



EMPLOYER SERVICES PLAN:

A **Coopetition Strategy for Value Creation**

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Introduction

This paper delineates a synchronized multi-agency approach to provide services to employers in Miami-Dade and Monroe Counties. In a competitive business environment, a cooperative multi-agency model is challenged by its own natural spirit for market expansion and dominance. Reasonably, this business dynamics is not absent in the South Florida Workforce (SFW) service delivery system.

The same competitive environment which aims at minimizing inefficiencies in the system could work against maximizing market penetration, customer satisfaction, and ultimately diminishing job placement levels due to a non-strategic allocation of resources, duplication of initiatives and lack of information sharing. In order to address the previously stated challenge, the South Florida Workforce system, particularly the Employer Services component, has to work together in unison, as one company, coordinating industry and employer campaigns with all employer consultants¹ and job placement specialists², despite their business alliance and geographical location. In other words, all South Florida Workforce employer services initiatives should service the business community as a fully dynamic and integrated One Unit.

So, the question is “How does South Florida Workforce promote cooperation among service providers in the Employer Services area without disrupting competition? Well, Business Management³ and Managerial Economics literature strongly suggest that a hybrid business model may appropriately provide a base to encourage cooperation and competition among SFW services providers. This hybrid model is called Co-opetition. It is widely applied among the airlines, automotive and financial services industries.

The first part of this paper develops an Overview and Background to provide context in which the synchronized multi-agency approach above mentioned is based upon. This section includes SFW mission and vision, Targeted industry analysis, Targeted Employers Strategy. There is an amplification of the hybrid business model's pros and cons.

The second part clearly delineates the Rules of engagement upon which service providers will interact with the business community. Also it includes the identification of each employer consultant, organizational chart, assignment by industries, identification of individual performance and system of accountability, employer consultant training, and disciplinary actions.

Lastly, the paper presents the established baselines and action plan to be implemented starting January 01, 2005.

¹ Please see Appendix II for Job Description.

² Please see Appendix II for Job Description.

³ Battista, Giovanni; Padula, Giovanna. “A New Kind of Interfirm Dynamics for Value Creation.” University of Catania, Italy.

Overview and Background

The South Florida Workforce Strategic Plan serves as a compass for developing a philosophical and empirical base when creating and launching an initiative, campaign or program. This is done in coordination with the rest of the organization and delivery system, reason why, this overview starts with SFW Vision and Mission.

The vision of the organization describes where the organization would like to be. South Florida Workforce envisions a dynamic world class labor force, which is economically thriving in an open market economy.

Vision
South Florida Workforce will develop an economically thriving, world-class labor force, in collaboration with community partners.

A higher level of interaction with the business community is imperative to develop a more sensitive approach to fulfilling their needs, which in turn will help participants and job seekers. A more intimate relationship with employers will enhance South Florida Workforce's ability to place individuals in jobs.

Mission: The agency's mission states how the organization is going to achieve the vision.

Mission
South Florida Workforce provides high-quality employment and training solutions to job seekers, workers and employers to foster regional economic growth.

It is important that all service providers align their own strategic plans to the umbrella agency to further promote collaboration. Clear understanding and full implementation of these strategic planning elements is crucial for the functioning of the system. This becomes particularly important when approaching the business community to assist in filling their job openings.

Incorporating SFW Vision and Mission into every day practice will enhance our ability to appear in front of the Business community's eyes as a one well coordinated initiative.

Coo-petition: Cooperation with competitors

A growing and dynamic employer base demands for increasing flexible organizations that can adjust relatively rapidly in response to market demand and still provide high quality level of services. More specifically, the Miami-Dade and Monroe Counties employer community needs organizations that can integrate hybrid business modeling to assist them in their workforce development needs. The Coo-petition is one business model that could potentially be of good practical use to the employer services units within the workforce delivery system. Prior to fully addressing the Coo-petition perspective let's introduce briefly the Competition and Cooperation perspectives.

Competitive Perspective

Under a limited resources scenario, SFW service providers compete for employer accounts around South Florida in order to generate job leads. Ultimately, a job lead will be matched to a jobseeker by the Job Placement Specialist. This regional approach promotes strong competition among service providers (unfortunately limited resources does not permit a higher level of industry specialization that can translate into comparative advantage). Also, because of the competitive nature, pertinent and timely information sharing for fulfilling employer expectations is discouraged. The end result of approaching employers in this manner could be perceived as uncoordinated and may not support a strategic allocation of limited resources.

Cooperative Perspective

Cooperation among service providers would be ideal, but under the competitive environment created to mitigate inefficiencies in the workforce delivery system, this may not be realistically achievable due to the natural self-interest for survival, market expansion and profitability. Within the workforce delivery system there may be some areas where pure collaboration could be applied, regardless of the competitive environment (for example develop joint job fair).

Coopetitive Perspective

Coo-petition is a business strategy based on a combination of cooperation and competition, derived from an understanding that business competitors can benefit when they work together⁴. For example: one of the service providers holds a greater level of expertise with respect to one industry or one single employer in the region, let's say Construction and a second one does the same with the Finance Industry. It is in their best interest to collaborate in some segments of the service delivery system to keep the business community engaged. Perhaps service provider 1 has the employment opportunities and service provider 2 has the human capital to fulfill the expectations of the employer. Clearly under the stated circumstances, coordinated efforts will lead to a win-win situation.

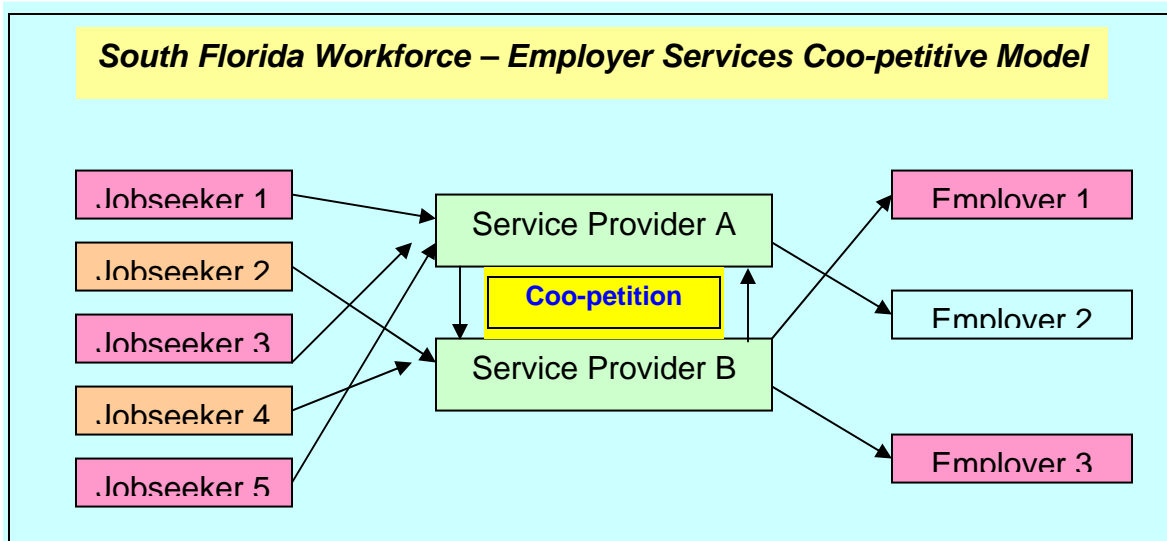
These coordinated efforts represent a genuine attempt to:

- Minimize duplication of services by developing a single point of contact to employers, reducing employer overburden.

⁴ Search CIO Web Definitions.

- Maximize levels of expertise by specializing in fulfilling the needs of targeted industries and targeted employers, adding consistency and higher quality of service – Greater access to business know-how.
- Increase efficiency in the service delivery system as a whole by maximizing information sharing – vertical and horizontal flows.
- Increase customer retention by consistently providing higher quality of services.
- Increase employer satisfaction by delivering promised services.
- Expansion of service by access to other sub-regions comparative advantages.

Coo-petition is attributed to increasing interdependence between competitor and heightened needs for collective actions, risk sharing, strategic flexibility, and prompt response to market demands⁵. Perhaps the last two are the most affected because of the inherent rigidity factors in Workforce’s development due to rules and regulations to comply.



The graph above illustrates ways **coo-petition** enhances Services Provider A ability to place jobseeker 1, 3 and 5 if they are interested in achieving employment with employers 1 or 3. In the graph, Services Provider A has the human capital to fulfill the expectation of employer 1 and 3, but Service Provider holds the expertise in the pink industry. Jobseekers and Employers will benefit tremendously if Service Provider A and B work together to fulfill their needs. Services Provider A utilizes Service Provider B to access pertinent employers.

Value Added

We strongly believe that value added is created at all levels of the South Florida Workforce delivery system, whether providing labor market information, training, counseling or support services, and this statement holds true under the Competitive and

⁵Yadong Luo, © CBS Press 1997-2004 - Last updated by CBS Press Webmaster 20 Oct 2004

Collaborative perspective. We are advocating that a coo-petitive integrated system will give the necessary flexibility to assist the employer base in the community. In this particular case added value focuses on ways of how to improve service delivery mechanism and services to be provided to existing or potential customers. The SFW system has been successful in interacting with some industries and specific jobseeker segments, but a new business model is needed to propel the system to increase market expansion and open opportunities for members of our community who are looking for employment opportunities and are not currently targeted.

Understanding Employers Needs

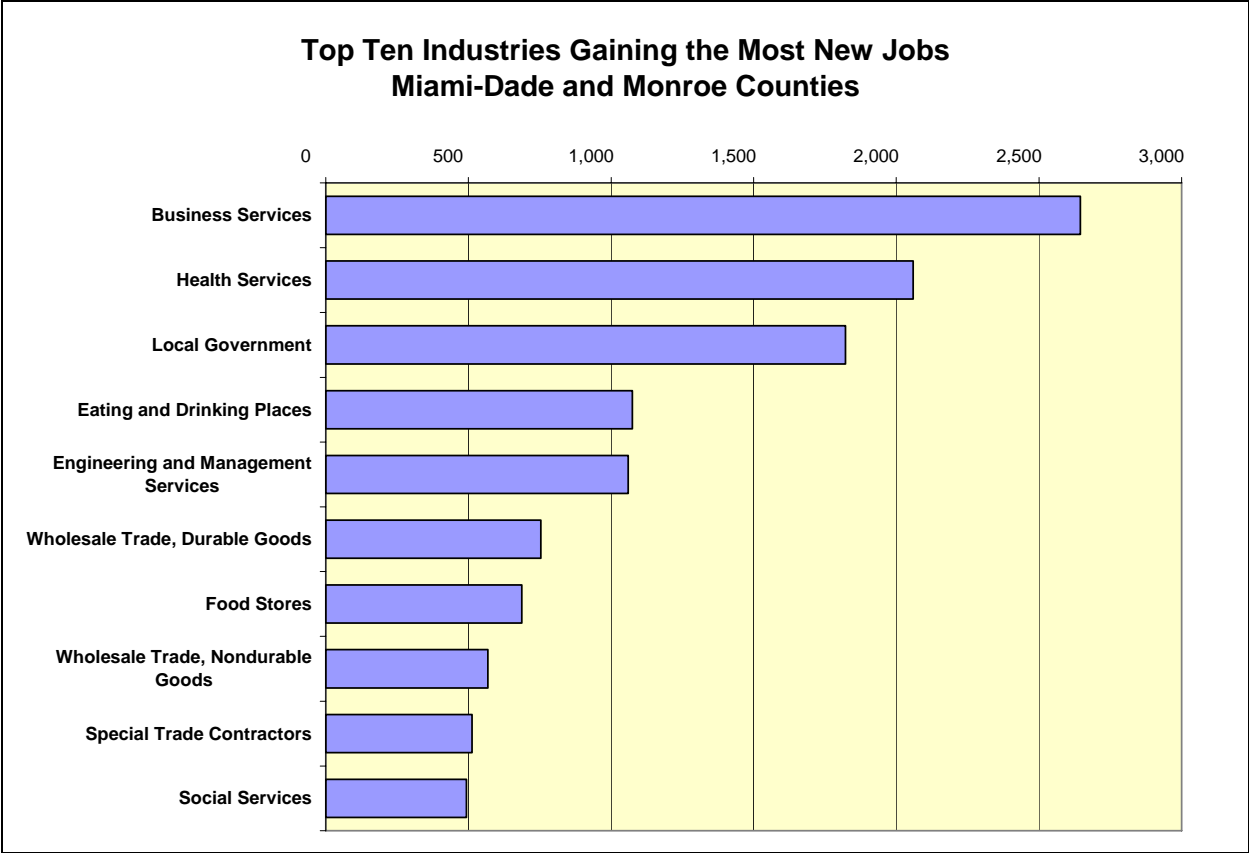
We need to understand the needs of the business community and strategize how to serve them in a coordinated manner. **“Growing and Preserving Good Jobs: Connecting Market Demand with Labor Supply”** provides a systematic approach to understanding industry employment demand, providing a roadmap for job-placing. In many respects, this approach will ensure the success of maximizing placement opportunities. A higher level of interaction with the business community is imperative to develop a more sensitive approach to fulfilling their needs, which in turn will help participants and job seekers. A more intimate relationship with employers will enhance South Florida Workforce’s ability to forecast, in the short-run, occupational demand and to develop a better understanding of emerging occupations.

Once we develop a good understanding of the needs of the business community, we could then assign Employer Consultants to specific industries and businesses to create a greater level of expertise. This entails identifying and prioritizing key industries that will generate most future employment; it also entails identifying members of the employer community most likely to work with SFW.

Targeted Industries

Long-term industry employment projection is a tool that the local workforce development professional should use as a starting point for the prioritization of industries. These forecast estimations should be analyzed in the short-term context to determine priorities for the short, medium and long-run and should not be used as a sole source for the development of training programs. For example, the following bar chart offers a display of the top ten industries gaining the most new jobs in Miami-Dade and Monroe Counties. The bars on the chart indicate the annual average expected growth in job openings due to economic growth and separations⁶. These estimates do not take into account short-term shocks to the economy, business cycles and seasonal factors. Once the workforce development professional identifies the top industries that are adding the most new jobs in the local labor market, further analysis is needed.

⁶ According to the US Bureau of Labor Statistics, Total Separations are all employees separated from the payroll during the calendar month. Total separations are further broken down into: Quits - Employees who left voluntarily; Layoffs and Discharges - Involuntary separations initiated by the employer; and Other Separations - retirements; transfers to other locations; deaths; or separations due to employee disability



Let's continue with our example. Let's pick the Health Services industry from the above chart to develop an industry pipeline linkage between the industry to training providers and the workforce. The next step is to build a percentage composition table of this industry using ES-202⁷ statistics. The subsequent table shows the Health Services Industry employment in Miami-Dade and Monroe Counties, broken down into the sub-industry level. Hospitals rank first with 47,453 jobs, 51 percent, followed by Medical Offices & Clinics.

Sub-Industry Title	Firms	Employment	Percent
Home Health Care Services	196	3,613	4%
Hospitals	68	47,753	51%
Medical & Dental Laboratories	283	2,148	2%
Misc. Health & Related Services	172	4,474	5%
Nursing Homes/Personal Care Facilities	78	8,736	9%
Offices & Clinics of Dentists	973	5,234	6%
Offices & Clinics of Medical Doctors	2,897	18,538	20%
Offices of Osteopathic Physicians	57	284	0%
Offices of Other Health Practitioners	746	2,925	3%
ALL Ownership	5,470	93,705	100%

⁷ ES-202 numbers are employment statistics aggregated at the industry level. These numbers are derived from the unemployment insurance records.

Previously shared in the Industry Analysis section, Health Services was the second industry sector gaining the most new jobs (+2,059 a year). Also, the Health Services industry constitutes 24 percent of total employment in the Services industry and is projected to account for one out of every four jobs created in Miami-Dade and Monroe Counties. Weekly earnings (adjusted for inflation) in health services continue to increase, although much of the increase over the last several years arose from an increase in the number of worked⁸. It is clear from the table above that workforce development initiatives should be centered on hospitals and medical offices and clinics.

Next, analyzing the staffing patterns per occupation is important. The following table⁹ shows the Health Services staffing patterns, indicating the level of occupational employment. Industry pipelines could be created to address the specific needs of this industry, thereby, paving the way for easier transitions into these occupations for job-seekers.

Occupation	Estimated Employment	% of Total Estimated Employment	Projected Employment	% of Total Projected Employment
Total, All Occupations	97,339	100	119,738	100
Registered Nurses	14,740	15.14	17,257	14.41
Nursing Aides	6,546	6.72	8,237	6.88
Physicians & Surgeons	4,783	4.91	6,242	5.21
General Office Clerks	4,421	4.54	5,979	4.99
Licensed Practical Nurses	5,193	5.33	5,652	4.72
Medical Assistants	3,142	3.23	4,889	4.08
Receptionists & Information Clerks	3,173	3.26	3,624	3.03
Supervisors-Clerical Workers	2,355	2.42	3,097	2.59
Home Health Aides	1,872	1.92	2,692	2.25
Medical Secretaries	2,355	2.42	2,618	2.19
Dental Assistants	1,818	1.87	2,546	2.13
Health Services Managers	1,817	1.87	2,504	2.09

It is noticeable that not all the occupations in this industry are medical-related occupations, allowing room for creative, customized, Just-In-Time™ training programs. For example, hospitals hire financial advisors and accountants. How could South Florida Workforce help hospitals fill their need for accountants? Specialized training in accounting, a creative piece of the pipeline, could be created to fulfill their needs.

Occupational Training

In light of the previous information, the next step is aligning training providers and industry representatives of the target occupations (listed in the industry matrix) so the training providers' curricula meet industry needs. For example, the "Medical Assistant" program is offered in the following schools:

⁸ Health Services Industry, Monthly Labor Review – March 1999.

⁹ The table display above is a reduce form of the complete industry matrix (1999).

Institution Code	Institution Name	City
FL213090	<u>FEINBERG-FISHER COMMUNITY CTR- ADUL</u>	MIAMI BEACH
FL213110	<u>HIALEAH SENIOR HIGH ADULT EDUCATION</u>	HIALEAH
FL213280	<u>MIAMI LAKES TECH. EDUCATION CENTER</u>	MIAMI LAKES
FL213060	<u>MIAMI SKILL CENTER</u>	MIAMI
FL413010	<u>MIAMI-DADE COLLEGE - HOMESTEAD</u>	MIAMI
FL213010	<u>ROBERT MORGAN VOC-TECH INSTITUTE</u>	MIAMI

The curricula content includes, but is not limited to, communication and interpersonal skills, legal and ethical responsibilities, health-illness concepts, administrative and clinical duties, emergency procedures including CPR and first aid, safety and security procedures, medical terminology, anatomy and physiology, and employability skills. It is strongly recommended that the curricula content and occupational titles should be developed with stronger input from industry representatives and that they be revised on a regular basis. The length of the program is about six months.

Targeted Employers

According to the findings in this example, the role of South Florida Workforce would be to bring the prospective Health employers and training providers together to facilitate the creation of strong pipelines where they do not currently exist or are weak.

Company Name	Address	City
<u>AVENTURA COMPREHENSIVE CANCER</u>	NE 27TH CT	MIAMI
<u>AVENTURA HOSPITAL & MED CTR</u>	BISCAYNE BLVD	MIAMI
<u>BAPTIST CHILDREN'S HOSPITAL</u>	N KENDALL DR	MIAMI
<u>BAPTIST HEALTH SYSTEMS-S FLA</u>	RED RD	HIALEAH
<u>BAPTIST HOSPITAL OF MIAMI</u>	N KENDALL DR	MIAMI
<u>BAPTIST OUTPATIENT CTR</u>	N KENDALL DR	MIAMI
<u>BASCOM PALMER EYE INSTITUTE</u>	NW 17TH ST	MIAMI
<u>CEDARS MEDICAL CTR</u>	NW 12TH AVE	MIAMI
<u>COLUMBIA AVENTURA HOSPITAL</u>	BISCAYNE BLVD	MIAMI
<u>CORAL GABLES HOSPITAL</u>	S DOUGLAS RD	CORAL GABLES
<u>DADE MEDICAL CARE</u>	POINT EAST DR	MIAMI
<u>DEERING HOSPITAL</u>	SW 152ND ST	MIAMI
<u>DEERING HOSPITAL PHYSICAL THER</u>	N KROME AVE	HOMESTEAD
<u>FLORIDA MEDICAL CTR</u>		MIAMI
<u>GAMMA KNIFE INSTITUTE</u>	NW 12TH AVE	MIAMI
<u>HEALTH SOUTH DOCTORS HOSPITAL</u>	UNIVERSITY DR	MIAMI
<u>HIALEAH HOSPITAL</u>	E 47TH ST	HIALEAH
<u>HIALEAH HOSPITAL GIFT MART</u>	E 25TH ST	HIALEAH
<u>HIGHLAND PARK PAVILION JACKSON</u>	NW 7TH CT	MIAMI
<u>HOMESTEAD HOSPITAL</u>	NW 13TH ST	HOMESTEAD
<u>HOMESTEAD HOSPITAL FOUNDATION</u>	NW 12TH ST	HOMESTEAD
<u>HYPERBARIC & PROBLEM WOUND CTR</u>	S MIAMI AVE	MIAMI
<u>INHOUSE MEDICAL SVC</u>	SW 40TH ST	MIAMI

<u>INTERAMERICAN HOTELS CORP</u>	NE 4TH ST	MIAMI
<u>JACKSON MEMORIAL HOSP</u>	NW 12TH AVE	MIAMI
<u>KENDALL MEDICAL CTR</u>	SW 40TH ST	MIAMI
<u>KEY SURGICAL & HOSPITAL SUPPLY</u>	CRANDON BLVD	KEY BISCAYNE
<u>LARKIN COMMUNITY HOSPITAL</u>	SW 62ND AVE	SOUTH MIAMI
<u>MEMORIAL SAME DAY SURGERY CTR</u>	SHERIDAN AVE	MIAMI
<u>MERCY HOSPITAL</u>	S MIAMI AVE	MIAMI
<u>MERCY HOSPITAL SPECIAL</u>	MICHIGAN AVE	MIAMI BEACH
<u>MERCY OUTPATIENT CTR</u>	S MIAMI AVE	MIAMI
<u>MIAMI CARDIAC & VASCULAR INST</u>	N KENDALL DR	MIAMI
<u>MIAMI CARDIAC & VASCULAR INST</u>	SW 73RD ST	MIAMI
<u>MIAMI CHILDREN'S HOSPITAL</u>	SW 31ST ST	MIAMI
<u>MIAMI CHILDREN'S HOSPITAL</u>	SW 60TH CT	MIAMI
<u>MIAMI HEART RESEARCH INSTITUTE</u>	ARTHUR GODFREY RD	MIAMI BEACH
<u>MIAMI JEWISH HOME AND HOSPITAL</u>	NW 27TH AVE	MIAMI
<u>MIAMI JEWISH HOME AND HOSPITAL</u>	LINCOLN RD	MIAMI BEACH
<u>MOUNT SINAI-SAINT FRANCIS</u>	NE 112TH ST	NORTH MIAMI
<u>NORTH MIAMI BEACH SURGICAL CTR</u>	NE 167TH ST	NORTH MIAMI BEACH
<u>NORTH SHORE MEDICAL CTR</u>	NW 95TH ST	MIAMI
<u>PALM SPRINGS GENERAL HOSPITAL</u>	W 49TH ST	HIALEAH
<u>PALMETTO GENERAL HOSPITAL</u>	W 68TH ST	HIALEAH
<u>PAN AMERICAN HEALTH NETWORK</u>	S LE JEUNE RD	MIAMI
<u>PAN AMERICAN HEALTH NETWORK</u>	NW 57TH AVE	MIAMI
<u>PAN AMERICAN HOSPITAL</u>	NW 7TH ST	MIAMI
<u>PARKWAY REGIONAL MEDICAL CTR</u>	NW 170TH ST	MIAMI
<u>REFRACTIVE SURGERY CTR</u>	NE 167TH ST	MIAMI
<u>RENFREW CENTER FOR MIAMI</u>	MAJORCA AVE	CORAL GABLES
<u>SOUTH FLORIDA HYPERBARIC MED</u>	S MIAMI AVE	MIAMI
<u>SOUTH MIAMI HOSPITAL</u>	SW 73RD ST	SOUTH MIAMI
<u>SOUTH SHORE HOSPITAL</u>	ALTON RD	MIAMI BEACH
<u>SOUTHERN WINDS HOSPITAL</u>	W 20TH AVE	HIALEAH
<u>UNIVERSITY OF MIAMI HOSPITAL</u>	NW 12TH AVE	MIAMI
<u>US VETERANS MEDICAL CTR</u>	NW 16TH ST	MIAMI
<u>VENCOR HOSPITAL</u>	SW 8TH ST	CORAL GABLES
<u>WESCHESTER HOSPITAL</u>	SW 75TH AVE	MIAMI
<u>WEST GABLES REHABILITATION CTR</u>	SW 75TH AVE	MIAMI
<u>WESTCHESTER GENERAL HOSPITAL</u>	SW 75TH AVE	MIAMI
<u>WESTCHESTER PSYCHIATRIC HOSP</u>	W 20TH AVE	HIALEAH

A South Florida Workforce **Employer Consultant** for the Health and Services industry could be selected to coordinate and facilitate the creation of the necessary pipelines. This would not only benefit the industry, but it would also benefit the job seeker. This system could minimize inefficiencies and the waste of time endured by the jobseeker because it is likely, that after successfully completing the training program, the jobseeker would be land a job and, more importantly, starting a career path.

It is imperative that economic development agencies, educational institutions and South Florida workforce resources are put together to tackle the emerging challenges jobseekers face in an open market economy.

Current Structure

At the present, there are 7 different organizations providing employer services under the South Florida Workforce umbrella in Miami-Dade and Monroe Counties. The total personnel devoted to the employer services initiative is 71. Among those 71, 14 are working as Employer Consultants and 57 are performing the roles of Job Placement Specialists. The specialists or employer consultants are generalists in terms of level of industry specialization. The numbers and roles distributions were derived from individual services provider strategies rather than the regional approach recommended in this employer services plan. It is highly recommended that numbers and distributions be re-evaluated to determine human capital allocation sensitive to business needs in order to ensure success.

Rules of Engagement

The service provider employment delivery task force has met to discuss how to create new effective strategies to deliver efficient quality employment services within our region. It was agreed that multi credit placements would not be the most effective means to measure service provider performance, due to the region-wide responsibility we collectively have for the performance measures of our region.

Several meetings among management and staff have been conducted in order to brainstorm and assemble ideas for the enhancement and improvement of critical services for the benefit of the employers and job seeker customers of our region. The following list of issues must be addressed to accomplish an effective employment delivery system:

Identification of each OSCC employer services organization

The first issue which has been addressed is that the employer services unit is to reflect a uniform organization throughout each OSCC: employer consultants, job placement specialists, customer service representatives etc; (organizational chart, and customer flow chart). There are approximately 14 SFW-funded employer consultant positions within the region and 57 JPS positions funded primarily by AWI with a few JPS funded by SFW. The following chart represents the number of EC and JPS delivering direct employment services in our region by each provider.

OSCC STAFFING

Service Provider	# of E.C.	# of J.P.S.
City of Hialeah	1	5
Jobs for Miami	1	4
Miami Beach	1	3
SER Jobs	2	6
TTI	3	26
Youth Co-Op	6	13
Totals	14	57

Job Bank Teams

All OSCC Employer Consultants will be teamed with a Job Bank Marketing Representative. The Team will be responsible for the integrity and quality of the team's orders in the job bank. The Team will work together to fill and complete the orders in order to maximize job seeker/trainee placement while assuring the integrity of the data systems.

JOB BANK TEAMS

Job Bank: (305) 470 - JOBS (5627)

Main: (305) 594 - 7615

Regina Fulton x504				
Carol City (TTI) (305) 620-8012	Hialeah Gds (TTI) (305) 826-4011	NMB (SER) (305) 654-7175	Miami Dtn (SER) (305) 573-7301	Keys (FIWI)

Barbara Messer x512			
Homestead (TTI) (305) 242-5373	Perrine (YCOOP) (305) 252-4440	West Dade (YCOOP) (305) 228-2300	Little Havana (YCOOP) (305) 643-3300

Dorothy Julmiste x507			
Miami Beach (MBDC) (305) 523-5350	Northside (JFM) (305) 693-2060	Hialeah Dtn (HAYES) (305) 883-6925	Downtown (Transition) (305) 374-1987

Assignment of Industries

The Service Providers agreed on how industries will be assigned to each employer consultant while assuring that each OSCC's customer base can be adequately served. Therefore, the top ten industries gaining the most new jobs will be the focus of each employer consultant industry specialization marketing strategy. Based on SFW's study, "Comprehensive Identification and Analysis for the Preserving and Growing Good Jobs," the top ten industries are summarized as follows: It is recommended that each employer consultant focus on THREE of the top TEN industries which should provide for sufficient specialization as noted in the last column.

SFW's study, "Comprehensive Identification and Analysis for the Preserving and Growing

Industry	Estimated Number of Annual Openings	Proposed Number of Assigned E.C's (14 EC's X 3)
1. Business Services	2,500	10
2. Health Services	2,000	8
3. Local Government	1,800	7
4. Eating and Drinking	1,100	5
5. Engineering and Management Services	1,000	5
6. Wholesale Trade and Durable Goods	700	4
7. Food Stores	650	3
8. Wholesale Trade, Non-Durable Goods	600	3
9. Special Trade Contractors	500	3
10. Social Services	500	2

Note that each industries projected annual growth was divided by the total for all industries in order to calculate the percentage of growth for each of the Top Ten industries. Each industry's percentage was multiplied by the total number of EC's (20) and the number of industry specializations for each EC (3).

During the assignment of industries the service provider's taskforce agreed that industry 6 & 8 wholesale trade durable and wholesale non durable would be consolidated into one industry classification and we eliminated industry number 7 food stores and number 10 social services due to the limited amount of jobs and average wage rates.

In the charts found below are the names and phone extensions of the Employer Consultants and Job Placement staff at each of the OSCC.

EMPLOYER CONSULTANTS BY INDUSTRY

INDUSTRY	Carol City (TTI) (305) 620-8012	NMB (SER) (305) 654-7175	Hialeah Gds (TTI) (305) 826-4011	Northside (JFM) (305) 693-2060	Hialeah Dtn (HAYES) (305) 883-6925	Miami Dtn (SER) (305) 573-7301	Miami Beach (MBDC) (305) 523-5350	West Dade (YCOOP) (305) 228-2300	Little Havana (YCOOP) (305) 643-3300	Perrine (YCOOP) (305) 252-4440	Homestead (TTI) (305) 242-5373
BUSINESS SERVICES 9	William Everett x256	Manny Gil x225	Rosa Jimenez x224		Thania Amaro	Auvernia Molina x123	Omar Gil	Irene Sevilla x4223	Luis Guardamino x331	Jose Infante x247	
HEALTH SERVICES 8	William Everett x256		Rosa Jimenez Ext 224		Thania Amaro		Omar Gil	Carmina Garcia x4221	Flora "Nina" Vega x332	Jean E. Montfort Ext 249	Mirna Hernandez x271
SPECIAL TRADES & CONTR. 8	William Everett x256	Manny Gil x225	Rosa Jimenez Ext 224			Auvernia Molina x123		Carmina Garcia x4221	Flora "Nina" Vega x332	Jean E. Montfort Ext 249	Mirna Hernandez x271
WHOLE-SALE 6		Manny Gil x225		Hernan "Fred" Gutierrez	Thania Amaro			Carmina Garcia x4221	Flora "Nina" Vega x332		Mirna Hernandez x271
EATING, DRINKING, HOSPITALITY 4				Hernan "Fred" Gutierrez			Omar Gil		Luis Guardamino x331	Jean E. Montfort Ext 249	
LOCAL GOVT. 4				Hernan "Fred" Gutierrez		Auvernia Molina x123		Irene Sevilla x4223		Jose Infante Ext 247	
ENG. & MGMT. 3								Irene Sevilla x4223	Luis Guardamino x331	Jose Infante Ext 247	

EMPLOYER SERVICES: RULES OF ENGAGEMENT

The following set of rules are designed to facilitate cooperation among Employer Services staff. The rules categorize our employers' job openings into four levels and define how the SFW system will interface with each service level. The employer itself determines the level of service required; and, employers may require different levels of service for different job orders. A notation in brackets, after the job order title, will note the requested service level (eg. [1], [2], [3], or [4]).

SERVICE LEVELS

Self-Referral (Level 1): At this level both job seekers and OSCC staff can directly communicate, apply, and refer applicants.

Pre-Screening (Level 2): At this level, only OSCC staff will communicate with the employer and refer candidates. Job seekers must be pre-screened by OSCC staff and receive a referral in order to apply for the opening.

Account Management (Level 3): If the employer specifically requests an Account Manager, then all communication regarding openings, quality control, and customer service be managed by a single point of contact that will represent all of SFW. However, all OSCC staff may pre-screen and refer qualified candidates.

Major Account Management (Level 4): Account Managers with Level 3 accounts that significantly impact SFW performance or seek significant training dollars will be directly supported by SFW.

LEVEL 1: Self-Referral

RULES OF ENGAGEMENT

COMMUNICATION

- Job Seekers may directly contact employer for employment opportunities.
- All OSCC Staff may directly contact employer for Job Orders.
- All OSCC Staff may directly contact employer for customer service and feedback.

REFERRAL

- No screening of candidates necessary
- Job Seeker self-referrals acceptable
- All OSCC referrals acceptable

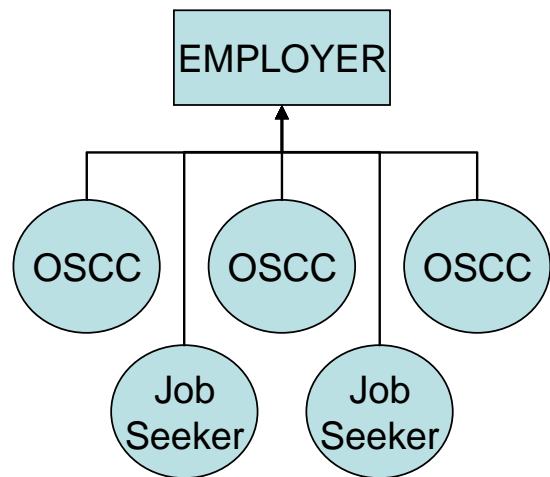
VERIFICATION

- All OSCC contact the employer directly for employment verifications, follow-up, and similar documentation requests.

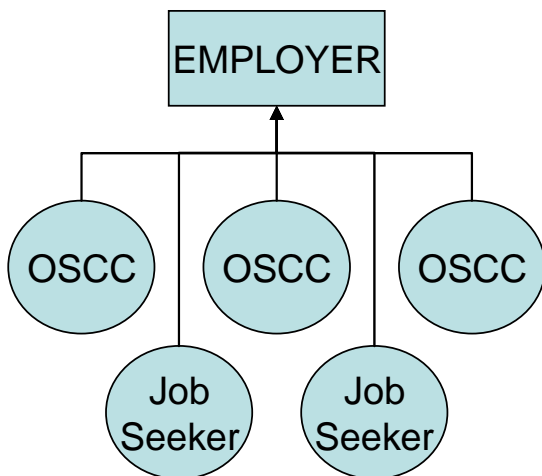
JOB ORDER

- OSCC staff/Job Bank must enter full employer contact information, job description, pay, benefits, and criteria into the Job Order.

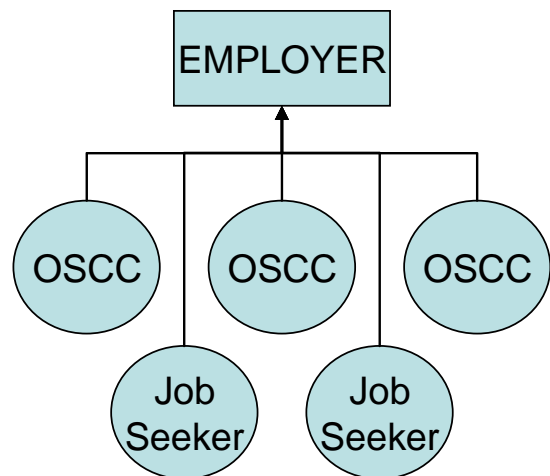
COMMUNICATION PATH



REFERRAL PATH



VERIFICATION PATH



LEVEL 2: Pre-Screening

RULES OF ENGAGEMENT

COMMUNICATION

- Job Seekers may **NOT** contact employer for employment opportunities.
- All OSCC Staff may directly contact employer for Job Orders.
- All OSCC Staff may directly contact employer for customer service and feedback.

REFERRAL

- OSCC must screen candidates before referral
- Job Seeker self-referrals are **NOT** acceptable

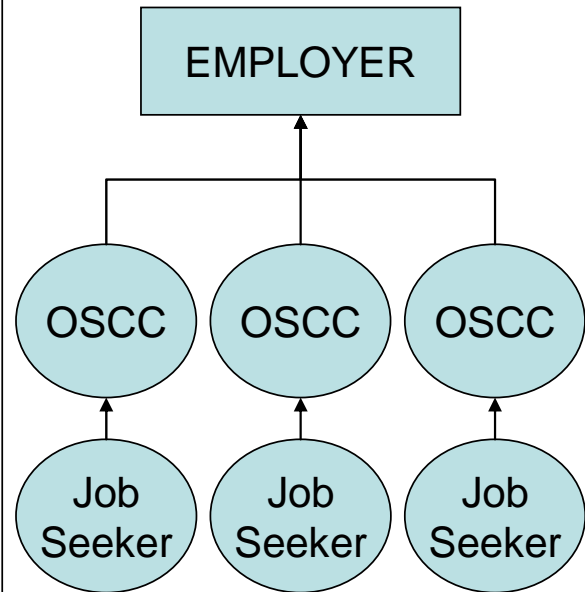
VERIFICATION

- All OSCC contact the employer directly for employment verifications, follow-up, and similar documentation requests.

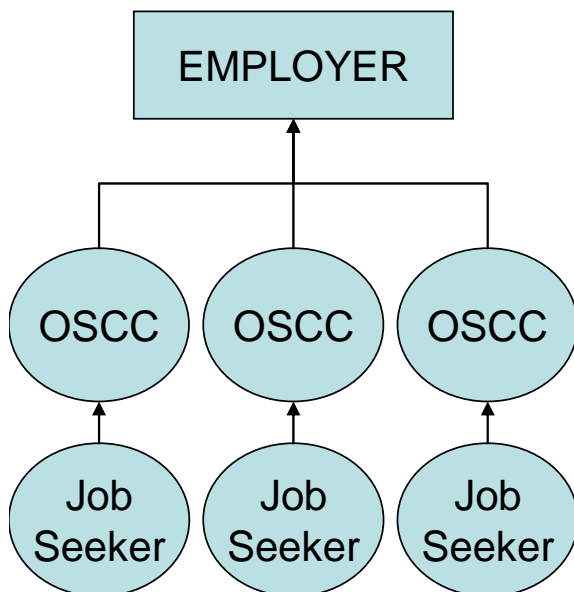
JOB ORDER

- OSCC staff/Job Bank must restrict employer contact information and ask Job Seekers to contact the OSCC for referral.

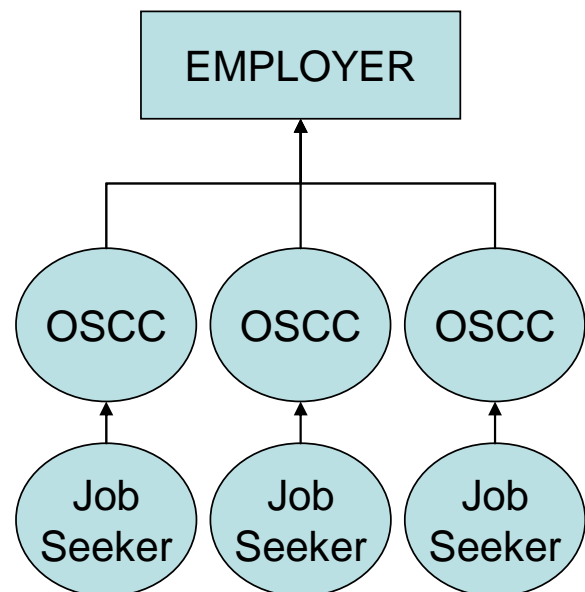
COMMUNICATION PATH



REFERRAL PATH



VERIFICATION PATH



LEVEL 3: Account Manager

RULES OF ENGAGEMENT

COMMUNICATION

- Job Seekers may **NOT** contact employer for employment opportunities.
- **Only** the Account Manager may directly contact employer for Job Orders.
- **Only** the Account Manager may directly contact employer for customer service and feedback.

REFERRAL

- OSCC must screen candidates before referral
- Job Seeker self-referrals are **NOT** acceptable

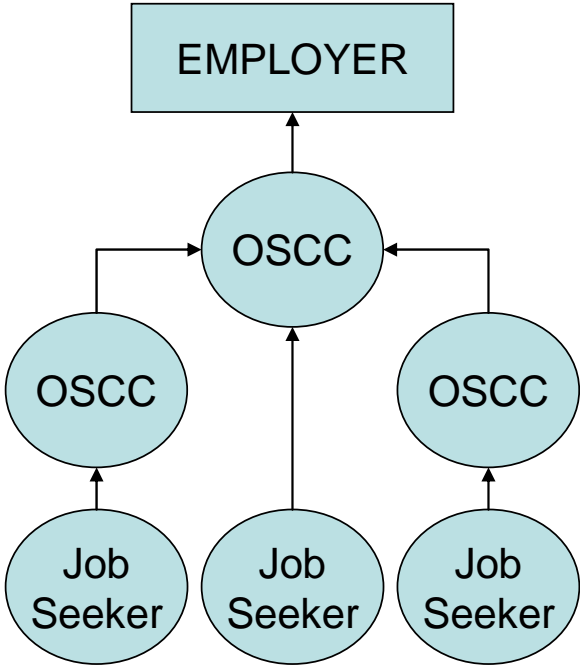
VERIFICATION

- All OSCC contact the employer directly for employment verifications, follow-up, and similar documentation requests.

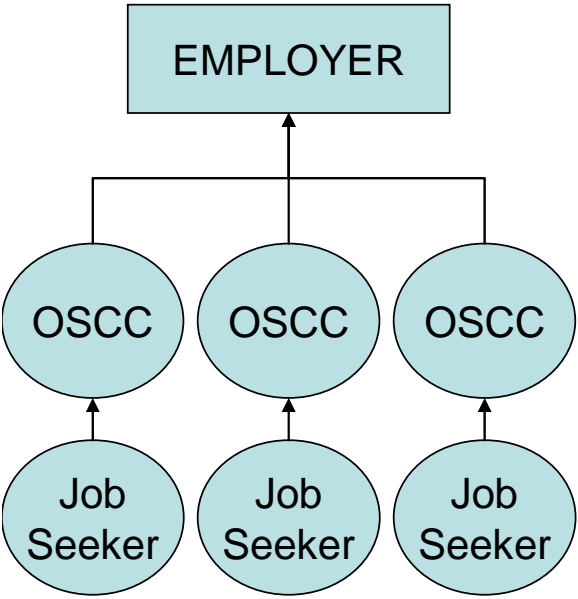
JOB ORDER

- OSCC staff/Job Bank must restrict employer contact information and ask Job Seekers to contact the OSCC for referral.

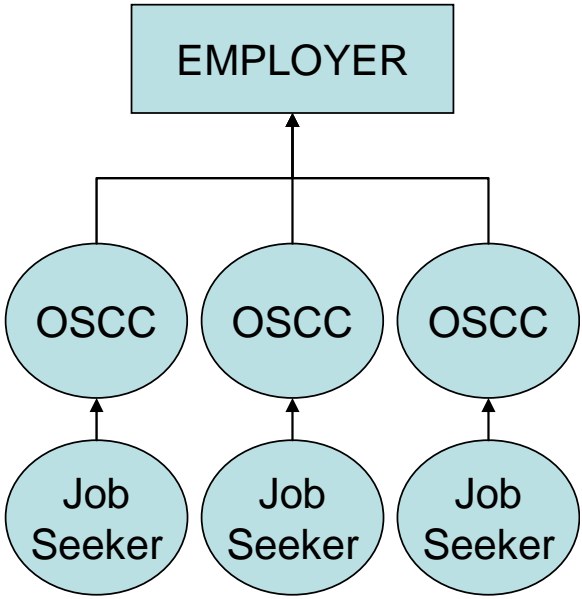
COMMUNICATION PATH



REFERRAL PATH



VERIFICATION PATH



RULES OF ENGAGEMENT FOR BROWARD EMPLOYERS

In order to optimize the activities of Employer Services field staff in Regions 22 & 23, the following rules will be followed by Region 23 One-Stop staff.

1. Existing Employer Relationships: Region 23 One-Stop staff with positive, existing employer relationships in Broward will continue to serve these employers per the employers' wishes. However, reasonable effort will be taken to advise the employer that Workforce One offers the same services.
2. New Employer Relationships (Marketing): Region 23 One-Stop staff will ONLY market their services, whether through telephone, post, e-mail, personal contact, or other means, to employers residing within Region 23.
3. New Employer Relationships (Corporate Office, Local Office, Work Site, etc.): Employers often maintain multiple hiring locations, including, but not limited to, corporate offices, regional offices, local offices, and temporary locations on work sites. For this reason, OSMIS job orders provide for both the location of the employer and the location of the work site. In this manner, an employer in Broward can post a job order with Workforce One, for an opening in Miami-Dade, and job seekers searching for jobs in Miami-Dade will see the opportunity. Therefore, in cases when a Broward employer contacts a Region 23 One-Stop and the only service requested is the posting of the job order, Region 23 One-Stops will refer the job order to Workforce One in Broward. However, if the employer wishes to receive value-added services within Region 23 (eg. recruitments, interviews, etc.), due to the location of the local office or worksite, then it is appropriate for the Region 23 One-Stop to enter the job order.

Identification of Individual Performance and System of Accountability

Staff training has been identified as a crucial issue which will be addressed in the implementation of this proposal: We have met with the SFW Employer Services unit to coordinate the training initiative that will focus on delivering a single marketing and employment delivery strategy across all centers. **(See SFW Employer Services Basic Certification Curriculum)**

Employer Consultant Training

Employer Consultants will be trained on all of the services that are provided to employers within the region: EWT, CT, OJT, WOTC, Federal Bonding, and Economic Development Incentives. Coordinated industry-wide blitzing, as well as involvement in Beacon Council, chambers of commerce, the political scene, and showcasing of facilities available for usage by or on behalf of employers will also be addressed including introduction of industry specialists and employer services unit staff.

EC's will receive comprehensive OSMIS training including running reports and listing contact activity. EC's agree to meet together by industry on a monthly basis to coordinate employer activities, employment blitzes and door-to-door activities.

Job Placement / Customer Service Reps Training

Job placement specialists will be trained by industry in pre-screening customers having a higher success of job referrals resulting in employment outcomes, comprehensive OSMIS training including running reports, and a uniform policy of appropriate referral mechanism.

Customer service representatives will be trained in front line customer relations, directing customer traffic flows, comprehensive OSMIS training, and accurate data entry including full registrations identifying appropriate O*NET classifications and possible PPN candidates.

Establish Baselines

Proper pre-screening of candidates for open positions should include skills testing and certification. This will be developed through collaborative agreements between employers, staffing agencies, unions, and service providers. The pre-screening will also include testing and certification of "soft skills".

Roll Out of New System

The system of goals and accountability for the Employer Consultants and Job Placement staff will be based upon current statistical OSMIS data reflecting the areas that need to be improved as the jobs filled rate ratio currently at (36.5%), and the referrals to job orders and placed ratio currently at (8%). The Service Providers have agreed that these are the two most critical areas that need our attention immediately given the requirements that SFW has in our Management Report Card (MRC) standard for the 40 job orders per EC. We would like to prioritize these two staff goals to ensure that we keep our current and new employers satisfied. The following will be the baseline measures for all EC and JPS

Baseline measures for EC and JPS will be: (See One Stop Program Planning Schedule)

1. # of employers served*
2. # of openings filled*
3. entered employment rate*
4. 95% of WP customers must have a reported service
5. employer satisfaction index at 9/1/2004 and 11/1/2004
6. # of job fairs held 7/1/2004 – 11/1/2004
7. # of mass recruitments provided (50 or more placements) 7/1/2004 – 11/1/2004

Conflict Escalation

In the event of a conflict between employer consultants and/or job placement specialists operating in different OSCCs, the following escalation procedure will be followed in order to bring the dispute to full resolution:

1. OSCC Manager to OSCC Manager
2. OSCC Service Provider Executive Director to OSCC Service Provider Executive Director
3. OSCC Employer Services Arbitration Board

The Arbitration Board will consist of two OSCC Service Provider Executive Directors and a South Florida Workforce Representative. There will be two 1st Alternates and two 2nd Alternates. These alternates will be OSCC Service Provider Executive Directors. There will be 1st and 2nd Alternates to eliminate conflict of interests in the event of a multi-party conflict.

Arbitration Board Representatives and Alternates will be named by the Employer Services Management Team Task Force and will serve for 2 years.

Disciplinary Actions

It should be noted that all service providers have agreed to assume shared responsibility for the attainment of a satisfactory wage rate for this region. A system of accountability is being proposed that will uniformly address deviations from the standards that have been agreed. We have also created an outline of a disciplinary and corrective action plan that will address the EC and JPS staff deficiencies;

- **First disciplinary** action would be an oral documented warning as the first approach including counseling and a performance improvement plan that would give the employee an opportunity to correct goal deficiencies.
- **Second disciplinary** action would be, a written warning which would include Don Walker being present if it is an AWI staff. A 90 day probationary period would be given with the understanding that the employee could be terminated at any time within the 90 days if they do not achieve or correct documented incidents.
- **Third disciplinary** action could result in immediate termination if the same incidents and or staff deficiencies are not corrected within the 90 Day probationary period.

Rules of engagement with employers identify individual job orders as “open to all” and special recruitments as “contact through employer consultant only”. All service providers will be notified and work together on all special recruitments. SFW will be asked to lend technical assistance to develop an e-mail link to all employer services staff in the region for the purpose of immediate dissemination of “Hot Jobs”. One uniform referral tool will be developed and implemented upon roll-out. SFW will be asked to produce uniform collateral materials and brochures to effectively present one face for the marketing of employment services to all employers.

The South Florida Workforce Strategic Plan, which is to be approved by the full SFW Board on December 15, 2004, establishes job seeker priorities that incorporate professionals as one of the top targeted customer groups. It is expected that SFW Service Providers to supply a comprehensive approach to serving professionals in Miami-Dade and Monroe counties by April 2005. The Professional Placement Network (PPN) coordinators should be conducting a customer recruitment goal for each center

based on a percentage of possible PPN registrations, including, the involvement of registered WIA and WT professional customers. Once the established weekly registrations have been met in the OSCC, the PPN coordinators should also create individual plans for the OSCC that would best serve the clients base. The PPN program has a great value for the region with little workforce board recognition. We would like to see the data for last year's performance to be able to develop future goals for the region.

Agency for Workforce Innovation – Section “b” of Chapter 445 relating to the workforce system and personnel matters

b) Employment services must be provided through the one-stop delivery system, under the guidance of one-stop delivery system operators. One-stop delivery system operators shall have overall authority for directing the staff of the workforce system. Personnel matters shall remain under the ultimate authority of the Agency for Workforce Innovation. However, the one-stop delivery system operator shall submit to the agency information concerning the job performance of agency employees who deliver employment services. The agency shall consider any such information submitted by the one-stop delivery system operator in conducting performance appraisals of the employees.

Professional Placement Network (PPN)

Recommendations for modification and update of the current Professional Placement Network will be presented to the Employer Services Management Team by the January, 2005 meeting. The plan is to implement some approved recommendations as early as February, 2005. Some recommendations are expected for the new fiscal year starting July 1st, 2005.

References

Barmulloch Multi-Agency Initiative (1996) Barmulloch Action Plan, Glasgow: Barmulloch Multi-Agency Initiative

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Chapman, M. (1998) Effective Partnership Working; Good Practice Note No, 1, Edinburgh: Scottish Office Central Research Unit

Coggans, N. and Watson, J. (1995) Drug Education: approaches, effectiveness and implications for delivery, Edinburgh: Health Education Board for Scotland

Dean, J., Hastings, A., More, A. and Young, R. (1999) Fitting Together: A Study of Partnership Processes in Scotland, Edinburgh: Scottish Homes

Glasgow Regeneration Alliance (1996) Broad Renewal Plan, Glasgow: Glasgow Regeneration Alliance

APPENDIX I



Memo

To: All One-Stop Center Operators

From: Don Walker, AWI Program Manager

Date: October 6, 2004

Re: **Wagner Peyser – Job Bank Procedures**

During the last few months several questions and issues have been raised regarding Job Bank procedures. The purpose of this memo is to clarify some of these procedures.

- Job Order Consolidation – It has been the practice of the Job Bank to consolidate multiple job orders when any or all of the following conditions existed regarding job orders: job titles were similar, ONET codes were not identified, job descriptions were the same, wages were not identified, the job contact, telephone number, fax number, or closing dates were the same for multiple job orders. Since One-Stops have specific “open” job order quotas, this consolidation has been a deterrent in meeting those goals. The following procedure is effective immediately:

When an employer has multiple openings with different titles, salaries, and job descriptions, the One-Stop staff may enter the job orders separately. The Job Bank staff will not consolidate these job orders, unless they are duplicates. If appropriate details are lacking on the job orders, the Job Bank staff will notify the One Stop and corrective action must be taken. If the multiple job orders are sent to the Job Bank for entry, the Job Bank staff will continue to use their discretion as to whether the job orders should be consolidated or entered separately.

- There are several companies in the region who send/fax their job announcements on an on-going basis (weekly/monthly/etc.) to the Job Bank, as well as to the One Stops. This is often to meet EEOC requirements. They usually list many job titles, but no other specifics such as salary, hours/days, a contact name, etc., and instruct applicants to 1) apply certain days/hours of the week; 2) fax resumes; 3) apply on-line. They also may provide a website and/or a job hotline number where these same jobs are listed. This has created an “ownership” problem. In the past, the first entity (Job Bank/One-Stop) to enter the order(s) received the credit, with several job orders being deleted as duplicates. Each

month the job orders were closed and new orders created with again, the problem of who receives the credit. Most of these companies rarely provide any placement feedback. Beginning immediately, the following procedures will be implemented:

Job Bank will identify the companies that send/fax their job announcement on an on-going basis and whose jobs have been entered by Job Bank on a continuing basis. These job orders will remain open throughout the year, updated as information is received. It will not be necessary for One Stops to forward faxes to Job Bank or to enter job orders. Job orders for the following employers will be entered by the Job Bank and will remain open through June 30, 2005:

<i>Barton Security</i>	<i>Criminalistics, Inc.,</i>	<i>U.S. Postal Service</i>
<i>Doubletree Surfcomber</i>	<i>Hilton Miami Airport</i>	<i>Mellon United</i>
<i>Marriott-Biscayne Bay</i>	<i>T.J. Maxx</i>	<i>Mercy Hospital</i>
<i>Miami Children's Hospital</i>	<i>Miami Rescue Mission</i>	<i>Marshall's</i>
<i>Sheraton-Biscayne Bay</i>	<i>Ocean Reef Club</i>	<i>OceanBank</i>
<i>South Florida Trane</i>	<i>WPBT-Channel 2</i>	<i>TotalBank</i>
		<i>Hertz Corp.</i>

- Clarification – There needs to be some clarification regarding the thirty-five (35) plus the five (5) new job orders per month for each Employer Consultant. The total of forty (40) job orders per month per each Employer Consultant is part of the Management Report Card. This measure is not a “pay point”.

The Job Bank counts all the “open” job orders of a One Stop to meet the thirty-five (35) job orders per month per Employer Consultant. The Job Bank tracks all “open” job orders for a One Stop, including all job orders entered by the vet staff, or any station desk number assigned to the One Stop.

When the Job Bank looks for five (5) new job orders per month per Employer Consultant, Job Bank staff is looking for NEW Employers for this program year beginning July 1, 2004. Each month the expectation is that the Employer Consultant will reach-out and serve five (5) NEW Employers that have not previously used SFW's Employer Service. The primary goal is to represent SFW and the Region as ONE to employers, and to increase the number of NEW Employers in Region 23 we serve (Penetration Rate).

- The Job Bank has begun looking at job orders that are not being filled. It is understood that when a job order is entered there has been contact with the employer and hopefully a positive relation has been established to assist the employer with their human resource needs. Entering job orders to simply reach a quota without any expectation of fulfilling the employer's needs is wrong. It is presumed that there is a relationship between the Employer Consultant and the employer and that the One-Stop will follow-up with the employer to see that the employer's needs are being met.
- The Job Bank staff will begin conducting Employer Satisfaction Survey's this month. Whereas, the Employer Services Management Team will design the survey questionnaire,

it is vital that SFW meet/exceed the employer's expectations. The current Employer Survey conducted nationwide concentrates on three questions to employers:

1. How SATISFIED are you (the employer) with the services you received?
2. How well did the services you received meet your EXPECTATIONS?
3. How well did the services you (the employer) received compare with your IDEAL?

If there are questions regarding this Memo, please do not hesitate to contact the Job Bank, (305) 470-JOBS.

APPENDIX II

a) Job Requirements

Placement Specialist

- One year experience in HR, job development or staffing agency
- Excellent Interpersonal and Communication skills.
- Interviewing, Assessment and Skills Matching Experience required.
- Strong Organizational skills
- Bilingual preferred: English/Creole or English/Spanish
- Valid Florida Drivers License
- Use of personal automobile to perform duties and responsibilities of job.

Employer Consultant

- One year experience in job development, HR or sales or 2 years experience in providing employment services.
- Excellent Interpersonal and Communication skills.
- Strong organizational and team leading skills required.
- Bilingual preferred: English/Creole or English/Spanish
- Valid Florida Drivers License
- Use of personal automobile to perform duties and responsibilities of job.
- Obtained Baccalaureate degree Graduation from an accredited 4 year college or university. Related field preferred.
- 2 years experience in job development or major account sales or 4 years experience as an employer consultant or placement specialist in a workforce development, HR or staffing agency environment.
- Excellent Interpersonal and Communication skills.
- Strong organizational and team leading skills required.
- Presentation Skills
- Basic Employer Consultant Certification required.
- Bilingual preferred: English/Creole or English/Spanish
- Valid Florida Drivers License
- Use of personal automobile to perform duties and responsibilities of job.

NOTE: Incumbent employer consultants/job placement specialists without baccalaureate degrees will be grand-fathered in position. HOWEVER, within 5 years from the date of board approval of these guidelines, they must pursue and secure a baccalaureate degree from an accredited college or university.

IV. JOB DESCRIPTIONS

Placement Specialist

- The Job Placement Specialist (JPS) is responsible for performing all activities associated with obtaining employment for South Florida Workforce registered participants in all programs and all funding streams. The Job Placement Specialist's primary responsibility is to evaluate client's skill sets and abilities against jobs available in the job bank, in special recruitments for employers and/or any other source of job listing internal or external. Skills matching (hard and soft), job candidate qualification, job coaching, and job counseling are the most critical functions performed by this title.
- The Job Placement Specialist partners with Counselors and Case Managers in developing an employability plan for center participants and defining and identifying positions required to meet the job needs of the center and/or the region. The Job Placement Specialist advises and partners with Employer Consultants to develop specific jobs for program participants or specific center community needs.
- The Job Placement Specialist will provide recruitment, screening and other center related services to employers. The JPS partners with the Employer Consultant responsible for identifying these opportunities to assure employer satisfaction and participant success as measured by job placement, retention and employer satisfaction.
- The Job Placement Specialist will collaborate with remote Employer Consultants in the recruitment and screening of center candidates for jobs outside of the center territory. The JPS will collaborate with remote Job Placement Specialists to fulfill center jobs with region wide candidates.
- The JPS will work with the EC in organizing job fairs and communicating to and recruiting candidates.
- The JPS will be responsible for coordinating with Participants, Case Managers, Employer Consultants and Employers in the execution of Employed Worker Training Agreements specifically as they relate to OJT. The JPS owns, with the Employer Consultant, full Employer Satisfaction.
- Participant and Employer follow-up and the processing of all appropriate documents regarding employment and/or OJT are the responsibility of this title.

Employer Consultant

- The Employer Consultant (EC) is fully responsible and accountable for developing relationships with employers to identify job opportunities, post job vacancies and fulfill job orders with qualified registered participants. Job orders and successful Job placements against these orders are the primary objectives of this job title.
- In the territory assigned, the Employer Consultant is responsible for analyzing the job market; identifying employers, industries and job opportunities and converting these opportunities into job orders in South Florida's job bank. It is the responsibility of the Employer Consultant to fully identify all requirements of the job vacancy. The EC is responsible for posting all job orders with the job bank and communicating ALL job requirements so that the screening and qualification of prospective candidates may occur. This is of vital importance since the EC partners with the Job Placement Specialist who will in fact be doing the job matching with eligible applicants. The EC owns the employer relationship and quality of referrals is paramount to employer confidence in and satisfaction with the Workforce.
- The Employer Consultant is responsible for working with Job Placement specialists and the Employer community, to develop specific job placement opportunities for program participants. In addition, the Employer Consultant identifies, develops and contracts On the Job Training opportunities. The EC identifies and develops Employed Worker training programs within the assigned territory. The development of OJT and Employed Worker training opportunities is critical to success in this job title.
- The Employer Consultant organizes job fairs and recruitment efforts and collaborates with other Employer Consultants and Job Placement Specialists across South Florida Workforce to provide the right candidate for a job .
- The Employer Consultant is responsible for developing relationships with employers in the center territory for which the center may not have applicants. The employer consultant will proceed with identifying the job opportunities and collaborate with remote Job Placement Specialists to fulfill the job orders, delighting the customers and finding placements for South Florida Workforce participants.
- The Employer Consultant will devote a substantial amount of time to developing 1) high skill/high wage opportunities for participants; 2) successful job opportunities for the hard to serve; 3) organizing and collaborating on recruitments with other One Stop Career Centers.

Senior Employer Consultant

- The Senior Employer Consultant (SEC) is a major accounts manager for South Florida Workforce. As such, the SEC is fully responsible and accountable for developing a business partnership with the assigned employer(s). The SEC will position himself and perform as a staffing and resource management consultant for the employer. The SEC will position as the labor market expert and consultant to the employer. He/she will be responsible for developing community and industry contacts in support of this role.
- In said partnership role and for those customers, the SEC will perform all the jobs and responsibilities of an employer consultant. That is the SEC will identify all job opportunities, post job vacancies and fulfill job orders for the employer(s). Job orders and successful Job placements against these orders, seamless delivery of services to delight the customer(s) are the primary objectives of this job title.
- The Senior Employer Consultant is responsible for mastery of the industry in which he is assigned; understanding of business and labor trends; understanding employer operations, business goals, objectives and financial situation. The SEC 's responsibility is to become knowledgeable of the employer's business and HR plans so that he/she can anticipate, develop and secure opportunities for our participants.
- The SEC is responsible for converting these opportunities into job orders in South Florida's job bank. It is the responsibility of the SEC to fully identify all requirements of the job vacancy. The SEC is responsible for posting all job orders with the job bank and communicating ALL job requirements so that the screening and qualification of prospective candidates may occur. This is of vital importance since the SEC partners with the Job Placement Specialist(s) who will in fact be doing the job matching with eligible applicants.
- The Senior Employer Consultant develops and contracts On the Job Training and Employed Worker training opportunities with the assigned account(s) .
- Collaboration with Job Placement Specialists across the region is essential to success in this job title. It is imperative that the right person is placed on the right major account job vacancy and that is the full responsibility of the SEC. Employer Satisfaction is paramount to success.

V. Job Performance Objectives and Measurements

Placement Specialist

(Monthly, Quarterly Cumulative, Annual Cumulative)

- Number of Referrals
- Number of Placements (Wagner Peyser, WIA, Welfare Transition, Dislocated)
- Placements to Referrals Ratio (Success Rate)
- Number of Recruitments Managed
- Total Recruits per Recruitment effort

- Number of Recruitment Agreements Managed
- Number of Collaborative Recruitments Managed
- Number of Collaborative Recruitments Received Placed
- Number of Collaborative Recruitments Referred Placed
- Number of Programs Recruited
- Number of Placements in each program

Employer Consultant

(Monthly, Quarterly Cumulative, Annual Cumulative)

- Number of Job Orders
- Number of Placements (Wagner Peyser, WIA, Welfare Transition, Dislocated)
- Placements to Orders
- Number of Recruitment Contracts Secured
- Number of Employed Worker Training Contracts
- Number of Placements for Employed Worker Training
- 6 Month Retention Rate Employed Worker Training
- Number of Orders for Specified Training Programs
- Number of Placements for Specified Training Programs
- Number of Employers contacted (monthly)
- Number of orders per employer
- Number of placements per order per employer
- Number of Job Fairs

Senior Employer Consultant

(Monthly, Quarterly Cumulative, Annual Cumulative)

- Number of Job Orders
- Number of Placements (Wagner Peyser, WIA, Welfare Transition, Dislocated)
- % Placement/Orders
- Number of Recruitment Contracts Secured
- Number of Employed Worker Training Contracts
- Number of Placements for Employed Worker Training
- 6 Month Retention Rate Employed Worker Training
- Number of Orders for Specified Training Programs
- Number of Placements for Specified Training Programs
- Number of Employers contacted (monthly)
- Number of orders per employer
- Number of placements per order per employer
- Number of Job Fairs
- Annual Territory/Account Plan in Place
- Top 5 Account Plan in Place

- Region-wide account management
- Region-wide placements