solutions. Uses knowledge and resources available to sell services that help employers meet their human resource needs. Follows up regularly to ensure their needs are met.

Reporting Requirements

Reports to Regional Manager

External Relationships

Employers, Chambers of Commerce, Business/Trade Associations, Economic Development Associations

Internal Relationships

Resident Service Division: Office Managers and Supervisors, Employment Counselors and Career Office Staff.
Employer Service Division: Business Consultants, ESD Central Staff, Staffing Specialists, and Management

Qualifications

- BA or BS in Business Administration, Marketing, Human Resources, Psychology, or related field OR at least 8 years direct experience in business administration, marketing, human resources
- 1 to 2 years of sales and marketing or human resources experience
- 1 to 2 years of hospitality related experience
- Knowledge of sales technique (planning, product, promotion, price, and prospects)
- Knowledge of general human resource topics (recruiting, application process, hiring, termination, assessment tools)
- Knowledge of specialized human resource topics (benefits, turnover analysis, job skills analysis, staff development)
- Able to conduct business research on individual employers/industries when preparing for sales calls or consulting
- Able to listen to customers, analyze expressed needs, suggest solutions, and develop action plans
- Proficient in Microsoft Windows and Office, familiar with and able to use computers, able to learn new software
- Works well in teams and with business customers and other staff (flexible, congenial, and adaptable)
- Able to communicate well orally and in writing at a business level in English and Spanish
- Self-motivated and self-directed
- Results-oriented

Duties and Responsibilities

With Employers and External Organizations
- Markets and delivers services by building strong and continuing relationships
- Sells by understanding customers' human resource needs, providing professional advice and developing plans to implement advice strategy
    - o Provides:
        - ▪ Labor Market Information, including wage and salary data
        - ▪ Labor force estimates by occupation
        - ▪ Job growth projections
        - ▪ Information and technical assistance on federal and state employment law and regulations (e.g. Fair Labor Standards Act, payday/wage & hour laws, unemployment insurance, equal opportunity, etc) and tax incentives/credits
        - ▪ Technical assistance/instruction on using the WorkInTexas.com system
    - o Arranges and Coordinates:
        - ▪ Outplacement services (seminars/workshops, counseling, job placement)
- Applies sales techniques to increase market share and customer loyalty, and ensures employers' needs are met
- Constantly keeps up with emerging labor/skills shortages and other trends from customer relationships. Researches and reports back for system-wide action
- Provides quality, professional services to employers at all times
- Follows up to evaluate whether services were effectively delivered and to see if additional services are needed

- Participates actively and strategically in area organizations, including Chambers of Commerce, Economic Development Boards, and Business and Trade Organizations

With RSD Staff and Other ESD Staff
- Regularly provides Resident Service and Employer Service staff general industry labor market information, at huddles, staff meetings or focus groups including:
    - o Current, real-time LMI such as employment trends, hiring needs, skill shortages, skill sets, etc.
    - o Related information/intelligence on training activities and hiring
    - o Knowledge of latest prevailing wages
    - o Information on new businesses moving into the region and new job creation
    - o Layoff announcements
- Provides Resident Service and Employer Service staff with specific information from a particular employer
    - o Clarifies and emphasizes the specific needs and requirements voiced by an employer, including:
        - ▪ Limits on applications/screening
        - ▪ Preferences on skills, employment background, education, and other similar information
        - ▪ How to apply for an opening at the employer's location
    - o Monitors services to ensure system is responding to employers' requests
- Ensures employers' needs are met by enlisting the assistance of RSD staff and communicating clearly
- Communicates regularly with RSD to determine the types of candidates available in the area in order to target sales efforts
- Fosters a good working relationship with RSD partners through follow up, flexibility, adaptability, and congeniality to find solutions for employers

With ESD and RSD Management
- Expected Lines of Communication with Regional Manager

- o Reports routine account activity in WIT on a weekly basis
- o Reports non-routine, pressing activity that involves internal and/or external customers and requires immediate attention
- o Reports general and specific labor information that can be distributed system-wide
- Expected Lines of Communication with Office Manager or Designee
    - o Works with office managers to ensure a mutually acceptable means of communication to alert staff on real-time labor market information, employer requests, and relevant events or occurrences in the business community

Performance Expectations

- Introduce new customers to Workforce Solutions (Market Share)
    Meets: 48 – 60 per month
    Exceeds: >60 per month
    Does Not Meet: <48 per month

- Attract repeat customers to Workforce Solutions (Customer Loyalty)
    Meets: 32 – 40 per month
    Exceeds: >40 per month
    Does Not Meet: <32 per month

- Quality of Customer Service
    Based on results of Customer Satisfaction Survey

- Mastery of Job Related Skills as reflected in bimonthly one-on-one sessions. Areas to be discussed include:
    - Networking - Participation in Economic Development Groups and Chambers of Commerce (meetings, contacts, sales, LMI, new jobs created)
    - Services to priority employers, including communication and follow up
    - Knowledge of services/products
    - External and internal relationships
    - Delivery of Labor Market Information
    - Documentation

HOSPITALITY STAFFING SPECIALIST

Position Description

Works with employers and Workforce Solutions system to pre-screen and refer qualified candidates to fill job openings. Assesses employers' needs and follows up to ensure those needs are met.

Reporting Requirements

Reports to Regional Manager

External Relationships

Employers, Business/Trade Associations, Community Colleges, Universities, Technical Schools, Resident and Candidate Customers

Internal Relationships

Resident Service Division: Office Managers and Supervisors, Employment Counselors, Personal Service Representatives, Financial Counselor, Greeter
Employer Service Division: Staffing Specialists, Business Consultants, Team Leaders, ESD Central Staff & Management

Qualifications

- BA or BS in Business Administration, Marketing, Human Resources, Psychology, or related field OR at least 8 years direct experience in business administration, marketing, human resources
- 1 to 2 years of recruiting experience with a large, complex organization or high volume, fast-paced working environment
- 1 to 2 years hospitality related experience
- Knowledge of general human resource topics (recruiting, application process, interviewing, hiring) required
- Knowledge of specialized human resource topics (benefits, turnover analysis, job skills analysis, staff development) preferred
- General knowledge of the world of work and occupational requirements in a wide range of industries required
- Able to listen to business customers and understand specific candidate qualifications required to meet employers' needs
- Able to listen to candidates and assess suitability and interest in employer positions
- Works well in teams and with business customers and other staff (flexible, congenial, and adaptable)
- Able to communicate effectively to others orally and in writing in English and Spanish
- Ability to use Workforce Solutions assessment tools, such as typing tests, spelling tests, etc. to effectively screen candidates
- Proficient in Microsoft Windows and Office, familiar with and able to use computers, able to learn new software
- Comfortable with the majority of the job being conducted on telephone, with computer, and during face to face meetings with candidates in a single location
- Self-motivated and self-directed
- Organized, able to work in a high-volume, fast-paced working environment
- Results-oriented

Duties and Responsibilities

Provides quality customer service to employers seeking assistance in recruiting employees for hospitality related positions they have listed with Workforce Solutions in the www.workintexas.com system.
 On a daily basis:

- o Signs on to the www.workintexas.com to identify new job postings
- o Reviews and assesses all job postings assigned by the Regional Manager
- o Communicates with Resident Service staff regarding hot jobs that could be filled by career office traffic, information that can help fill the jobs with resident customers quickly and appropriate methods to refer candidates to area employers to fill job openings
- o Reviews assigned job postings and determines best strategy for filling the openings, including: refer candidates from WIT database and other Internet recruiting sources, from network connections with colleges, trade associations and other sources when appropriate
- o Runs matches in the www.workintexas.com system on all assigned postings, sends call-in cards, contacts qualified candidates directly to pre-screen and refer to employers; sources and identifies qualified candidates, confirms registration in the www.workintexas.com system; directly contacts qualified unregistered candidates and explains the registration process to increase talent pool
- o Keys service codes for all services and resources provided to area employers
- o Follows up with employers who have active job postings in the www.workintexas.com system to maximize customer satisfaction
- o Provides customer service and documents activity and follow up for all assigned job postings
- Focuses on providing quality customer service to area employers by ensuring the delivery of services through regular follow up. Regularly follows up with employers in order to determine whether their needs have been met and adjusts the course of action accordingly. Follows the Standard Operating Procedure for Staffing Specialists in order to ensure that employers' needs are consistently met. Communicates with employers on a weekly basis until the job posting is closed and determines what other services may benefit the employer.
- Monitors the scheduling and logistics of onsite and jobsite events
- Works job postings thoroughly until employer requests it closed and notepads progress in the job posting notes
- Effectively communicates with all relevant parties, including:
  - o Recording routine account activity, including notepading pertinent employer information, referrals and services in WIT on a daily basis
  - o Reporting non-routine, pressing activity that requires immediate attention, such as employer requests for services Workforce Solutions does not provide, as well as requests for customized training, media contact, and off hour needs to Regional Manager
  - o Reporting general and specific labor recruitment information that must be distributed system-wide to the Regional Manager
  - o Working with office managers to ensure a mutually acceptable means of communication to alert staff on employer requests about recruiting
- Maintains job orders based on activity levels and employer needs
- Verifies hires for RSD staff and enters placement information into the www.workintexas.com system

Performance Expectations

- Maintain an average individual fill rate for job postings of 20 – 21.9% (meets)
- Maintains an average individual follow up audit rate for job posting notes of 10.0-15.9 (meets)
- Maintains an average workload of 50 – 59 job postings per month (meets)
- Demonstrate mastery of job-related skills and abilities as reported by Regional Managers during One-on-One sessions
  - Networking - Participation in Economic Development Groups and Chambers of Commerce (meetings, contacts, sales, LMI, new jobs created)
  - Services to hospitality employers
  - Knowledge of services/products
  - External and internal relationships
  - Documentation

UTMB Recruiter

Qualifications:

- Bachelor's degree in Business or Human Resources or related field, and two years of related work experience; equivalent experience may be considered at the discretion of the Director.
- Recent successful healthcare recruiting experience
- Strong customer service and problem solving skills
- Excellent communicator; professional in both verbal and written means
- Ability to work effectively with diverse populations
- Ability to work with little or no supervision
- Efficient organizational and time management skills
- Demonstrated ability to adapt to changing work environment

Primary Responsibilities:

- Receives direction from Regional Manager and the Employer Service Strategic Planning Manager
- Acts as a liaison between Workforce Solutions Employer Service Division, Resident Service Division and UTMB in all aspects of recruiting, including rapid response and hard-to-fill positions.
- Provides UTMB and ESD with economic and labor market information, including wage and salary data; information and technical assistance on federal and state rules affecting employment; and information on tax code provisions that favor employment and training.
- Solicits and takes job orders and recruits, screens, and refers qualified applicants for job openings.
- Conducts assessment of candidates, discusses referrals with UTMB and ESD and tracks placements.
- Records activities in designated format and maintains database dealing with prescreening, referring, and hires for daily and monthly report.
- Arranges and facilitates presentations and job fairs, as required;
- Tests and/or assesses the education and skill level, interests, and aptitudes of potential candidates.
- Works with contractors and staff providing resident services through the career offices to communicate employers' workforce needs. Understands the employment needs of resident customers, and aligns the two to the extent possible.
- Attends required task force and system meetings to maintain communication and improve service quality.
- Respond to calls from department, first discussing policy and procedure questions with the UTMB recruiter; assist with general incoming recruitment office phone calls, such as application questions.

Daily Activities:

- Assigned job openings by the lead UTMB recruiter and responsible for assessing the applicant pool and fulfilling the service level agreement for the hiring customer, which is a UTMB academic department, school, hospital or clinic. Job postings are published internally for 7 days and then opened to the public. Positions will stay open until the department has selected its final candidate. Once the final candidate is selected an approved the posting is removed from the web.
- Daily review of online applications for assigned job openings following specifications from the job description and hiring authority. Prescreen the applicants on each UTMB posting to determine the most qualified.
- Prescreen the applicants by their applications and/or resumes. The pool of applicants to be referred to the hiring manager will be determined by comparison of education, experience, job history and job skills to job requirements established in the posting and Recruitment Agreement.

- Electronically route applicants within PeopleSoft, as specified in the Recruitment Agreement instructed by the departmental hiring authority. Talent Acquisition Management (TAM) is the only method of applying to UTMB classified (staff) vacancies; make referrals in the UTMB system and WIT system.

Staffing Specialist Responsibilities:

- Assist in approval of new postings by initiating contact with hiring manager and clarifying preferred and/or minimum applicant qualifications. (The approval is required to ensure the validity of the skills they require, the legality of their wording and requests, and that they classified the position under the correct job title and salary constraints.
- Obtains completed Recruitment Agreement from department hiring authority and then begin to utilize screening tools and referral timelines.
- Contact professional employment references, verify college degrees, and initiate criminal background check on the final candidate and ensure all other necessary paperwork has been obtained from various departments.
- Support UTMB recruiter in training and coaching of hiring authorities on the required documentation for selection and hire.
- Attend on-campus interviews and job fairs as requested.
- Provide coverage for recruiter as needed during absence for business meetings, or during short periods of vacation or illness.

Performance Expectations:
- Maintain an average fill rate for job postings of 20%
- Quality of Referrals
- Mastery of Job Related Skills as reflected in bimonthly one-on-one sessions. Areas to be discussed:
  - Supervisor observation
  - UTMB customer feedback
  - Knowledge of UTMB's hiring process
  - Documentation

UTMB Screener

Qualifications:

- Recent successful healthcare recruiting experience preferred
- Strong customer service and problem solving skills
- Excellent communicator; professional in both verbal and written means
- Ability to work effectively with diverse populations
- Ability to work with little or no supervision
- Efficient organizational and time management skills
- Demonstrated ability to adapt to changing work environment

Primary Responsibilities:

- Receives direction from Regional Manager and the Employer Service Strategic Planning Manager
- Greets and directs UTMB customers as well as help them access basic help services (resume, etc)
- Assists applicants with on-line applications
- Responds to questions applicants might have concerning the application process (UTMB has Coordinator's phone number on website)
- Administers typing and/or spelling tests for UTMB job seekers
- Maintains excel spreadsheets of test scores; sends scores out daily to staff
- Initiates or seeks additional training in subject that will enhance efficiency and performance on the job (i.e., computer, standards and guidelines, etc.)
- Assists with data entry into Work In Texas (i.e., new UTMB job postings, referrals, and hires)
- Maintains status of job orders in Work In Texas
- Tracks hires, internal transfers, and prepares reports adequately and efficiently on daily and monthly report
- Demonstrates the ability to work with a variety of clients and staff members
- Proactively anticipates and prepares for needs in advance
- Adjusts and reacts positively to change in the environment (i.e., implements of follows new policies and procedures in a timely manner
- Is responsive to constructive criticism
- Responsible for answering phone for UTMB questions about application process and job orders in WIT
- Assists with special projects and with preparation of meetings, trainings, and presentations

Additional Responsibilities:

- Prescreens on-line UTMB job applications as assigned by specific department
- Responsible for referring qualified candidates in Peoplesoft and WIT
- Conducts assessment of candidates, discusses referrals with UTMB and ESD and tracks referrals and placements in Peoplesoft and WIT.
- Records activities in designated format and maintains WIT and Peoplesoft database dealing with prescreening, referring, and hires for daily and monthly report.
- Tests and/or assesses the education and skill level, interests, and aptitudes of potential candidates. May contact candidates directly regarding application process, specific skills and testing required
- Works with contractors and staff providing resident services through the career offices to communicate employers' workforce needs. Understands the employment needs of resident customers, and aligns the two to the extent possible.
- Respond to calls from UTMB recruiter, first discussing policy and procedure questions with the UTMB recruiter; assist with general incoming recruitment office phone calls, such as application questions.
- Maintains contact with UTMB HR/Recruitment team to determine preferred qualifications

Performance Expectations:

- Quality of Referrals
- Mastery of Job Related Skills as reflected in bimonthly one-on-one sessions.   Areas to be discussed:
    o   Supervisor observation
    o   UTMB customer feedback
    o   Knowledge of UTMB's hiring process
    o   Documentation

UTMB Coordinator

Qualifications:

- Recent successful healthcare recruiting experience
- Strong customer service and problem solving skills
- Excellent communicator; professional in both verbal and written means
- Ability to work effectively with diverse populations
- Ability to work with little or no supervision
- Efficient organizational and time management skills
- Demonstrated ability to adapt to changing work environment

Primary Responsibilities:

- Receives direction from Regional Manager and the Employer Service Strategic Planning Manager
- Greets and directs UTMB customers as well as help them access basic help services (resume, etc)
- Assists applicants with on-line applications
- Responds to questions applicants might have concerning the application process (UTMB has Coordinator's phone number on website)
- Administers typing and/or spelling tests for UTMB job seekers
- Maintains excel spreadsheets of test scores; sends scores out daily to staff
- Initiates or seeks additional training in subject that will enhance efficiency and performance on the job (i.e., computer, standards and guidelines, etc.)
- Assists with data entry into Work In Texas (i.e., new UTMB job postings, referrals, and hires)
- Maintains status of job orders in Work In Texas
- Tracks hires, internal transfers, and prepares COB reports adequately and efficiently
- Demonstrates the ability to work with a variety of clients and staff members
- Proactively anticipates and prepares for needs in advance
- Adjusts and reacts positively to change in the environment (i.e., implements of follows new policies and procedures in a timely manner)
- Is responsive to constructive criticism
- Responsible for answering phone for UTMB questions about application process and job orders in WIT
- Assists with special projects and with preparation of meetings, trainings, and presentations

Additional Responsibilities:

- Fosters a good working relationship with UTMB partners through follow up, flexibility, adaptability and congeniality
- Acts as a liaison between Workforce Solutions Employer Service Division, Resident Service Division and UTMB in all aspects of recruiting, including rapid response and hard-to-fill positions
- Create and maintain UTMB Special Project team report
- Provides UTMB and ESD with economic and labor market information, including wage and salary data; information and technical assistance on federal and state rules affecting employment.
- Makes sure UTMB staff has equal workload. Will assign UTMB job orders, if necessary, due to absence of Workforce Solutions UTMB team members.

Performance Expectations:

- Mastery of Job Related Skills as reflected in bimonthly one-on-one sessions. Areas to be discussed:
  - Job skills
  - Communication
  - Productivity

- Quality of work
- Teamwork
- Dependability
- Administration
- Organization
- Problem solving

UTMB Data Entry Clerk

Qualifications:

- Recent successful healthcare recruiting experience
- Strong customer service and problem solving skills
- Excellent communicator; professional in both verbal and written means
- Ability to work effectively with diverse populations
- Ability to work with little or no supervision
- Efficient organizational and time management skills
- Demonstrated ability to adapt to changing work environment

Job Description:

- Receives direction from Regional Manager and the Employer Service Strategic Planning Manager
- Greets and directs UTMB customers as well as help them access basic help services (resume, etc)
- Assists applicants with on-line applications
- Responds to questions applicants might have concerning the application process (UTMB has Coordinator's phone number on website)
- Administers typing and/or spelling tests for UTMB job seekers
- Maintains excel spreadsheets of test scores; sends scores out daily to staff
- Initiates or seeks additional training in subject that will enhance efficiency and performance on the job (i.e., computer, standards and guidelines, etc.)
- Assists with data entry into Work In Texas (i.e., new UTMB job postings, referrals, and hires)
- Maintains status of job orders in Work In Texas
- Tracks hires, internal transfers, and prepares COB reports adequately and efficiently
- Demonstrates the ability to work with a variety of clients and staff members
- Proactively anticipates and prepares for needs in advance
- Adjusts and reacts positively to change in the environment (i.e., implements of follows new policies and procedures in a timely manner)
- Is responsive to constructive criticism
- Responsible for answering phone for UTMB questions about application process and job orders in WIT
- Assists with special projects and with preparation of meetings, trainings, and presentations

- Provides data entry assistance for the UTMB Special project team.

Performance Expectations:

- Demonstrates proficiency in following areas:
    - Job skills
    - Communication
    - Productivity
    - Quality of work
    - Teamwork
    - Dependability
    - Administration
    - Organization
    - Problem solving

- Proficiency of data entry of UTMB job orders within a 24 hour period
- Data enters referrals in WIT within 24 hours

2.3   CENTRAL OFFICE STAFF

2.3.1 Organizational Chart and Job Descriptions

The Operations Manager provides oversight over the Central Office operations, including service delivery in order writing, recruiting, sales & marketing and quality assurance.
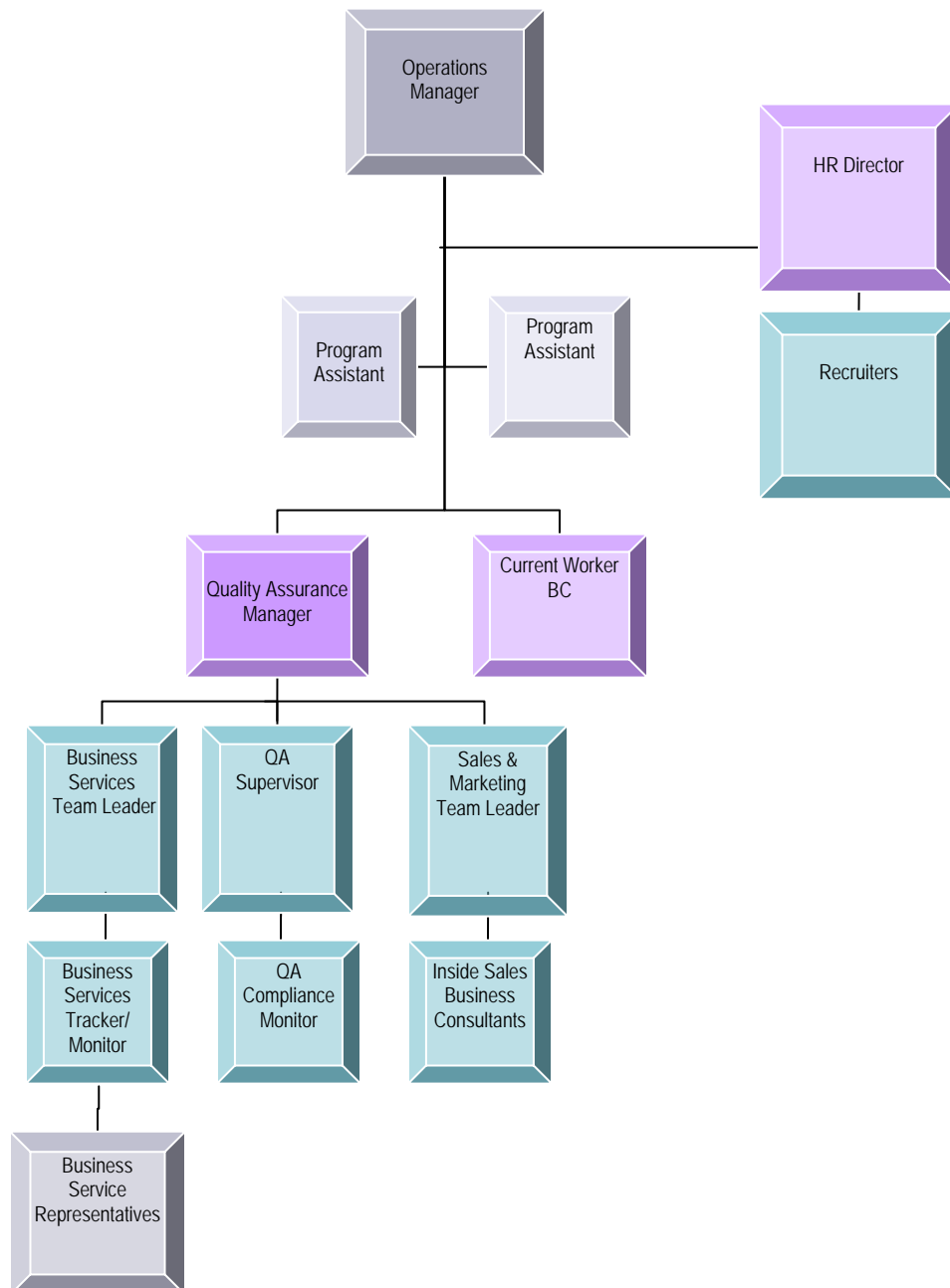
QUALITY ASSURANCE MANAGER

Position Description

Oversees the quality assurance and improvement efforts related to ESD. Responsible for taking, resolving, documenting and following up on customer complaints. Participates in staff development efforts in order to bring increased consistency and quality to ESD.

Reporting Requirements

Reports to Strategic Projects Manager

Internal Relationships

Resident Service Division: Career Office Managers and Supervisors, Employment Counselors
Employer Service Division: Business Consultants, Staffing Specialists, Team Leaders, ESD Central Staff, Management Team

Qualifications
- BA or BS in Business Administration, Marketing, Human Resources, Psychology or related field
- Minimum of 5 years supervisory experience in business, market, human resources, or related field
- Minimum of 5 years experience in sales/marketing, recruiting, human resources, or related field
- Current knowledge of general human resource topics including but not limited to recruiting, hiring, terminations, assessment tools
- Current knowledge of specialized human resource topics including but not limited to benefits, turnover analysis, job skills analysis, staff development, and current trends
- Proficient in Microsoft Windows and Office, familiar with and able to use computers, able to learn new software
- Ability to work well in teams and with business customers and other staff (flexible, congenial and adaptable)
- Ability to communicate orally and in writing at a professional level, including public speaking experience
- Self-motivated and self-directed
- Results-oriented

Duties and Responsibilities
- Plans, implements, coordinates, monitors, and evaluates policies and procedures
- Plans, assigns, and/or supervises the work of others
- Provides technical guidance in the program area Manages and supervises a team dedicated to quality control and compliance
- Aligns daily activities and tasks of the central office team with the annual and long-term goals of the Workforce Solutions system
- Objectively analyzes employee performance and makes recommendations for improvement
- Clearly documents relevant occurrences, including staff issues, communication and performance
- Assists in staff development efforts for both new and current employees
- Responsible for taking, resolving, documenting and following up on customer complaints
- Attends task force and management meetings in an effort to maintain communication, consistency and to continuously improve the quality of service provided to Workforce Solutions customers
- Represents the program area at meetings and/or on panels and committees
- Identifies the need for and arranges training for employees
- Ensures that company and contract policies and procedures are being upheld
- Makes decisions based on an understanding of Workforce Solutions goals and policies
- Fosters a productive working relationship with regional teams and RSD staff through flexibility, adaptability, and congeniality to find solutions for employers

Performance Expectations

- Ensure that all reports are produced accurately and in a timely manner
- Ensures that special projects are completed successfully and in a timely manner based on results of special projects assessment form
- Demonstrates mastery of job-related skills and abilities as reported in bimonthly one-on-one sessions. Areas to be addressed include:
    - o Supervisory Skills
    - o Decision-Making Skills
    - o Internal Relationships
    - o External Relationships
    - o Labor Market Intelligence
    - o Documentation

QUALITY ASSURANCE SUPERVISOR

Position Description

Conducts and/or lead staff on desk reviews and field visits of ESD processes and production. Performs complex consultative and technical work in the planning, development, and implementation of the Quality Assurance unit. Work involves providing consultative and technical services to staff, other governmental agencies, community organizations, and the general public. May train and/or supervise the work of others. Works under limited supervision with considerable latitude for the use of initiative and independent judgment.

Determines if processes and production activities are in compliance with stated requirements and standard operating procedures. Identifies areas of weakness and communicates with management accordingly.

May investigate allegations of abuse and neglect, document findings, assist with complaint/incident intake, and conduct quality assurance reviews of investigation reports.
May train and/or supervise the work of others.
Performs related work as assigned.

Reporting Requirements

Reports to Quality Assurance Manager

Internal Relationships

Resident Services Division: Management Team
Employer Service Division: Business Consultants, Staffing Specialists, Management Team, ESD Central Staff

Qualifications:
- Completion of three years (90 semester hours) of accredited college work with courses in Statistics, Mathematics, Business, Computer Science or Public Administration and one year full time experience in compliance
- Ability to develop statistical reports, to compile and analyze data, and to train others
- Works well in teams and with other staff (flexible, congenial and adaptable)
- Able to perform highly detailed, accurate work on spreadsheets involving an extremely large volume of data
- Proficient in Microsoft Windows and Office, familiar with and able to use computers, able to learn new software
- Able to communicate orally and in writing at a business level
- Self-motivated and self-directed
- Results oriented

Duties and Responsibilities
- Reviews a variety of processes and production activities within ESD, including
  - Timeliness of follow up activities
  - Following standard operating procedures
  - Staffing Specialist Follow-Up Audit
  - Applying Uniform Policies and Procedures Guidelines
  - Reviewing Customer Satisfaction Surveys
  - Placement Verification Audit
  - Other processes or activities as required
- Maintains awareness of ESD policies and procedures in order to monitor ESD activities
- Prepares compliance reports for management and general distribution
- Processes requests for information regarding compliance issues
- Maintains files in reference to compliance issues
- Drafts notices of noncompliance when necessary
- Performs data entry tasks

- Acts as Timekeeper or Back-Up Timekeeper for ESD State office staff to ensure time is certified each month in TWC's personnel system with no more than 2-3 exceptions per quarter
- Participates in special projects as assigned

Performance Expectations
- Submits required monthly reports in a timely manner (by the 10th of every month)
- Accurately reports pressing issues identified in the monitoring process
- Demonstrate mastery of job-related skills and abilities as reported during bimonthly One-on-One sessions. Areas to be addressed include:
  - Quality Customer Service
  - Teamwork
  - Communication
  - Initiative/Innovation
  - Flexibility/Adaptability
  - Leadership
  - Administrative/Human Resources Function
  - Problem Solving
  - Team/Workgroup Building

COMPLIANCE MONITOR

Position Description

Conducts desk reviews of ESD processes and production to ensure compliance of established policies and procedures. Contacts employers for whom Business Consultants have recorded Labor Market Information (LMI) services to complete customer satisfaction surveys. Research assigned LMI and may perform special audits under the direction of the Quality Assurance Manager as well as other duties as assigned.

Reporting Requirements

Reports to Quality Assurance Supervisor

Internal Relationships

Resident Services Division: RSD Managers, Employment Counselors
Employer Service Division: Business Consultants, Staffing Specialists, Management Team, ESD Central Staff

Qualifications:
- Completion of three years (90 semester hours) of accredited college work with courses in Economics, Statistics, Mathematics, Business, Computer Science or Public Administration and one year full time experience in compiling, analyzing, and interpreting statistical data
- Three years experience in collection, compilation, analysis and reporting of performance data in the employer services industry may be substituted for the educational requirement
- Ability to develop statistical reports, to compile and analyze data and train others
- Works well in teams and other staff (flexible, congenial and adaptable)
- Able to perform highly detailed, accurate work on spreadsheets involving extremely large volume of data
- Proficient in Microsoft Windows and Office, familiar with and able to use computers, able to learn new software
- Able to communicate orally and in writing at a business level.
- Self-motivated and self-directed
- Results oriented

Duties and Responsibilities
- Completes hire for offices with reported hires within the Workforce Solutions Gulf Coast WDA
- Complete monthly customer satisfaction surveys on Business Consultants who have recorded market share and/or customer loyalty on their production activity reports.
- Researches assigned LMI requests within establish time constraints
- Reports statistical and written findings of audit to QA Supervisor
- Conducts special audits QA issues as directed by he QA Manager
- Participates in other duties as assigned

Performance Expectations

- Audits 5 reported hires
- Submits reports to management in a timely manner (by the 5th of each month)
- Demonstrate mastery of job-related skills and abilities as reported during bimonthly One-on-One sessions. Areas to be addressed include:
    - Internal communication
    - Ability to maintain databases to meet ESD needs
    - Participation in special projects
    - Documentation

BUSINESS SERVICES TEAM LEADER

Position Description

Oversees and coordinates staff for the administration of office policies and procedures in order to achieve goals and standards for the Employer Services Division Central office; coordinates, monitors and measures unit activities, and work schedules.

Reporting Requirements

Reports to Strategic Projects Manager

External Relationships

Gulf Coast employers and residents

Internal Relationships

Resident Services Division: Supervisors, Employment Counselors, Personal Services Representatives
Employer Services Division: Business Consultants, Staffing Specialists, Management Team, ESD Central Staff, Management Team

Qualifications

- Associate or Bachelor's degree from an accredited college
- 1-2 years experience in a lead or supervisor role
- 5 years experience in sales, marketing, call centers or human resources
- Knowledge of general human resource topics (recruiting, application process, hiring, termination, assessment tools, LMI)
- Able to listen to customers, analyze expressed needs and suggest solutions and action plans
- Organized; able to work in a high volume, fast-paced working environment
- Comfortable with the majority of the job being conducted on telephone and computer
- Proficient in Microsoft Windows and Office, familiar with and able to use computers, able to learn new software
- Works well in teams and with business customers and other staff (flexible, congenial, adaptable)
- Able to communicate orally and in writing at a business level
- General knowledge of the world of work and occupational requirements in a wide range of industries preferred

Duties and Responsibilities
- Assigns and distributes workload to staff
- Oversees and monitors staff performance to ensure office goals and standards are met
- Periodically reviews and evaluates work samples from staff and provides feedback during one-on-one sessions; recommends personnel actions to management
- Maintains personnel journals and/or data to support personnel actions
- Coordinates work schedules for optimum efficiency, including approving/denying leave requests
- Develops and delivers formal and on-the-job training
- Responds to internal and external oral and written complaints, using professional communication skills for possible resolution
- May develop and deliver presentations to explain office policy/procedures or Workforce Solutions services to partners in the career offices and external customers
- Assumes duties, responsibilities and authority of next level supervision when required
- Monitors work progress of Central Office staff to ensure staff is performing assigned work according to daily routine outlined in the Employer Services Uniform Policy Manual
- Acts as Timekeeper or Back-Up Timekeeper for ESD State office staff to ensure time is certified each month in TWC's personnel system with no more than 2-3 exceptions per quarter.

Performance Expectations

- Average outcome of all Central Office staff performance must rate "Proficient" or meet the minimum standard on the following measures:
  - o Accuracy of Job Postings
  - o Quality of Customer Service – External and Internal Customers
  - o Timeliness of Entry

- Demonstrates mastery of job-related skills and abilities during bimonthly one-on-one sessions. Areas to be addressed include:
  - o Leadership
  - o Quality of Customer Service
  - o HR Administrative Functions

BUSINESS SERVICES TRACKER/MONITOR

Position Description

Acts as a back-up supervisor in coordinating workflow and monitoring staff. Enters online job postings to attract qualified candidates. Trains new employees on quality order writing and system navigation.

Reporting Requirements

Reports to ES Supervisor

External Relationships

Employers

Internal Relationships

Resident Services Division: Supervisors, Employment Counselors, Personal Services Representatives
Employer Services Division: Business Consultants, Staffing Specialists, Management Team, ESD Central Staff

Qualifications

- High School Diploma or GED; prefer some college education
- 1-2 years experience in a lead or supervisor role
- 3 years experience in sales, marketing, customer service call centers, or human resources
- Knowledge of general human resource topics (recruiting, application process, hiring, termination, assessment tools, LMI)
- Able to listen to customers, analyze expressed needs and suggest solutions and action plans
- Organized; able to work in a high volume, fast-paced working environment
- Comfortable with the majority of the job being conducted on telephone and computer
- Proficient in Microsoft Windows and Office, familiar with and able to use computers, able to learn new software
- Works well in teams and with business customers and other staff (flexible, congenial, adaptable)
- Able to communicate orally and in writing at a business level
- General knowledge of the world of work and occupational requirements in a wide range of industries preferred

Duties and Responsibilities

- Assigns and distributes workload to staff
- Assists Supervisor to oversee and monitor staff performance to ensure office goals and standards are met
- Enters high quality job postings in WorkInTexas within set time constraints
- Maintains Tracking Log for follow up requests and/or job postings entered by staff
- Develops and delivers formal and on-the-job training
- Responds to internal and external oral and written complaints, using professional communication skills for possible resolution
- May develop and deliver presentations to explain office policy/procedures or Workforce Solutions services to partners in the career offices and external customers
- Assumes duties, responsibilities and authority of next level supervision when required
- Serves as back-up supervisor to assist in oversight and monitoring of team, making staffing adjustments and decisions, rendering decisions as needed to maintain operations

Performance Expectations

- Enters high quality job postings in WorkInTexas – information is clear, concise and accurate – by the next business day. Averages 80-89.99% on the Quality of Job Postings Review
- Compiles and completes monthly reports on Job Posting activity by the 10th of the month with no more than three exceptions per quarter
- Demonstrates mastery of job-related skills and abilities as reported during bimonthly One-on-One sessions. Areas to be addressed include:
    - Leadership abilities
    - Internal communication
    - Accuracy and quality of job orders
    - Communication and follow up with employers
    - Documentation

BUSINESS SERVICE REPRESENTATIVE

Position Description

Creates online job postings for Workforce Solutions. Works closely with employers and field staff to make sure job postings are accurate and help attract qualified candidates.

Reporting Requirements

Reports to Employer Services Supervisor

External Relationships

Employers

Internal Relationships

Resident Services Division: supervisors, Employment Counselors, Personal Services Representatives
Employer Services Division: Business Consultants, Staffing Specialists, Management Team, ESD Central Staff

Qualifications
- High School Diploma or GED
- 1 to 2 years experience in sales, marketing, call centers or human resources
- Knowledge of general human resource topics (recruiting, application process, hiring, termination, assessment tools, LMI)
- Able to listen to customers, analyze expressed needs and suggest solutions and action plans
- Organized; able to work in a high volume, fast-paced working environment
- Comfortable with the majority of the job being conducted on telephone and computer
- Proficient in Microsoft Windows and Office, familiar with and able to use computers, able to learn new software
- Works well in teams and with business customers and other staff (flexible, congenial, adaptable)
- Able to communicate orally and in writing at a business level
- General knowledge of the world of work and occupational requirements in a wide range of industries preferred

Duties and Responsibilities
- Posts jobs in WorkInTexas.com
- Consults with employers about the posting if necessary
- Monitors job postings, determining if additional or alternative services are required to fill; consults with employer, Business Consultant or Staffing Specialist to make decision
- May provide other services for an employer such as:
    - Labor market information
    - Technical assistance in using WorkInTexas.com
    - Information on additional services from Workforce Solutions
    - Information on federal and state employment law and regulations (Fair Labor Standards Act, payday/wage & hour laws, unemployment insurance, equal opportunity, etc.)
    - Information on public tax incentives or credits for employers

Performance Expectations
- Enters postings by next business day of receipt with no more than 3 to 5 exceptions per quarter
- Meets at least 80-89.99% on standard of quality of job posting samples viewed by Supervisor
- Demonstrates mastery of job-related skills and abilities as reported during bimonthly One-on-One sessions. Areas to be addressed include:
    - Internal communication
    - Accuracy and quality of job postings
    - Communication and follow up with employers
    - Documentation

TAX ID RESEARCHER

Position Description

Researches and updates State tax identification information on employers that have registered in WorkInTexas. Works closely with employers and Workforce Solutions staff to make sure employer accounts are accurate and able to capture potential hires from the system's automatic delayed verification process. Contacts employers to obtain state tax identification or other pertinent information and uses other resources to do entity searches.

Reporting Requirements

Reports to Business Services Supervisor

External Relationships

Gulf Coast employers

Internal Relationships

Resident Services Division: Supervisors, Employment Counselors, Personal Services Representatives
Employer Services Division: Business Consultants, Staffing Specialists, Management Team, ESD Central Staff

Qualifications
- High School Diploma or GED
- 1 to 2 years experience in sales, marketing, customer service call centers, or human resources
- Knowledge of general human resource topics (recruiting, application process, hiring, termination, assessment tools, LMI)
- Knowledge of Entity Search tools, including TWC Mainframe
- Able to listen to customers, analyze expressed needs and suggest solutions and action plans
- Organized; able to work in a high volume, fast-paced working environment
- Comfortable with the majority of the job being conducted on telephone and computer
- Proficient in Microsoft Windows and Office, familiar with and able to use computers, able to learn new software
- Works well in teams and with business customers and other staff (flexible, congenial, adaptable)
- Able to communicate orally and in writing at a business level

Duties and Responsibilities
- Researches and updates State tax IDs on employer accounts in WorkInTexas using the following resources:
  - WorkInTexas
  - TWC Mainframe – Employer Tax System Inquiry
  - County Appraisal Districts
  - Comptroller's Office
  - Unemployment Insurance Information
  - Internet search tools such as www.anywho.com
- Consults with employers and co-workers about employer accounts if necessary
- Checks and updates zip codes for accuracy
- Documents results in WorkInTexas and activity worksheet
- May provide other services for an employer such as:
  - Labor market information
  - Technical assistance in using WorkInTexas
  - Information on additional services from Workforce Solutions
  - Information on federal and state employment laws and regulations (Fair Labor Standards Act, payday/wage & hour laws, unemployment insurance, equal opportunity, etc.)
  - Information on public tax incentives or credits for employers

- o Information on state tax or referral to the appropriate agency
- o Creation of online job postings in WorkInTexas
- Participates in special projects as assigned

Performance Expectations

- Researches and updates a specified number of employer accounts per day
- Researches new accounts in a timely manner (90% complete within 5 days of receipt)
- Demonstrates mastery of job-related skills and abilities as reported during bimonthly one-on-one assessment session. Areas to be addressed include:
  - o Accuracy of Employer Account Information
  - o Internal Communication
  - o Participation in Special Projects
  - o Quality of Documentation

SALES & MARKETING TEAM LEADER

Position Description

Coordinates the functioning of a strategic team of business consultants who focus on sales and marketing as well as special projects. Develops and carries out projects and initiatives that relate to the mission of Workforce Solutions.

Reporting Requirements

Reports to Quality Assurance Manager

External Relationships

Employers, Chambers of Commerce, Business/Trade Associations, Economic Development Associations, Community Colleges, Universities, Technical Schools, Resident and Candidate Customers

Internal Relationships

Resident Service Division: Office Managers and Supervisors, Employment Counselors
Employer Service Division: Staffing Specialists, Business Consultants, Team Leaders, ESD Central Staff, Management

Qualifications
- BA or BS in Business Administration, Marketing, Human Resources, Psychology or related field OR at least 8 years direct experience in business administration, marketing, human resources
- 1 to 2 years sales and marketing or human resources experience
- Knowledge of sales technique (planning, product, promotion, price, and prospects)
- Knowledge of general human resource topics (recruiting, application process, hiring, termination, assessment tools)
- Knowledge of specialized human resource topics (benefits, turnover analysis, job skills analysis, staff development)
- Able to conduct business research on individual employers/industries when preparing for sales calls
- Able to listen to customers, analyze expressed needs and suggest solutions and action plan
- Proficient in Microsoft Windows and Office, familiar with and able to use computers, able to learn new software
- Works well in teams and with business customers and other staff (flexible, congenial and adaptable)
- Able to communicate orally and in writing at a business level
- Self-motivated and self-directed
- Results-oriented

Duties and Responsibilities
- Identifies the need for new initiatives
- Participates in the development of special projects or initiatives
- Carries out special projects as assigned
- Markets Workforce Solutions by building strong and continuing relationships with all customers
- Sells Workforce Solutions service by understanding customers' human resource needs, providing professional advice and developing plans to implement advice
  - Provides:
    - Labor Market Information, including wage and salary data
    - Information and technical assistance on federal and state employment law and regulations (e.g. Fair Labor Standards Act, payday/wage & hour laws, unemployment insurance, equal opportunity, etc) and tax incentives/credits
    - Technical assistance/instruction on using WorkInTexas

- ▪ Customized training
- ▪ Outplacement service (seminars/workshops, counseling, job placement)
- Recognizes emerging labor/skills shortages and needs along with other trends from customer relationships, researches and reports back for system-wide action
- Provides quality services to employers.
- Represents Workforce Solutions as an experienced expert on business solutions and/or high demand industries
- Participates in the training and mentoring of other staff members
- Takes lead role with high profile accounts and regional initiatives
- Serves as a liaison between management and staff
- Serves as a resource for staff with questions regarding job duties, relevant skill sets, system information, or general issues
- Represents the regional team in meetings, on boards, and in other activities
- Represents the Regional Manager in his or her absence in meetings or in basic duties, including both operational and administrative issues
- Works to monitor standard operating procedures within the regional team
- Fosters lines of communication between members of the regional team in both ESD and RSD

Performance Expectations

- Provides high quality customer service to all customers
- Leads Inside Sales team in providing a monthly average of 1180-1415 WFS services to employers
- Leads Inside Sales team in providing a monthly average of 785-942 WFS repeat services to employers
- Successfully completes assigned special projects
- Demonstrates mastery of job-related skills and abilities as reported by Central Office Management during bimonthly One-on-One sessions. Areas to be addressed include:
  - o Leadership Abilities
  - o External Relationships
  - o Internal Relationships
  - o Delivery of Labor Market Intelligence
  - o Quality of Customer Service
  - o Documentation

BUSINESS CONSULTANT
INSIDE SALES

Position Description

Sells, markets, and provides quality customer service to businesses and the economic development community through the marketing and delivery of a vast array of products available from the Workforce Solutions system. Uses knowledge of Workforce Solutions resources and staff to sell services that help business customers meet their human resource needs.

Reporting Requirements

Reports to Strategic Projects Manager

External Relationships

Employers, Chambers of Commerce, Business/Trade Associations, Economic Development Associations

Internal Relationships

Resident Service Division: Office Managers and Supervisors, Employment Counselors
Employer Service Division: Business Consultants, Staffing Specialists, Management Team, ESD Central Staff

Qualifications
- BA or BS in Business Administration, Marketing, Human Resources, Psychology, or related field OR at least 8 years direct experience in business administration, marketing, human resources
- 1 to 2 years sales and marketing or human resources experience
- Knowledge of sales technique (planning, product, promotion, price, and prospects)
- Knowledge of general human resource topics (recruiting, application process, hiring, termination, assessment tools)
- Knowledge of specialized human resource topics (benefits, turnover analysis, job skills analysis, staff development)
- Able to conduct business research on individual employers/industries when preparing for sales calls
- Able to listen to customers, analyze expressed needs and suggest solutions and action plan
- Proficient in Microsoft Windows and Office, familiar with and able to use computers, able to learn new software
- Works well in teams and with business customers and other staff (flexible, congenial and adaptable)
- Able to communicate orally and in writing at a business level
- Self-motivated and self-directed
- Results-oriented

Duties and Responsibilities
- Markets Workforce Solutions by building strong and continuing relationships with all customers
- Sells Workforce Solutions service by understanding customers' human resource needs, providing professional advice and developing plans to implement advice
    - o Provides:
        - Labor Market Information, including wage and salary data
        - Information and technical assistance on federal and state employment laws and regulations (e.g. Fair Labor Standards Act, payday/wage & hour laws, unemployment insurance, equal opportunity, etc) and tax incentives/credits
        - Technical assistance/instruction on using WorkInTexas.com
        - Customized training
        - Outplacement service (seminars/workshops, counseling, job placement)

- Follows up to evaluate if Workforce Solutions services were effectively delivered

- Recognizes emerging labor/skills shortages and needs along with other trends from customer relationships, researches and reports back for system-wide action
- Provides quality services to employers
- Participates in special projects as assigned

Performance Expectations

- Provide high quality customer service to all customers
- Provides a monthly average of 236-295 WFS services to employers
- Provides a monthly average of 157-197 WFS repeat services to employers
- Demonstrate mastery of job-related skills and abilities as reported during bimonthly One-on-One sessions. Areas to be addressed include:
    o External Relationships
    o Internal Relationships
    o Delivery of Labor Market Intelligence
    o Quality of Customer Service
    o Documentation

BUSINESS CONSULTANT
CURRENT WORKER TRAINING

Position Description

Provides quality customer service to businesses and the economic development community through the marketing and delivery of a vast array of products available from the Workforce Solutions system. Uses knowledge Workforce Solutions resources and staff to sell services that help business customers meet their human resource needs. Works special projects as assigned.

Reporting Requirements

Reports to Strategic Projects Manager

External Relationships

Employers, Chambers of Commerce, Business/Trade Associations, Economic Development Associations

Internal Relationships

Resident Service Division: Office Managers and Supervisors, Employment Counselors
Employer Service Division: Business Consultants, Staffing Specialists, Management Team, ESD Central Staff

Qualifications

- BA or BS in Business Administration, Marketing or Human Resources; Psychology or related field OR at least 8 years direct experience in business administration, marketing, human resources
- 1 to 2 years sales and marketing or human resources experience
- Knowledge of sales technique (planning, product, promotion, price, and prospects)
- Knowledge of general human resource topics (recruiting, application process, hiring, termination, assessment tools)
- Knowledge of specialized human resource topics (benefits, turnover analysis, job skills analysis, staff development)
- Able to conduct business research on individual employers/industries when preparing for sales calls
- Able to listen to customers, analyze expressed needs and suggest solutions and action plan
- Proficient in Microsoft Windows and Office, familiar with and able to use computers, able to learn new software
- Works well in teams and with business customers and other staff (flexible, congenial and adaptable)
- Able to communicate orally and in writing at a business level
- Self-motivated and self-directed
- Results-oriented

Duties and Responsibilities

- Markets Workforce Solutions by building strong and continuing relationships with all customers
- Sells Workforce Solutions service by understanding customers' human resource needs, providing professional advice and developing plans to implement advice
- Focuses on Current Worker Training opportunities
- Participates in outreach to employers, including the dissemination of relevant information and the development and documentation of training programs
- Ensures that proposed training programs and trainees are selected in compliance with Board requirements and represent allowable costs
- Obtains Board staff approval for employers' plans, facilitates Board staff modifications, and executes a Memorandum of Understanding
- Collects employee information for each participant, determines eligibility based on program guidelines, and enters the information into TWIST

- Secures training status reports from the employer and updates or closes out the employee's training performance in TWIST

- Secures cost documentation from the employer, compares information to the Memorandum of Understanding, approves allowable costs, and submits for payment

- Prepares reports based on activities

- Provides quality service to employers

Performance Expectations

- Coordinates training for an appropriate number of workers based on funding available

- Appropriately allocates available funding

- Demonstrates mastery of job-related skills and abilities as reported during bimonthly One-on-One sessions. Areas to be addressed include:
    o   External Relationships
    o   Internal Relationships
    o   Delivery of Training Information and Programs
    o   Documentation

RECRUITER

Position Description

Works with employers and Workforce Solutions system to pre-screen and refer qualified candidates to address hard to fill job openings. Assesses employers' needs and follows up to ensure those needs are met.

Reporting Requirements

Reports to Human Resources Coordinator

External Relationships

Employers, Business/Trade Associations, Community Colleges, Universities, Technical Schools, Resident and Candidate Customers

Internal Relationships

Employer Service Division: Staffing Specialists, Business Consultants, Team Leaders, ESD Central Staff & Management
Resident Service Division: Office Managers and Supervisors, Employment Counselors, Personal Service Representatives, Financial Counselor, Greeter

Qualifications

- BA or BS in Business Administration, Marketing, Human Resources, Psychology, or related field
- 1 to 2 years of recruiting experience with a large, complex organization or high volume, fast-paced working environment
- Knowledge of general human resource topics (recruiting, application process, interviewing, hiring)
- Knowledge of specialized human resource topics (benefits, turnover analysis, job skills analysis, staff development)
- General knowledge of the world of work and occupational requirements in a wide range of industries required
- Able to listen to business customers and understand specific candidate qualifications required to meet employers' needs
- Able to listen to candidates and assess suitability and interest in employer positions
- Works well in teams and with business customers and other staff (flexible, congenial, and adaptable)
- Able to communicate effectively to others orally and in writing
- Able to use Workforce Solutions assessment tools, such as typing tests, spelling tests, etc. to effectively screen candidates
- Proficient in Microsoft Windows and Office, familiar with and able to use computers, able to learn new software
- Comfortable with the majority of the job being conducted on telephone, via computer, and face to face meetings
- Self-motivated and self-directed
- Organized, able to work in a high-volume, fast-paced working environment
- Results-oriented

Duties and Responsibilities

- Provide quality customer service to employers seeking assistance in recruiting employees for positions they have listed with Workforce Solutions through the use of Workforce Solutions resources as well as other means with a specific focus on hard-to-fill and targeted industry positions.
- Focus on providing quality customer service to area employers by ensuring the delivery of services through

regular follow up. Regularly follows up with employers and/or employer representatives and Workforce Solutions Staff in order to determine whether their needs have been met and adjust the course of action accordingly. Follows the Standard Operating Procedure in order to ensure that employers' needs are consistently met. Communicates with employers or representatives regularly until the job posting is closed and determines what other services may benefit the employer.

- Identify and anticipate system needs and seek out quality candidates to bring into the system.
- Develop relationships with alternative candidate sources.
- Explore creative methods of filling hard-to-fill job postings.
- Participate in networking opportunities to increase candidate pool.
- Strategize with teammates to address customer needs.
- Monitors the scheduling and logistics of onsite and jobsite events when appropriate.
- Organizes, leads, and documents post-interview debrief/feedback and post-mortem with interviewers and candidates as employer requests.
- Works job postings thoroughly until employer requests it closed and notepads progress
- Effectively communicates with all relevant parties, including:
  - Recording routine account activity, including notepading pertinent employer information, referrals and services in WIT on a daily basis
  - Reporting non-routine, pressing activity that requires immediate attention, such as employer requests for services Workforce Solutions does not provide, as well as requests for customized training, media contact, and off hour needs to Regional Manager
  - Reporting general and specific labor recruitment information that must be distributed system-wide to supervisor
  - Working with regional managers and office managers to ensure a mutually acceptable means of communication to alert staff of employer requests relating to recruiting
  - Submits required documentation to manager on a regular basis or when requested
- Maintains job orders based on activity levels and employer needs

Performance Expectations

- Maintain an average fill rate for job openings of 20% while managing an average of 60 new job postings per month (Exceeds = 25% or more)
- Recruits and screens an average of 8 new candidates for WIT each month (Exceeds = 10 or more)
- Makes an average of 40 quality referrals per month (Exceeds = 50 or more)
- Demonstrate mastery of job-related skills and abilities as reported by manager during bimonthly One-on-One sessions. Areas to be addressed include:
  - Ability to Address Employers' Needs
  - External and Internal Communication
  - Networking & Outreach
  - Delivery of LMI
  - Documentation

PROGRAM ASSISTANT

Position Description

Performs general administrative duties to support the Director, Operations Manager, Strategic Projects Manager, and other managers

Reporting Requirements

Reports to ES Management

Internal Relationships

Resident Services Division: Employment Counselors, Career Office Managers
Employer Service Division: Business Consultants, Staffing Specialists, Management Team, ESD Central Staff

Qualifications:

- High School diploma required
- Associates degree, two years college, or four years related experience
- Excellent written and verbal communication skills
- Ability to work under pressure and handle stressful situations
- Creativity, self-motivation and dependability
- High level of proficiency in MS Word, Access, Excel & Publisher
- Ability to multi-task

Duties and Responsibilities

- Receives direction from Director, Operations Manager, Strategic Projects Manager, and other managers
- Performs general administrative and clerical duties
- Maintains and organizes files and reports with a high degree of accuracy and ensures confidentiality of documents
- Coordinates activities, reports and special projects with program staff
- Schedules meetings and participates in monthly performance and staff meetings
- Provides program information and referrals
- Assists with special projects including mail outs, newsletters, and reporting

Performance Expectations
- Meets individual standards in a variety of areas, including:
    - Quality of Work
    - Productivity
    - Administration
    - Job Knowledge and Technical Application
    - Organization Skills
    - Problem-Solving
    - Dependability
    - Innovation and Change
    - Communication
    - Teamwork

2.4 PERFORMANCE EXPECTATIONS

2.4.1   Additional Information

Staff can obtain additional clarification of performance expectations from the performance evaluations that correspond to the various positions within ESD. ESD staff members may be subject to additional performance standards based on their actual employer and their own policies and procedures.

Adjustments may be made to stated performance expectations when local or regional conditions indicate that specific requirements are inappropriate or ineffective for those areas. This decision will only be made after careful consideration of current conditions for the area. In this case, a reasonable adjustment may be made based on pertinent information regarding the demographics of area job seekers and employers.

3. STAFF DEVELOPMENT

3.1 NEW EMPLOYEE ORIENTATION

3.1.1 Purpose

All new employees must go through the new employee orientation and training at the Central Office. The New Staff Member Orientation & Training Checklist is listed in **Appendix 1** of this manual. The purpose of the orientation is to ensure that the new employees will be better equipped in understanding the responsibilities and duties of their positions, as well as how their roles contribute to the success of the mission and vision of Workforce Solutions. The duration of the orientation and training will depend on the readiness of the employee.

Starting an employee with the right tools will help to:
*   Increase understanding and knowledge about the job expectations
*   Reduce employee attrition
*   Shorten the learning curve in the field, which builds confidence
*   Acclimate employees to the work environment

3.1.2 Orientation with Human Resources

Non-payroll staff (State employees) will go through the HR orientation with the Integrated Services Area Manager, stationed at H-GAC regarding new hire and benefits paperwork, and the IT Security Agreement. This process may take all day and employees will report to the Central Office the next business day or when scheduled by their supervisor.

Payroll staff will report to the Human Resources Coordinator at the Central Office to complete new hire paperwork, review company background, policy and benefits, and sign the IT Security Agreement.

3.1.3 Workforce Solutions Online Orientation

Once new employees sign the IT Security Agreement and HR submits it to H-GAC, they can receive electronic login access to WorkInTexas, National Workforce Institute (NWI), TWC mainframe and The Workforce Information Systems of Texas (TWIST).

All new employees will take the online NWI course, "*Introduction to Workforce Solutions New Member Orientation.*" Upon completion of the course, they will print the certificate for their records.

Along with the online course, employees will view the four animations regarding the importance of providing quality customer service. Customers are our business and our service delivery should reflect the high quality when listening, giving customers what they want, and need.

3.1.4 Workforce Solutions Training Module – Overview

Central Office staff will give new employees an overview of Workforce Solutions, its Mission and Vision, as well as Board and ESD performance measures. In addition, Central Office staff will review job descriptions and daily routine procedures.

3.1.5 Workforce Solutions Training Module – Working with Databases

Central Office staff will train new employees on navigating in WorkInTexas (WIT). Depending on the new employee's position, Central Office staff will also provide training on creating job postings, following up with employers, running job matches, sending job alerts, marketing Workforce Solutions and using the TWC mainframe for wage records and tax account ID's.

3.1.6 Orientation at Assigned Career Office/Workstation

Upon completion of the orientation at the Central Office, employees are released to their supervisors for further in-depth training to include monthly activity reports, documentation and job shadowing.

3.2 ONGOING TRAINING

3.2.1 NWI Courses

NWI offers various courses for further staff development and training. After registering with NWI, employees are assigned an account with a $500 stipend to use toward enrolling in courses offered by NWI. There are three categories: Certification, Functional and Universal. Each category requires a different voucher number. Staff may obtain the voucher number from his/her supervisor or the NWI Liaison representative.

Certification voucher is used for enrolling in courses to achieve the Certified Workforce Professional (CWP), level I or the Certified Workforce Expert (CWE), level II.

The functional voucher is used for enrolling in courses, in which the competencies are unique to a particular type of work within the Texas workforce system.

The universal voucher is used for enrolling in courses, in which the competencies are identifiable by people in all types of work at all job levels.

When enrolling in an NWI course, employees should remember the following items:
- Employees should obtain their supervisor's approval prior to enrolling to make sure arrangements have been made to cover their workload while in training.
- If enrolled for a class, employees MUST attend the class or provide a replacement if

unable to attend. Cancellations are possible but must be done prior to a week before the class begins. Otherwise, ETC must still pay for the course. **This is very important. Managers, please do not encourage staff to enroll without a firm commitment to follow through and attend the class.**

- Supervisors should limit the number of courses employees enroll at one time. This increases the likelihood that a course will not be attended.
- The NWI calendar does not show the online courses, only the classroom courses.
- For online courses, use the Universal Competency voucher number.

3.2.2 Tuition Reimbursement

Employment & Training Centers Inc. supports employees who wish to continue their education to secure increased responsibility and growth within their professional careers. In keeping with this philosophy, the Company has established a reimbursement program for expenses incurred through approved institutions of learning. If you are a full-time employee and have completed at least six months of continuous employment, you are eligible for participation in this program as long as the courses are job-related and approved by your supervisor.

Eligible employees may be reimbursed for approved undergraduate or graduate level courses within a degree program that is directly related to his or her job duties or for qualifying continuing educational expenses that are directly related to job duties, including courses taken at an accredited trade or vocational school, business school or through a professional association. Reimbursement for courses leading to a degree will be reimbursed per calendar year as follows:

Degree Type	Maximum amount per calendar year
Undergraduate	$1500
Masters	$2000
PhD	$3000

Individuals who choose to seek training or certification opportunities, which are not part of a degree program, are eligible for $500 per calendar year for courses, seminars, training, or workshops that are job related. In some cases, ETC may reimburse up to 50% of the cost of a certification program when it is considered highly recognized and directly related to the individual's primary duties. An example of such a certification is the PHR or any of its related certifications.

You must discuss your education, training, or certification plans with your supervisor before assuming that you will qualify for reimbursement. Courses will generally be approved if they maintain or improve skills which will be beneficial to you in performing your job or anticipated duties or if they are taken as part of an approved undergraduate or graduate degree program. The tuition reimbursement program does not apply to courses, seminars or in-house training provided by Employment & Training Centers Inc.

Reimbursement of eligible expenses for approved courses or course materials will only be made if you receive a grade of "C" or better in a letter graded course, or a pass result in a pass/fail course. Individuals receiving lower than a "C" or a pass result will not be eligible for reimbursement. If there is no grade assigned to the course, a certificate of completion will be accepted as proof of passing.

An employee who is terminated because of a reduction in force or elimination of his or her position while participating in a pre-approved course will be reimbursed for expenses incurred prior to the date of termination upon providing the necessary documentation within 30 days of course completion. Be sure to discuss your situation with your supervisor in order to determine whether this applies to you.

An employee who voluntarily leaves Employment & Training Centers Inc. or is terminated for reasons other than as stated above prior to completing a course may not be reimbursed for any expenses associated with a normally covered course and may be liable for educational expenses incurred up to one year prior to the termination. If you are considering leaving ETC and have been reimbursed for any tuition, certification, or other event under this policy, you are advised to speak to your direct supervisor or the Human Resources Department in order to determine whether you will be responsible for repaying any amount that was paid to you under this policy in the last year. In the event you have been reimbursed for tuition within 12 months of your decision to leave ETC, the Company reserves the right to collect these funds in full, including as a deduction from your last paycheck. Educational assistance is a benefit meant to further the education and training of current staff that will use the newly gained knowledge to directly contribute to ETC. By requesting reimbursement under this policy, you are implying that you intend to continue your employment relationship with ETC for the subsequent 12 months. Nonetheless, this policy does not alter the at-will employment relationship with ETC. Reimbursement of an eligible educational assistance expense is not taxable to the employee under the current Internal Revenue Service regulations. However, should reimbursement of an eligible educational expense become taxable, such reimbursed expenses will be included in the employee's income, subject to the appropriate employment taxes and reported on the employee's W2.

In order to be reimbursed for eligible educational expenses, you must seek the approval of your supervisor before requesting reimbursement. You will also need to fill out an Educational Assistance Program Application for Reimbursement, available on www.HRConnection.com , which you should submit to your supervisor along with the required documentation. Reimbursement must be requested in the same calendar year in which the reimbursable event occurred.

4. SALES AND MARKETING

4.1 MARKETING PLAN

4.1.1 Mission

The sales and marketing unit, stationed at the Central Office, sells the services available through Workforce Solutions to the Employers and Businesses in the Gulf Coast region. This unit also assists in the orientation of new ESD staff members to the vast array of products available from Workforce Solutions and assists with special services, events and campaigns introduced by Board Staff so that uniform, consistent implementation can occur.

4.1.2 Objectives

The performance objectives for the sales and marketing are to provide at least 24% of employers and 72% repeat employer customers Workforce Solutions service.

4.1.3 Strategy

Market Share
- The Business Consultants in the sales and marketing unit use several customer lists as their source for attracting new customers. These lists may include:
  - The Reemployment & Employer Engagement Measures (REEM) report in WIT (previous program year)
  - Customer lists provided by Gilbreath Communications, such as the Childcare Providers and Vendors List, and the Port of Houston Contractors List and other lists
  - List obtained from searches in Socrates and Reference USA
  - Purchased lists that target certain employers by industry, occupation or area

  Customer Loyalty
- The sales and marketing unity use various lists, including previous activity reports as their source for attracting repeat customers.

Tactics
- The sales and marketing unit uses traditional approaches and resources to market and sell Workforce Solutions.
  - Telemarketing
  - Direct Mail
    - Flyers
    - Postcards
    - Sales Letters
  - Electronic mail

o Seminars/Webinars and Workshops
- Workshop Classes
- Speaking Engagements

Services
- The sales and marketing unit offers the follow services to prospective customers and returning customers:
  o Job Listings
  o Outplacement Services
  o Labor Market Information
    - Consumer Price Index
    - Occupational wages: across all industries
    - Occupational wages: industry specific
    - Employment projections: by occupation
    - Employment projections: by industry
    - Employment projections: by industry/occupation
    - Earnings by industry
    - State and County wages
    - Demographic characteristics of the labor force
    - Unemployment rates and labor force
    - Employment by occupation
    - Employment by industry
    - Labor supply
    - County employment by industry
  o Customized screening and referral
  o Customized training
  o Fee for service
  o Current worker training

4.2 MARKET SHARE

4.2.1 Definition

Market share is the ratio of employer reporting units served to employer reporting units in the Local Workforce Development Area (LWDA). The denominator is the number of employer reporting units in the LWDA.

The employers in the denominator account for all unique Unemployment Insurance tax accounts with adjustments to include each employer unit that is under a tax account that is located a different physical location.

The numerator is the number of employers from the denominator that received one of the following services in the performance period (as documented by WorkInTexas):

WIT Service Code	Activity
08	Specialized Testing
09	Employer Site Recruiting
10	Job Postings Entered
13	Customized Training
18	Rapid Response
19	Labor Market Information
20	Services for Fee

The measure is the ratio of the numerator to the denominator expressed as a percentage derived by dividing the numerator by the denominator.

4.2.2 Procedures for Market Share Outreach Opportunity

1. **Search employer using the WorkInTexas Employer ID number**
   a. Does employer have a TWC Tax ID?
      i. If no, make note on list & go to next employer on list – you cannot receive MS.
      ii. If yes, go to TWC mainframe & from the Employer Master File enter Tax ID (without dashes, i.e., 123456780, **NOT** 12-345678-9) & view if the account is active & liable.
         1. If Tax ID is not liable <u>&</u> active, make note on list & go to next employer on list – you cannot receive MS.
         2. If Tax ID is liable, return to same employer (homepage) in WorkInTexas
   b. Does employer have a current job posting?
      i. If yes, make note on list & go to next employer on list – you cannot receive MS.
      ii. If no, click View All Job Postings & select Job Postings-Closed from left column.
         1. If employer has, a job posting with a closing date Jan/20xx or earlier, view job posting to determine if creation date is **before October 1, 20xx**.
         2. If creation date is before **October 1, 20xx**, go to item <u>c</u> below.
         3. If creation date is on or after **October 1, 20xx**, go to next employer on list – you cannot receive MS.
   c. Click Services tab & select Services-Current in left column of page
      i. Does employer have any current services since **October 1, 20xx**?
         1. If yes, make note on list & go to next employer on list – you cannot receive MS.
         2. If no, make call to employer – go to step 2
            a. If employer is unavailable, leave message & go to next employer on list.
2. **Market Workforce Solutions services to employer by assessing employer needs:**
   a. Customized LMI reports – send employer packet*
   b. Job Posting(s) – use job posting request form to enter information & submit to HoustonJobs@twc.state.tx.us
   c. Seminar – provide information*
   d. Childcare Information for Employees – send employer packet*

3. **If employer requests <u>any</u> of the qualifying services, document information on Marketing Outreach Opportunity report**
4. **Send information to Team Leader via email. The email should have the following information:**

   a. Employer Name
   b. Employer Account ID from WorkInTexas
   c. Service Provided
5. **Services provided to employer with an asterisk (*) should also be documented in WorkInTexas.com**
   a. Go to Customer Management tab for that employer
   b. Click Add Services from left column
   c. Choose from drop-down menu the appropriate service provided & enter any additional details if necessary.
   d. Click save
6. **Repeat steps 1-4 until list is completed**
7. **Make copy of list & complete MS report**
8. **Submit completed reports to Team Leader at close of shift**

4.3 CUSTOMER LOYALTY

4.3.1   Definition

The percentage of employers served who are repeat customers. The denominator is the unduplicated number of employers that received one or more qualifying services during the reporting period (see Table in section 4.2.1).

The numerator is the number of employers from the denominator that are repeat customers:
- A repeat customer is one, which received qualifying services at least 30 days apart.
- It does not matter if the qualifying services were provided in the in current contract years or prior contract years.
- As long as there are 30 days or more between the services, and, at least one of the services was within the current contract year, the employer is considered a repeat customer.

4.4 MARKETING GUIDELINES

Detailed guidelines and specifications for the use and presentation of Workforce Solutions logo and adjacent elements, as well as other essential marketing information are outlined in the Workforce Solutions Marketing Guidelines Resource Manual. In addition, staff may also view these standards and guidelines on Workforce Solutions website under Staff Resources.

If you have questions or comments about the marketing information, you may contact Workforce Solutions Marketing Communications Coordinator at 713-499-6658.

5. REQUEST FOR SERVICE

5.1 JOB ORDER TAKING

5.1.1 Validity

The Use Agreement for WorkInTexas only allows current jobs to be posted on its website. A copy of the Use agreement is located in **Appendix 2** of this manual. When talking with the employers, ask them if they have immediate openings. (View *Script Guideline for Asking Employers about Their Open Positions* in **Appendix 11**). If the employer is a third party recruiter, ask the employer if he/she has permission to use the employing unit's tax's account in WorkInTexas.

5.1.2   Expectations

Staff should explain Workforce Solutions job posting process with new or returning customers who have not received services within the last 3-6 months by outlining our responsibilities to them. The explanation should include, in accordance to the customer's wants and needs, the turnaround time for job posting, job matching, referral & maintenance for quality, and follow up procedures.

Likewise, this is a great opportunity to discuss with the employer his/her expectations to provide us with job posting updates & hire information, and other feedback, including customer service satisfaction participation. The feedback the employer provides helps us to make continual improvements to our operations.

5.1.3   Job Posting Information

The quality of matching results and the ability to fill the job is increased when the job posting has detailed information about the position. The job posting attracts more candidates to apply to the employer's posting. Getting the following information produces a high quality job posting:
- Valid Tax Account ID (or request research if unknown)
- Company Information
    - Descriptive background
    - Address, phone number, fax, etc
    - Contact name and title – for routine follow up
    - Contact name and title – for application instructions (if different)
    - Job site address, including zip code, phone, etc
- Job Information
    - Position title
    - Number of openings
    - Job duration
    - Work hours/schedule
    - Salary or salary range

- o Employer's posting/reference number, if applicable
- o Job description – essential job duties and/or performance expectations
  - ▪ Minimum requirements
    - Education
    - Experience, skills and knowledge
    - Certifications/licenses
    - Language – must explain reason
    - Age, gender – must explain reason
- • Additional Information
  - o Benefits
  - o Bus route accessible
  - o Drug screen
  - o Physical – must not be a requirement for job application process; only on conditional job offer
  - o Background check
    - ▪ Convictions
      - Case-by-case
      - Will accept
      - No convictions
      - Age of conviction
  - o Screening process
    - ▪ Level 1 – view all
    - ▪ Level 2 – staff screening
    - ▪ Level 3 – staff only

5.1.4 Order Follow Up

Once staff has entered the job posting information in WIT, he/she should follow up with the employer by notifying and/or sending him/her a copy of the job posting, thank the employer with a summary of expectations discussed and conclude with offer of further assistance. See example below:

Dear Employer:

Thank you for using our services at Workforce Solutions. It was a pleasure talking to you. I've attached a copy of your job posting as it appears on our website. Take a moment to view it to see if the information is accurate or if we need to make changes.

As discussed, we will screen and run job matches to refer qualified candidates to your job posting. Someone from our recruiting team will be contacting you shortly to check the status of your job posting and in return, you will tell us if we need to update the job posting or if you hired any of our applicants.

Please let me know if I can be of further service or if you have additional questions, you may reach me at the number listed below. I appreciate your business and look forward to working with you in meeting your workforce needs.

Sincerely,
Workforce Solutions Staff

5.2 TIMELINESS OF DATA ENTRY

5.2.1 Procedures

Employer Service Division Central office (ESDC) receives job postings requests via the following:
- Email from HoustonJobs@twc.state.tx.us
- Phone
- Fax

Staff that are designated on the Business Services team will enter job postings in WorkInTexas within the time constraints outlined below:
- Job posting requests received before 4:00 p.m., Monday through Friday must be entered in WIT by the next business day.
- Job posting requests received after 4:00 p.m. must be entered by 10:00 a.m. the following business day.

Team Leader/Supervisor will distribute job-posting requests received via email or fax to any available staff member on the Order Writing Team.
- The Team Leader/Supervisor will email job-posting requests received electronically to the staff to enter.
- Faxed requests are dated and time stamped and placed in the responsible staff's in-box to enter.
- The Team Leader/Supervisor will keep track of job postings distributed to staff on the Job Posting Tracking Log.
- Staff should enter phone requests "live" or at employers' request send a job posting request form to complete and return.
- Book Assignments - those employers that list 10 or more new jobs periodically, do not wish to be contacted and generally will not give hire information, e.g. BAE (formally Stewart & Stevenson), City of Houston, and UTHSC. As new listings are submitted, previous job postings entered that are not on the new listing are closed.

Staff will keep job postings from Book assignments open for no more than 30 days, unless otherwise noted by employer, and document in notes, "information received from vacancy log".

Other ESD staff should immediately complete the job posting request form to send to ESDC. Staff should not withhold posting requests in order to stack numbers for a later date.

Once the job posting request has been entered into WorkInTexas, the Business Services Representative (BSR) will print out a copy of the completed job posting along with the job posting request form and place it in the 30-day file under his/her name.

The BSR will record the job posting information on a spreadsheet (same formatting as the Job Posting Tracking Log) and submit it at the end of his/her workday to the Team Leader/Supervisor. The Supervisor can determine by copying & pasting the Order Writer's JP spreadsheet information onto the Tracking Log if the Order Writer completed his/her assigned work.

Of job postings reviewed for timeliness for data entry, BSRs will need to have no more than 3 to 5 exceptions per quarter to be proficient. The Evaluator can assess timeliness by viewing the Job Posting Tracking Log, the spreadsheet report for job postings.

5.3   ACCURACY OF JOB POSTING

5.3.1   Posting Procedures

It is critical to the success of our system that job postings are concise, complete and accurately reflect what a job is. Order Writers are responsible for entering high quality job postings in WorkInTexas. See also, *Creating a Job Posting* in **Appendix 5** of this manual. When pertinent information such as license or education requirement is absent from the job posting request form, the Order Writer will contact the employer or submitting staff member to obtain proper information. The criteria for a **high quality job posting** should meet the following standards:

- The BSR enters the job posting in WorkInTexas in a timely manner as outlined in the Procedures for Timeliness in Data Entry.

- The job posting contains clear, concise and accurate information regarding the job requirements and qualifications, contact information, application instructions and job site location. Check and correct typos, misspelled words and grammatical errors.

- If applicable, the job posting has a valid TWC tax ID. When the BSR cannot find a tax ID for the employer, he/she should enter the job posting without it and forward a copy of the job posting to the Tax ID Researcher.

- The BSR appropriately maintains the job opening fill rate.

- Allowable number of contacts on job postings is 1-15 except for multiple openings, job fairs and employer's request to increase.

Whenever possible, the BSR's should find out from employers how long they want job postings to remain open in WorkInTexas, what is their hiring process to determine follow up responsiveness and how many qualified applicants they want to see.

The number of allowed contacts to a job posting should be low and manageable to increase hire verification results. During follow up procedures, the employer will generally be more cooperative to provide information on a few names as opposed to a long list.

If a job posting has one opening, then the maximum number of contacts should be 1-15. Staff should wait three to five days before following up with the employer when job posting referrals from high demand occupations, such as administrative or warehouse personnel, post quickly. This will allow time for the job seeker to apply for the opening.

5.3.2   Calendar Events

Some job postings are hiring events and in addition to entering the job posting, staff should post the information on the 0420-Employer Services calendar page in WorkInTexas. It is important that grammar and spelling are accurate and that staff properly lists the brand name, Workforce Solutions. H-GAC staff uploads these calendar events onto the Workforce Solutions website for public viewing. Below is the format staff should use when listing hiring events on the 0420 calendar page in WorkInTexas:

Event Type: Choose from drop down menu selection

Event Name: Name of Company or Multiple Employers (state the type of industry or positions)

Location: Address of the Hiring Event
(If at a career office, state: Workforce Solutions-Office Name address information)

Industry: Choose from drop down menu selection

Audience: Choose from drop down menu selection

Start and end dates
Start and end times

Event Details:
 Example:
Workforce Solutions-Downtown will host a hiring event for the employer, Acme Inc. who will be interviewing for delivery drivers and outside sales reps. Bring resume. **Refer to job posting #201000**.

5.4   FOREIGN LABOR CERTIFICATION (FLC) JOB POSTINGS

5.4.1   Definition

The Texas Workforce Commission's Alien Labor Certification (FLC) program is federally funded through a contract with the U.S. Department of Labor (DOL). For many professional, technical, managerial and skilled occupations, the program allows employers who have been unable to hire qualified workers eligible to work in the United States to file a labor certification application with the Foreign Labor Certification section to bring foreign workers into the United States on a temporary basis. FLC staff issues a priority date and process the application. In connection with filing the labor certification application, the FLC staff is required to determine

the prevailing wage for the occupation in the area of intended employment and to initiate a work search to recruit and refer qualified U.S. workers for the job opening. The employer is obligated to hire a U.S. worker if that worker meets the employer's minimum qualifications. The employer can only reject U.S. applicants for job related reasons. After completion of the correction and recruitment process, the application is forwarded to the DOL's Chicago National Processing Center, for certification or denial.

5.4.2   Posting Procedures

Previously, only TWC Austin staff in the FLC unit could key and update FLC job postings in WIT. Effective March 28, 2005, either the employer (including an attorney/agent working on the employer's behalf) or the Business Service Representative may enter the FLC job posting in WIT for job postings. The posting must remain active for at least 30 days.

FLC job postings should be treated the same as other job postings as far as job matching, referral and maintenance. ESDC staff will maintain FLC job postings listed for the Gulf Coast Region.

5.5   HIRING EVENTS

5.5.1   Definition

An "on-site employer interview" is a situation in which an employer comes to one or several of the Workforce Solutions' career offices to interview candidates for job openings.

A "job site employer interview" is a situation in which the career office staff travel to an employer's site or site other than one of the Workforce Solutions offices to interview candidates for an employer's job openings.

5.5.2   Approval for On-Site Hiring Events

Resident Service staff sometimes offer career office space to companies who want to interview our customers. Career office managers often coordinate these on-site hiring events with Employer Service staff, although not all the time.

Some of these companies do not have immediate openings. The WorkInTexas employer agreement asks companies to verify they have immediate openings before listing a job. Workforce Solutions does not want to encourage staff time spent recruiting or customer time interviewing unless a company has an immediate open position.

A number or employers move from office to office interviewing for the same jobs and sometimes interviewing the same customers at different locations. The arrangement is not always convenient for our customers or an efficient use of Workforce Solutions staff time.

We want to encourage consistent response to the same employer throughout the Workforce Solutions system. ESD Regional Managers or her/his designee must approve all on-site hiring events before the event can be held in any career office.

When a company regularly interviews in our offices and the ESD Regional Manager is satisfied that the company meets our requirements, she/he may delegate the responsibility for scheduling on-site interviews for the company to Resident Service staff.

5.5.3   On-Site Notification

- The Workforce Solutions career office sponsoring an on-site employer interview submits a job-posting request to ESDC prior to the on-site event.
- The office posts notice to its WorkInTexas office calendar.
- ESDC enters the job posting and keys the on-site interview notice to the WorkInTexas regional calendar.

5.5.4   Job Site Notification

- The ESD staff (or Workforce Solutions office) sponsoring a job site submits a job posting to ESDC prior to the event.
- ESDC assigns job sites to career offices based on an employer's request or the zip code location of the physical job site.
- The Workforce Solutions office assigned to work the site posts the notice to its office calendar.
- ESDC enters the job posting and keys the job site notice to the regional calendar.
- An employer may ask her Business Consultant to arrange hiring event at a job site located outside her area. The Business Consultant will coordinate the job site event through ESDC.

5.5.5   Procedures for Limiting Access

Some employers list job postings in WorkInTexas to prospect for business opportunities; they have no immediate openings. We ask any employer posting in WorkInTexas to list only viable, current job openings. The following procedures will outline steps to limit access in WorkInTexas for employers that are not adhering to the user agreement policy.

Step 1.   ESD staff should first view notes on the employer account (under the Customer Management tab) to see if someone has discussed this issue with the Employer.

Step 2.   Ask Employer if it has immediate opening(s).
  1) If no, explain to employer that the user agreement policy discourages the entry of job postings with no immediate openings and the collecting of resumes for business opportunities.
      a. If Employer has user permissions to self-enter job postings, then restrict edit rights under the employer's Maintain Account tab. This restriction will prevent the Employer from self-entering a job posting in WorkInTexas.
      b. If the Employer wishes to make a customer service complaint, refer to supervisory or management staff at ESDC.
      c. Document in notes on the employer account.
  2) If yes and the employer is a staffing agency, inquire who the client/employer is.
      a. If Staffing Agency gives employer name and/or job site zip code, proceed to **Step 3**.
      b. If Staffing Agency does not give information, citing client confidentiality, assure that Workforce Solutions will not divulge the client/employer's name. Explain WIT use agreement policy on entering job postings with no immediate openings.
      c. If Staffing Agency still will not give employer information, then proceed with user access restrictions as described in **Step 2**, 1)a-c above.
      d. Document results in notes on the employer account.

Step 3.   Has the Employer had recent (within the last 3 months) similar job postings, including hiring events in WorkInTexas?
  1) If yes, view previous job postings for posted hires and open positions.
      a. ESD should not enter the Employer's job postings or host hiring events where the Employer has consistently not provided Workforce Solutions with hire information.
      b. ESD should not enter an open job posting for the same position, even if The Employer will be interviewing at different career offices. This will prevent multiple postings and staff from referring "on top" of each other.
      c. If the Employer wishes to make a customer service complaint, refer to supervisory or management staff at ESDC.
      d. Document results in notes on the employer account.
  2) If no, Workforce Solutions may enter the job posting in WorkInTexas.

Step 4.   If the Employer has a pattern of violating the WIT use agreement policy after repeated warnings and access restrictions, ESD can recommend to Carol Champion at Carol.Champion@twc.state.tx.us a lock out of the employer account. Carol will forward the recommendation to Austin. Only State Office personnel can lock out an employer.

5.5.6   Procedures for Entering Job Posting Hiring Events – Multiple Locations/Same Employer

It is in the best interest of our customers to have only one job posting when there are multiple hiring events on various dates for the same employer. Employers should have only one member of Workforce Solutions to coordinate their workforce needs at multiple locations. Having only one

job posting eliminates the risk of multiple referrals to the same employer, thus providing hire credit more accurately.

1. Write only one job posting for the duration of the hiring event.
   a. If the hiring event is for multiple dates, such as 7/6/07, 7/13/07 and 7/22/07, then change the job posting status to "Static" or "Hold" at the end of each event. No one should refer when the posting is in either "Static" or "Hold" status.

   b. Change the status of the job posting to "Open" when it is time to refer again for the next hiring event date.
   c. Close the job posting on the final date of the hiring event.

2. At best, only one person from ESD should coordinate with the employer and career office management regarding which career office locations will have the hiring events.
   a. ESD staff should establish guidelines for hiring events with employer <u>before</u> commitment (see script for asking employer about job postings/hire events) including:
      i. Assurance of immediate openings
      ii. Receipt of hire information of attendees from the event

3. The job site zip code of the job posting can be either the:
   a. Job site location, if only one job site
   b. Employer's corporate location, if multiple hiring event locations, but no specific job site
   c. Job site location that coincides with the career office of the ESD staff that is working with the employer

5.6   LABOR MARKET INFORMATION

5.6.1   Definition

Staff provided *substantive* and customized information to a specific employer regarding occupational staffing or hiring patterns, working conditions, salary, local employment history and trends, available job seeker pool, etc. *in response to the employer's specific needs or requests*.

Labor Market Information does <u>not</u> include:
- Sending mass mailings or newsletters containing information about the job market in the employer's area
- Calling an employer to follow-up on a referral list (to see who was hired)
- Attending job fairs and talking to all the participating employers
- Providing the employer with their TWC tax ID or FEIN (if unknown/not available)
- Discussing WorkInTexas

- Advising wages based on previous job postings
- Discussing workforce center programs/services

5.7   CUSTOMIZED TRAINING

5.7.1   Definition

Customized Training provides unique opportunities for participants who already possess some job-related skills and the knowledge to "learn as they earn". Customized Training further benefits an employer by tailoring a training program to the specific needs of the employer or group of employers, especially in the area of introducing new technologies or procedures in the company. Training can even be offered to incumbent employees in order to upgrade their skills and knowledge.

5.7.2   Methods

Methods of training may include online training, on-site or in a classroom at a local community college. Some types of training may also include specially-arranged training and development classes, workshops or seminars (such as job-specific training, diversity training, or adult basic education classes) for current or new employees.

5.8   SPECIALIZE TESTING

5.8.1 Definition

Workforce Solutions recognizes that not all area employers have the same human resource needs. Because workforce challenges vary from employer to employer, we can customize our business services to meet the changing needs of the employer. Specialize Testing allows for skills, aptitude and interest testing of employees when job requirements change.

5.9   SERVICES FOR FEE

5.9.1 Definition

Some business services that Workforce Solutions offers to employers may be complex in scope and require a fee. An example would be brokered services for employers that need to find consultants for specialized services, such as task analysis and job redesign.

Staff should send these types of service requests to ESDC to the attention of the Strategic Projects Manager.

5.10   RAPID RESPONSE

5.10.1 Definition

Rapid Response provides early intervention assistance designed to transition workers to their next employment as soon as possible. Employers turn to Workforce Solutions when they are faced with restructuring their companies — before, during and after a decision has been made to reduce the labor force, merge with another company or close a plant, office or store location. Our outplacement services provide short-term, early intervention and immediate assistance for layoffs large or small. These services include the following:

- **Job Search Assistance** may include accessing community resources, job application and resume preparation, accomplishments and skills assessment, resume development lab, interviewing skills, effective interviewing techniques, practice interviewing lab and coping with job loss.

- **Labor Market Information** including a target and demand occupations list along with information on other occupational resources. Job Postings are also made available through WorkInTexas.

- **Group Stress Management Seminars** can be made available on a regular and/or as needed basis. The focus of these seminars will be to develop strategies for managing the stress associated with job loss, its impact on the family unit and on maintaining community relationships.

- **Group Financial Management Seminars** primarily focus on assisting affected workers in developing financial planning skills in order to maintain household and consumer finances. A specific focus will be on negotiating manageable payment schedules with mortgage, finance and various lending institutions.

Questions and inquiries on Rapid Response Outplacement Services should be directed to Chrystal Broussard-Johnson, *Workforce Account Executive* at 713-499-6657.

5.11   CHILDCARE INITIATIVE

5.11.1 Procedure for Responding to Employers Inquiring about Childcare Services for Their Employees

Based upon funding availability, the childcare initiative is a good opportunity to increase market share by responding to employers with an appropriate solution to meet their workforce needs.

1. Workforce Solutions Board staff sends out direct mail to targeted employers in the Gulf Coast Region:

- The direct mail piece provides information to employer about childcare services to qualified employees.

- The direct piece instructs interested employers to call the Employer Service Division Central office at 713-688-6890.

2. Employer calls ESDC to request information.

- ESDC collects information from employer such as:
    - Employer Name
    - Contact Person
    - Address, City, State & Zip Code
    - Phone Number
    - Number of Employees
- ESDC sends employer a packet of information and notifies the Business Consultant for that area.
- This creates a contact opportunity for that Business Consultant to:
    - Introduce Workforce Solutions and its services
    - Assess the workforce needs of the employer
    - Respond with appropriate solution such as:
        - Job listing in WIT
        - LMI
        - Childcare services
        - Customize services

3. The Business Consultant, upon notification from ESDC, follows up with the employer to check if package was received.

- Offers free registration in WIT
- Assists the employer with additional information or process to access child care services

4. Business Consultant responds appropriately to the customer's request for services and follows up as needed to assure customer satisfaction.

5. Business Consultant documents services provided in WIT.

6. Additional Notes:

- .Business Consultants should be familiar with the childcare services information on the Workforce Solutions website: http://wrksolutions.com/aid.childcare.html
- The Business Consultant should coordinate closely with the Financial Aid Specialist in his/her area.

6. FOLLOW UP

6.1 FOLLOW UP - ROUTINE

6.1.1 Definition

A successful follow up is one in which contact has been made with the employer who can give direction to staff to update a job posting or provide hire information. Attempting to contact or leaving a message is not considered a successful follow up. However, in certain circumstances when follow up is not successful, staff should make effort to contact the employer on at least three separate days & times and document attempts in notes before closing the job posting.

Follow up consists of:
- Obtaining new hire information
- Revising the posting status of a position
- Requesting continued or modified service
- Closing job postings at employer's request

6.2. STANDARD OPERATING PROCEDURES

6.2.1 Daily Routine for Staffing Specialists

Finding qualified job candidates for employers is the impetus for everything Workforce Solutions does in the community. It is responsibility of Employer Service Division (ESD) and Resident Service Division (RSD). It is part of everyone's responsibility at Workforce Solutions, regardless of his job. It is our vision for the Gulf Coast region.

While RSD has a significant role in the customer service process, ESD has the primary responsibility for ensuring employers have adequate supply of qualified workers and the Staffing Specialist has the specific responsibility to do so.

Use the process outlined below to help you stay organized, find time to work your job postings and keep the status of each job posting current.

Step One

    A. Using WorkInTexas, display all new postings in your assigned area, import them into Job Posting Tracking spreadsheet and assess their condition.
- Does the posting have enough information to attract qualified candidates and produce hire results?
- Are instructions for applying present and clear?
- Has there been any activity on the posting?
- Do the referrals appear to be quality referrals?

- Is it necessary to run a match and/or send job alerts?

B. Based on your assessment of the condition of the job posting, decide if you need to:

- Call the employer to offer assistance
- Run a match and send job alerts
- Make appropriate referrals

C. Document your actions in the notepad. Records such things as:
- Conversations with the employer
- Actions taken on the posting
- Match results
- Status updates
- Exceptions

Keep your notes clear and concise. Use words efficiently, but do not rely on "canned" statements. Avoid using non-standard abbreviations only you can interpret. Using proper grammar and punctuation helps the reader understand your message. See **Appendix 20** for examples of notepad documentation and the difference good and poor quality documentation.

Remember, the notepad is a public document that can be viewed by:
- Your counterparts across the state
- Management
- Workforce Board staff
- TWC
- The U.S. Department of Labor

D. Notify RSD staff of new postings and provide guidelines on how to prioritize them. Pick out key points of each job posting and its significance. Consider the:
- Complexity of the job – how easy is it to fill.
- Immediacy of the job – is the employer expecting referrals that day.
- Availability of RSD staff – is there enough capacity in the career office.
- Referral instructions – can staff provide a phone number for quick contact or must they gather and review resumes, set up interviews, provide an employer application or send the candidate to a BC or Staffing Specialist.
- Working conditions – are they so difficult or different that it will be a "hard sell."
- Salary and benefits – are they so robust that it will be an "easy sell."

A Word about Salary…
When an employer lists a salary or wage that is not competitive in our job market, politely suggest that she lower the experience and/or education requirements and/or working conditions,

or increase the salary or benefits. A good starter for the conversation goes like this: "We don't have anyone for you at $6/hour, but I can get you someone at $8/hour."

Step Two

A. Using WorkInTexas display all your assigned job postings and assess their condition
- Have the total allowed contacts been used? (Maximum Contacts)
- Does the status need updating?
- Is there any noticeable lack of activity?
- Does the notepad indicate another staff person has been in contact with the employer?
- Does the notepad indicate any special circumstances?

B. Based on your assessment of the activity on the job posting:
- Call the employer to offer assistance or check results
- Refine the search criteria and run another match
- Outreach and refer qualified candidates
- Ask other Staffing Specialists to check their personal databanks
- Use alternate candidate sources
- Network

C. Document your actions in the notepad of each job posting assessed.

Step Three

A. Access your Job Posting Tracking spreadsheet. Open each order and assess their condition:
- Have the total allowed contacts been used? (Maximum Contacts)
- Is the status current?
- Does the notepad indicate another staff person has been in contact with the employer?
- Does the notepad indicate extenuating circumstances or exceptions?

B. Based on your assessment:
- Call the employer to offer assistance or check results
- Refine the search criteria and run another match
- Outreach and refer qualified candidates
- Ask other Staffing Specialists to check their personal databanks
- Use alternate candidate sources

C. Document your actions in the notepad of each job posting assessed. Ensure all your assigned postings are current.

Step Four

Repeat the basic process from the beginning:
- New orders
- Five days or less orders
- Open orders
- Repeat each week or as determined by the employer

By following this Standard Operating Procedure, Staffing Specialists are able to stay on top of the job postings in their assigned areas and become effective at finding qualified job candidates for employers.

The measures indicating how well the job of finding qualified job candidates for employers is done are:
- Job Orders Filled
- Job Openings Filled
- Staff-Assisted Job Openings Filled

6.2.2   Daily Routine for Recruiters

PURPOSE

The recruitment assistance team was developed in order to contribute to the primary goal of the Employer Service Division, which is to satisfy current and future customers of Workforce Solutions. The recruitment assistance team will do this by addressing a commonly heard customer comment regarding the lack of qualified candidates available through the WorkinTexas.com system. In order to better serve these customers, the recruitment assistance team's purpose is two-fold:
- Target known hard-to-fill and targeted industry positions that are listed in WorkinTexas.com and are not being filled by the system or staff.
- Identify and target groups of candidates and recruit them into the WorkinTexas.com system in order to increase the availability of highly sought-after candidates in the future.

Employing both strategies will allow the recruitment division to give employers what they currently want and need, thus creating a satisfied customer, while anticipating future needs and taking proactive measures to contribute to the success of both the Employer Service Division (ESD) and the Resident Service Division (RSD) of Workforce Solutions Gulf Coast.

PROCEDURES
- General Overview
- Recruiters will address customer needs by both filling hard-to-fill postings as well as by bringing new candidates into the system. The recruitment assistance team is intended to be a partner and resource for both ESD and RSD staff. Staff is encouraged to contact the recruiters when they may be of service. Recruiters will work with staff to ensure that employers' needs are being met, and will provide the level of involvement that staff deems most appropriate given each individual

customer's preferences. The recruitment team's primary purpose is customer satisfaction, and in addition to the business customer, ESD and RSD staff members and community partners, as well as any of the organization or groups that the team comes into contact with during the course of doing business.

- Hard-to-Fill Assistance
  - o Defining Hard-to-Fill
- Hard-to-Fill job postings are considered to be those postings listed in WorkinTexas.com that are either part of a targeted industry (engineering, medical, or education) or do not receive more than 5 matches on the first staff review. These are the types of postings that can be referred to the recruiters by ESD or RSD staff. These postings may also be identified by the recruiters, who will then contact any staff assigned to such postings in order to establish a working relationship specific to the posting. Requests for assistance from the field and other postings otherwise categorized as hard-to-fill will be the primary focus of the recruitment assistance team.
  - o Recruitment Assistance
  - o Field Requests
  - o A recruitment assistance form is available for use to communicate basic information regarding a posting that requires recruiting assistance. This form can either be filled out directly by the staff member making the request, or can be filled out by the recruiter when contacted by a staff member for assistance. Once the form is completed, it is submitted for approval by the recruitment assistance team supervisor and assigned to the appropriate recruiter. Staff is notified of the status of their request within one business day of receipt. Recruiters are responsible for notepading their work on each posting in WorkinTexas.com.
  - o WIT Reporting
  - o Additional hard-to-fill postings may be identified through the recruiters' daily review of the daily new job postings report or a regular review of open postings in WorkinTexas.com. Additional postings may be targeted based on the current list of available candidates. Recruiters are required to work a total of 60 new postings each month and may reach their goal by combining field requests with other hard-to-fill postings identified in WorkinTexas.com. Recruiters notepad any involvement with a posting in WorkinTexas.com and contact anyone assigned to a posting prior to directly contacting the employer.
  - o Workload
  - o Work assignments are made based on area of expertise as well as a goal of accepting approximately 3 new job postings per day per recruiter. Recruiters also have minimum requirements regarding candidate referrals and recruiting from outside of the system. Workload is reviewed by management on at least a weekly basis in order to address any concerns in a timely manner.
  - o Referring Candidates
  - o Upon the identification of a job, posting that qualifies for recruitment assistance, whether by a field request or based on system research, recruiters being the referral process. Recruiters begin their search by running matches in WorkinTexas.com and employing various search techniques in order to identify the most qualified candidates. Candidates

may also be recruited from outside of the system, in which case they will be contacted and asked to complete their profile in WorkinTexas.com and subsequently referred to appropriate postings. Referrals will be made by recruiters via the career office assigned to the job posting. Recruiters generally refer candidates in groups of one to three per job opening and then request feedback prior to sending additional candidates. When feedback is consistently provided regarding the candidates submitted or the customer's needs, the recruiters will continue to submit batches of candidates. In the event that such communication attempts fail, recruiters will discontinue work on the posting after two batches of candidates have been sent. Fills for job postings assigned to staffing specialists will continue to be credited to the staffing specialist.

o Following Up
o General Approach
o In the interest of providing quality customer service in a timely manner, the recruiters attempt to contact account representatives, whether the employer or the individual assigned to the account, within two business days of referring candidates. The preferred, and more effective approach, is to contact the customer directly on behalf of the individual assigned to the account. The purpose of this contact is to establish the degree to which the candidates matched customer expectations and to revise the job posting and refer additional candidates if necessary.
o No Response
o In circumstances where no feedback is available, or the quality of the feedback is consistently too poor to respond appropriately to, the recruiters may discontinue their attempts to fill a particular job posting after two batches of candidates have been submitted.
o Documentation
o Recruiters document their involvement with job postings in WorkinTexas.com by notepading their progress. The first note in WorkinTexas.com will include acknowledgement that a specific recruiter has been assigned to assist with a particular job posting. Additional notepading is done when the recruiter contacts the customer or the individual assigned to the account, refers qualified candidates, or otherwise maintains the job posting. Recruiters also track their progress with job postings on a spreadsheet and maintain a candidate spreadsheet as well.
o Resources
o Recruiting Tools
o The list of available recruiting tools is constantly changing, but generally includes system tools such as WorkinTexas.com, online job boards such as Jobing.com, and other tools such as craigslist. In some cases, jobs will be reposted on these or other sources in order to expand the candidate search beyond what is available in WorkinTexas.com. Recruiters generally exhaust WorkinTexas.com prior to using other tools but will target their approach based on the best method of searching for a particular type of candidate.
o Networking
o In an effort to constantly build partnerships with candidate sources as well as potential and existing customers, the recruiters attend a minimum of two recruitment-related events per month. Those events may include job fairs, other recruiting or hiring events, and

meetings of professional organizations and groups. Additionally, the recruiters are encouraged to be active in their use of online networking tools including LinkedIn, Facebook and MySpace. The use of these tools is strictly professional and in accordance with all relevant policies and regulations.

6.2.3 Exceptions to Follow Up

Some exceptions to routine follow up exist, and Staffing Specialists are not responsible for contacting the following types of employers unless they receive a specific request from career office staff:

- Staffing agencies that indicate they are awaiting a contract with an employer and have no immediate openings are using the WIT database to compile resumes/applications. This practice is not following the use agreement in WorkInTexas.com. Staff should advise the employer that she must close the job posting and the staff should document results in notes.
- Job postings assigned to a Business Consultant unless previously agreed to follow up.
- Government agencies
- Employers that specifically request not to be contacted for follow up and/or prefer to manage their job postings. These employers are listed on the *Do Not Contact* list.

6.2.4 Update Information on State Agencies

Below, are state agencies that requested we do **<u>not</u>** enter or close their job postings in WorkInTexas:

TPW:	Texas Park & Wildlife
HHSC:	Health & Human Services Commission*
TDCJ:	Texas Department of Criminal Justice
TxDOT:	Texas Department of Transportation*
OAG:	Office of Attorney General
DARS:	Department of Assistive & Rehabilitative Services*
DADS:	Department of Aging & Disability Services*
DSHS:	Department of State Health Services*
DFPS:	Department of Family & Protective Services*
TxAM	Texas A & M
Tx Coop Ext:	Texas Cooperative Extension
Tx Ag Exp Station:	Texas Agricultural Experiment Station
TWC:	Texas Workforce Commission

* These agencies gave the go ahead for staff to update or edit matching criteria on their job postings, when appropriate, to assist in better quality matches.

Shaded areas

Phone # - HHSC, DADS,DARS, DSHS, DFPS HR Center

For questions or clarifications on any HHSC, DADS, DARS, DSHS and DFPS job postings please call their Human Resource Service Center at: 1-888-894-4747

6.2.5 Helpful Tips

Avoid multiple contacts to the employer by always checking the job posting notes to see if another staff member has recently contacted the employer.

Prioritize follow up response time according to request of employer or occupation listed on job posting.

ESD staff that have employers known to have a pattern of wanting to keep job postings open for an extended period without hire verification when historically the type of position (fast food workers, retail clerks) should have been filled, should ask employers whether they have immediate openings and explain the use agreement policy in WIT. If after discussing and determining with the employer that no immediate openings exist, staff should advise the employer of the closing of her posting and document her actions in notes.

Avoid asking the employer if anyone from Workforce Solutions was hired. The employer may not know and staff may obtain inaccurate information. Instead, inquire on specific names. Reducing the number of allowed contacts to 15 or less on a job posting and providing the names of those referred increases successful hire verification result in many cases.

6.3 FOLLOW UP – SPECIFIC REQUEST (VERIFICATION)

6.3.1 Hire Verification Source

ESD will use any of three sources to verify hire information: first-hand testimony from the Employer, which is the primary source of contact, first-hand testimony from the Job Seeker, or

second-hand testimony from the Job Seeker's household member (must be able to verify start date).

6.3.2 Posting of Hires

We give hire credit to the referral that resulted in the hire. When there are multiple referrals to the same employer for the same opening, we give hire credit to the most recent referral unless ESD knows the situation and is able to determine where credit is due.
- Only ESD staff can update hires in WIT.
- You should post hires on all verified referrals, regardless if the referral is from your assigned career office(s) or not.
- You cannot give hire credit on a job seeker where someone else has already posted the hire from another job posting for the same employer; however,
- You can update the hire, if the job seeker has returned to work for the same employer **and** has had intervening employment elsewhere (Must have proof of intervening employment).

6.3.3   Automatic Verification

Some requests do not require a contact to the employer based upon known information. Referrals in WIT must be prior to the employment start date, however. Some of the sources are:
- Unemployment Insurance wage record information
- Direct correspondence from employer via email, fax or mail
- Online verification resource such as www.theworknumber.com
- Texas Department of Public Safety's website for security guard positions – www.dps.state.tx.us

6.3.4   UI Wage Record Information

The following instructions explain how to view wage record information to determine if you can post a hire after receiving a request to verify:
- Referral in WIT must be in or prior to reported quarterly wages located on the TWC Mainframe
- Log in to the TWC Mainframe (TPTX1)
  - Tab down to the fourth selection in the left column, Wage Record Inquiry and enter
  - Type in the SSN and enter
  - View wages from employer
    - <u>1</u>-06: first number indicates first quarter (January, February, March)
      - 2: second quarter   (April, May, June)
      - 3: third quarter   (July, August, September)
      - 4: fourth quarter   (October, November, December)
    - 1-<u>06</u>: second number indicates the year (2006)
    - Wages are shown for the current base period (the first four of the last five quarters)
    - TWC Mainframe is DOS-based; hit the f8 key to page forward to the next page

6.3.5   Posting Hires More Than 12 Months Old

Periodically, usually every quarter, the system will capture hires by connecting referrals in WIT (job seeker's SS numbers) with employers (valid tax ID numbers) where the employer has reported wages to TWC via its State tax account. The process is called delayed verification *sweep.* The system may go back as far as 15 months to post hires on referrals. However, on occasion RSD staff may find hires that were not picked up by the sweep and will make a request for verification.

If the referral is more than 12 months old, WIT will not allow staff to update the hire. Staff may make exceptions in WIT **only** if the referral is less than 15 months. If the referral is older the 15 months, staff cannot give hire credit.
- Verify hire from UI Wage Record Information
- Select referral from Job Seeker Services
- Click on job seeker status and change status to Hired

- Make start date less than twelve months of the referral
  - o Ex: Today is October 1, 2007. Referral shows July 15, 2006. UI Wage Record shows wages from employer in the third quarter, 2006. Update hire with start date of July 14, 2007.
- Document results in Notes

6.3.6   Verification of Job Developments

A job development occurs when a staff member initiates contact with an employer on behalf of the job seeker, acknowledges that she is from Workforce Solutions, and the employer agrees to have the job seeker apply for the job. ESD staff must verify with the employer, the employment start date **and** initial contact from Workforce Solutions before providing hire credit on job developments. In addition, job developments must meet the following criteria:

- There cannot be an open job posting in WIT with that employer matching the job seeker's qualifications. Staff may do a job development for a different position, however.
- Staff cannot do job developments on job postings in Closed-pending, Hold or Maximum-contacts status; Instead, RSD staff should request ESD to update these postings to allow for additional referrals.
- Staff cannot do job developments on staffing agencies or self-employment opportunities.
- Staff can only do JD's on one position. If the employer has multiple openings, then staff should take the job order and submit it to HoustonJobs.
- Information on the Placement Verification form must have the name and telephone number of the employer contact as well as the title of the job seeker's job.

6.3.7   Disallowing Hire Credit

It is the responsibility of the verifier (ESD staff) to obtain accurate hire information from either the employer or job seeker before posting hires in WIT. We must maintain the highest integrity with respect to information we place in our management information systems. When every attempt to contact both the employer and the job seeker at various times over a period of three days is unsuccessful, the hire credit must wait until the wage record sweep. ESD may disallow hire credit for the following reasons:

- The referral was backdated in WIT to capture a hire
- The job seeker found the job on her own
- The job seeker was not hired or has not started the job yet
- Staff did not post the referral in WIT
- Hire credit belongs to another referral for the same employer and opening
- The referral is older than 15 months
- The referral is after the employment start date

6.4   DOCUMENTATION

6.4.1   Quality Documentation

Quality documentation in WorkInTexas is critical to assess the status of a job posting. Generally, there should be a progression of information and services from the entering to the closing of a job posting. The job posting notes is a universal form of communication for staff to use. RSD staff may post notes on a job posting.

Staff must have clear communication when documenting notes in WIT. The information must be clear and concise to give the reader enough knowledge about what has been done:

- Provide information on what you actually did and why. Avoid canned statements and phrases where the meaning is vague, such as "working the job posting" or "need status."
- Avoid using abbreviations (*IMVM or LM E/E to CBBCOB 100507*) that may be unfamiliar to other person, including Board and other staff members form other local workforce development areas.
- Keep your tone and language professional and avoid using notes as a means to criticize your neighbors. Remember, this is a pubic document and can be viewed by anyone, including personnel from the State or U.S. Department of Labor.

In addition does the documentation clearly:

- Describe **what** the employer wants and needs
- Describe a **solution** or **plan** to address what the employer wants and needs
- Describe the **action** taken by staff to produce what the employer wants and needs
- Reflect **frequent, routine and timely** contact with the employer
- Reflect the final **outcome/results/conclusion**

7.   QUALITY ASSURANCE

The primary responsibility of the Quality Assurance Unit is to promote and verify an effective system of oversight and monitoring for the Employer Services Division (ESD) processes and production. This system exists to ensure compliance with Employer Services Division Uniform Policies and Procedures within the Workforce Solutions system along with applicable state laws, regulations, and policies.

A comprehensive program of audits along with the basic provision of service to employers is vital to a balanced employer service program. It is necessary for the proper and efficient administration of ESD guidelines.

7.1 QUALITY ASSURANCE - CENTRAL OFFICE

7.1.1   Quality of Customer Service

Staff will demonstrate mastery of job-related skills when interacting with external and internal customers by phone and email. Staff should be able to communicate orally and in writing at a business level.

The supervisor will periodically monitor phone calls of Business Service Representatives for quality customer service. The monitor will not listen in on personal calls, but will discuss with the staff member if misuse of personal calls becomes apparent.

The monitor will review for quality various elements of the customer service call such as, greeting, purpose, communication, tone responsiveness and closing. The BSR will need to rate 10-15 on the Quality of Customer Service Review form to meet standards. A sample form is located in **Appendix 15** of this manual.

In addition, Supervisor/Team Leader will monitor workstations to ensure staff are following established office procedures. She will do the following:
- Check that phones are logged in
- Check that staff is on the phone (work-related)
- Check that staff is not diverted by non-related work, i.e. other websites, personal email, etc.
- Check phone messages from absent workstations and re-route messages accordingly

The BSR Team Leader will report non-compliance to the supervisor/management. ESDC will follow the corrective and disciplinary guidelines for staff who consistently do not meet standards.

7.1.2   Procedure for Taking Phone Calls and Assisting Customers

Step 1. Check your desk phone when at your workstation and confirm that you are "logged in" so that the phone system can forward customer calls to you on a random basis.

Step 2. When a phone call is routed to you, answer the phone and greet the customer in a polite, friendly, professional manner:

- Give the customer your name, organization and division
- Assist the customer using clear, professional, jargon-free language, communicating concisely and in an organized manner.
- Keep the tone of your voice upbeat, courteous and professional, suggesting to your customer your willingness to help
- Listen actively to what the customer wants and needs using verbal acknowledgement and asking clarifying questions appropriately
- Restate the customer's needs or request and check for understanding. If applicable acknowledge the customer's feelings
- Offer suggestions/solutions connecting the customer Workforce Solutions products and services.
- Summarize the agreed upon solution and state what steps you will take next.
- Explain courteously to the customer if his/her request is beyond the scope of our services.
- If the customer's call to our division is in error, take responsibility to connect him/her with the right department or person and refrain from just giving him/her another number to call
- Be sure to take whatever steps you promised the customer and follow up to check on the customer's satisfaction with the result.

7.1.3   Quality of Job Posting and Timeliness of Entry

The Supervisor will review 5-10 job postings samples per month for each BSR and grade them on accuracy and timeliness of entry. BSRs will need to have no more than 3 to 5 exceptions per quarter to meet standards. The Supervisor can assess timeliness by viewing the Job Posting Tracking Log, the spreadsheet report for job postings.

In addition, the Quality Assurance unit will review sample job postings each quarter to assess the quality for job posting for the Business Services team.

7.1.4   Quality Market Share

Business Consultants designated for the Sales and Marketing team must submit their daily activity reports to their Team Leader for quality and accuracy. The Sales & Marketing Team Leader will reconcile staff production against numbers reported in WIT.

The Sales & Marketing Team Leader will monitor additional task assignments and special projects based upon assigned timeframes, content quality & accuracy, and completion of tasks.

7.1.5   Tax ID Research

The Tax ID Researcher is responsible for researching, updating and ensuring employers' state tax ID's are accurate in WorkInTexas. She will begin each day with the assigned list retrieved from WorkInTexas for Employer Accounts in Pending Status. Throughout the day, she will also receive requests to locate employers' state tax ID's.

She will pull the employer's WIT account to assess and analyze its current condition and check for the following:
- Research for multiple accounts created in WIT and merge if necessary
- View for accuracy of spelling and address information
- Contact employer for valid state tax ID
- Research Employer Search Inquiry in TWC Mainframe as appropriate
- Check appropriate count appraisal districts or comptroller's office database if necessary
- Check Unemployment Insurance or online search tools as appropriate
- Update employer account information in Wit to reflect the valid state tax ID

The Tax ID Researcher will submit completed activity reports bimonthly to her supervisor. Throughout the day, she will accept routed calls and will follow the same standard procedure for assisting customers who call.

7.2 QUALITY ASSURANCE – ALL STAFF

7.2.1   Hire Audit Procedure

Quality Assurance staff will audit hires that ESD staff updated in WIT to determine validity and performance trends and/or patterns.
- QA staff will pull a random monthly sample of hires updated by ESD staff.
- Using the TWC Mainframe, staff will use wage records reported by the employer as well as wage records reported for the employee to confirm the employee was indeed hired during the period reported by the ESD staff verifying the hire.
- QA staff will check the job seeker's SSN, name and company name for accuracy.
- If the process produced no results of employment, the QA staff will mark the hire as invalid on the spreadsheet report.
- QA staff will document any noticeable observations, trends or patterns of the ESD employee verifying hires.

7.2.2   Follow Up Survey

This section discusses the process for conducting a desk audit of the Hospitality staff performing follow-up duties. These out-stationed staff members by the Regional Manager for the Southwest Region.

Each month, QA staff randomly selects five assigned job postings per staff member for audit. QA Staff will communicate findings of the audit to the Regional Manager. Staff may view guidelines for the follow up audit in **Appendix 19** of this manual.

7.2.3   LMI Audit

Q.A. staff will pull monthly samples of staff (Business Consultants) work activity regarding services to employers to determine validity and quality content. In addition, the Q.A. staff will report to management the analysis of her findings and any performance trends and/or patterns. The results of the audit will provide management an opportunity to give feedback to staff.

7.3 CUSTOMER SATISFACTION SURVEYS

7.3.1   Board Level

H-GAC uses a third-party firm, Sarauge Marketing Research, to conduct customer satisfaction surveys employers. Sarauge emails web surveys to employers to gauge the effectiveness of the services BC's provide their customers. The survey consists of a 4-point questionnaire that asks employers to rate their quality and level of service received from the BCs.

Based upon the returned responses, the survey calculates a composite score. Currently, the survey is being redeveloped and will not be used in its official capacity for the 2008-2009 contract year.

7.3.2   Contract Level

A feedback mechanism via email, by phone or in person for employers is necessary to gauge the effectiveness of Employer Service and make continual improvements in the way we do business. The surveyor will take a random sample survey of employers where BCs have provided them services in WorkInTexas. The survey will contain questions about Workforce Solutions service(s), the employer's satisfaction rating and comment solicitations for improvement.

QA Staff will make a compilation of employer responses for monthly reporting, summarized in totals and percentages. In addition, QA Staff will categorize responses into four major areas:
- SUGGESTONS: Comments from the customer that make a suggestion, recommendation or a statement of how the service can be approved
- COMPLAINTS: Comments from the customer that express some dissatisfaction with their experience in using Workforce Solutions
- TESTIMONIALS: Comments from the customer that express how Workforce Solutions was instrumental in solving their workforce problem (This could possibly be used in a brochure or story piece)
- GENERAL: Comments from the customer that does not provide any useable information Examples are statements such as, "*I still have 4 orders in the system;*" *"We did not hire anyone, but we will keep the resumes;*" *or "We will list more positions in the future.*"

7.4 COMPLAINT RESOLUTION

7.4.1   Definition

Any expression of dissatisfaction about a staff member or service that is not resolved at the first point of contact is a complaint. The customer may file a complaint by phone, email, mail or in person.

7.4.2   Complaint Handling Process

The following process will be used for handing customer service complaints that do NOT contain any allegation or indication of violations of rights under the law.

1. Any ESD staff member (Business Consultant, Staffing Specialist, BSR or Management Team) will be able to listen to a customer complaint and attempt to resolve it. If not able to satisfy the customer, staff should direct the customer to his immediate supervisor or appropriate personnel. At ESD Central Office, all complaints will be referred to the Quality Assurance Manager if staff member receiving the complaint is not able to resolve.

2. If ESD supervisory staff is unable to resolve the customer's concerns, they will give the customer the name and number of the Quality Assurance Manager, along with all the information regarding the complaint.

3. The Quality Assurance Manager must attempt to resolve the complaint within 24 hours of receipt (excluding weekends and holidays). QA Manager will contact the customer and may, at his or her discretion, email or mail an initial response letter. QA staff will document the complaint on a complaint log and file, along with any customer correspondence in a monthly file.

4. The QA Manager will follow up with the customer, outlining the resolution to the complaint. In addition, the QA Manager may send a complaint resolution letter to the customer.

5. If the customer is not satisfied with the resolution, the QA Manager will give the customer the name and number of the Operations Manager. The QA Manager will notify the Operations Manager, advise that a complaint has been forwarded, and give information regarding the complaint and the attempts made to resolve the complaint.

6. The Operations Manager will contact the customer within 24 hours of receipt and enter all pertinent information into the complaint log. If the complaint is resolved to the customer's satisfaction, a summary of the resolution is included and the QA staff will note the complaint as "resolved" in the complaint log.

7.5 PERFORMANCE APPRAISALS

7.5.1   TWC State Staff

The purpose of the Performance Panning & Review (PPR) is for management to plan and review the employee's job performance for a specific period. The supervisor and employee complete portions of the form at the beginning of the review period and finalize completion of the form at the end of the review period. The PPR is divided into seven sections:
- Section A – lists the PPR information on the employee and type of review.
- Section B- lists the employee's job description
- Section C – lists job duties in order of importance as either Primary (P) or Secondary (S), and their Performance Expectation rating levels
  - Outstanding
  - Proficient
  - Unsatisfactory
- Section D – lists Core Dimensions, their rating levels and supervisor's comments
  - Quality Customer Service
  - Teamwork
  - Communication
  - Initiative/Innovation
  - Flexibility/Adaptability
  - For Supervisors/Managers
    - Leadership
    - Training
    - Administrative/Human Resources
    - Problem Solving
    - Team/Workgroup Building
- Section E – lists rating on Policies and Procedures
  - Unsatisfactory
  - Proficient
- Section F – Signatures and Employee's Comments
- Section G – lists Summary of Performance Ratings & Determination of Overall Rating

The employee's supervisor will determine the employee's rating for each of the performance standards based on samples pulled for the review. She/he will tally the ratings and give the average percentage for each measured standard for the program year.

The overall rating is based upon the ratings from Sections C, D and E from the PPR. The employee must achieve a rating of "Outstanding" for Management to recommend a merit increase.

7.5.2   ETC, Inc. Contractor Staff

Employees are evaluated by their supervisors twice a year, using three performance measures.

Business Consultants and Hospitality Staffing Specialists have different performance measures. Based upon outcomes and the degree to which they exceed performance, employees may be eligible for salary bonuses and/or merit increases.

Business Consultant
- One-on-One Competencies
    - External Relationships
    - Internal Relationships
    - Labor Market Intelligence
    - Communication and Services to Priority Employers
    - Documentation
- Market Share
- Customer Loyalty
- Customer Satisfaction

Staffing Specialist
- One-on-One Competencies
    - Ability to Address Employers' Needs
    - Internal Relationships
    - External Relationships
    - Documentation
- Fill Rate
- Follow Up

The appraisal tool calculates a composite score for each section and uses the following scale based upon the supervisor's answers:
- 0 = Does Not Meets
- 1 = Meets
- 2 = Exceeds

7.6 ACCOUNTABILITY AND INTEGRITY

7.6.1 Data Integrity

Employer Service Division is responsible for data integrity of the WorkInTexas system for the Gulf Coast region. Staff members should only record true and accurate information in WorkInTexas. Staff should immediately report any discrepancy, inaccuracy or abuse of the system to his or her supervisor.

Our primary objective is to provide and promote what is best for the customer. Misrepresentation of information for dishonest and/or personal gain hurts credibility and compromises the mission and vision of Workforce Solutions.

7.6.2 Standards of Conduct

All staff members are expected to conduct the business of Workforce Solutions in full compliance with the law, policies and regulations, and in an honest, fair and courteous manner, avoiding the appearance of undue influence, impropriety or favoritism.

Employees are expected to project a professional image: competent, effective and efficient, treating all customers with respect and dignity.

Any staff action contributing to violations of the established office policies, rules, and regulatory compliance will be subject to the appropriate disciplinary and/or corrective action up to and including termination.

Appendix 1	**New Staff Member Orientation and Training Checklist**
Appendix 2	**Use Agreement – Employer**
Appendix 3	**Quality Job Order Taking Checklist**
Appendix 4	**Job Posting Request Form**
Appendix 5	**Creating a Job Posting**
Appendix 6	**New Employer Service Request**
Appendix 7	**Sample Customized LMI Report**
Appendix 8	**Script for Verifying Contacts in WorkInTexas.com**
Appendix 9	**Glossary of Terms**
Appendix 10	**Job Posting Status Definitions and Icons**
Appendix 11	**Script Guideline for Asking Employers about Their Open Positions and Hiring Events**
Appendix 12	**Procedures for Following up with Employers in WIT**
Appendix 13	**Hire Verification Guidelines**
Appendix 14	**Placement Verification Request Form**
Appendix 15	**Verifying Hires in WIT**
Appendix 16	**Quality of Customer Service Review Form**
Appendix 17	**Quality of Job Posting Review Form**
Appendix 17a	**Quality of Job Postings (defined)**
Appendix 18	**Follow Up Assessment**
Appendix 18a	**Follow Up Assessment Guidelines**
Appendix 19	**WIT Notepad Documentation Examples**
Appendix 20	**Complaint/Grievance Report (External Customers)**
Appendix 20a	**Complaint Resolution Log**
Appendix 21	**Management Notification Form (Internal Customers)**
Appendix 22	**Performance Appraisal – Business Consultants**
Appendix 22a	**Performance Appraisal – Business Consultants/Central Office**
Appendix 23	**Performance Appraisal – Staffing Specialists (Contractor Staff)**
Appendix 24	**Guide to Corrective and Disciplinary Action (State Staff)**
Appendix 25	**Customer Satisfaction Survey – Board Level**
Appendix 26	**Customer Satisfaction Survey – Contract Level**
Appendix 27	**New Employer Inquiry**
Appendix 28	**Recruitment Assistance Form**