



Curriculum



Workbook 3

MODULE 2 - WORKING
EFFECTIVELY WITH
EMPLOYERS

Contents

MODULE 2 - WORKING EFFECTIVELY WITH EMPLOYERS.....	4
2.1 What is this module about?	4
2.2. Learning objectives	5
2.3. Analysing and understanding the role of Job Broker against employers: working with them to establish the business needs and coming up with employment solutions.....	7
2.4 More than Job Placements.....	12
2.5 Recruitment.....	16
2.6 Interviewing	23
2.7 Collaborating principles for success.....	27
2.8. Conclusion and further reading	31
ACKNOWLEDGEMENT AND DISCLAIMER.....	34

MODULE 2 - WORKING EFFECTIVELY WITH EMPLOYERS

2.1 What is this module about?

As the Transnational Research Study - Policies, Systems and Needs Analysis highlighted because a job broker is an emerging occupation, and the context in which it operates varies so much across Europe, specific information on the nature, characteristics and scope to define a common occupational profile of a Job broker – were hard to obtain. One of the reasons is that the job broker function can interface with other occupations such as career guidance advisor, social worker, private employment agency officer and human resource specialist. However, the role of a job broker has become more and more important in recent years in the current context of the economic downturn and mass unemployment across Europe. As a result, there has been increased pressure on the labour market, which has made it much harder for VET, public employment and public ‘back to work’ programmes to place Jobseekers into sustainable employment. These increased pressures have led to the evolution of the specific role of a Job Broker, since programmes have to be more focused on the actual attainment of a job and sustainable employment. For this reason programmes, and the resources and facilitates aimed at supporting learners/job seekers have had to evolve and change to be much more tailored to employer needs if they are to be effective. To be effective, job brokers need in-depth knowledge of individual employers needs and more detailed knowledge of relevant commercial and industrial sectors. Another crucial aspect that has begun to emerge along with higher unemployment rates and cuts in public spending is the increased focus on performance measures for services in the framework of active labour market policy measures, in which the output of services in terms of sustainable employment became much more important. Job brokerage agencies are increasingly seeing employers as customers as well. It is the employer that will have the final say in whether the jobseeker gains employment, therefore shaping services to meet the employer’s needs is critical. To do this, job brokerage agencies must understand the business sector of their target employers as well as the business environment they operate in. It might be the case that the Job Brokerage organisation needs to employ staff with skills and experience in specific areas, for example,

those with specific knowledge on the business sector, cooperation, communication and understanding the specific-key employer's needs.

The last but not the least: beyond competencies and skills, a Job Broker must have a positive attitude, otherwise employers would not trust him neither would candidates believe that the Job broker would get him a job. This point has been highlighted as a key to success in the Project Research Analysis

2.2. Learning objectives

In order to address the above, therefore, this Module has the following specific learning objectives:

- Combine “EMPLOYERS” and “JOB SEEKERS” needs with existing supporting schemes
- Identify possible solutions in problems with employers or customers and apply decision making techniques to evaluate options to arrive at the best solution
- Instructing employers towards understanding and matching of their recruitment needs
- Demonstrating the ability to deliver, monitor and evaluate customer satisfaction as a means of continuous customer service quality improvement
- Recruiting methods (direct, Indirect, third party methods, etc) to reach to the potential candidates and to establish contact with both job- seekers / employers
- Support clients' expectations, profiling and needs (job seekers and employers) in identifying and exploring the best solutions for recruitment among the different recruiting methods to match them
- Make use of collaboration principles to achieve best possible results for employers (collaborative and cooperative working - networking)
- Communication's techniques in terms of communicating instructions, providing feedback and listening for understanding ("interviewing")

ACTIVITY 2.2.1

In order to complete Module 2, you will need to obtain, read and digest:

- The Job Broker Occupational Profile: <http://www.projectsgallery.eu/job-broker/occupational-profile/>
- The Job Broker Transnational Research Study - Comparative Review and Needs Analysis – http://www.projectsgallery.eu/job-broker/wp-content/uploads/2017/04/Job-Broker_Report_Analysis_Final.pdf specifically the chapter for your own country

2.3. Analysing and understanding the role of Job Broker against employers: working with them to establish the business needs and coming up with employment solutions.

The Transnational Research Study - Policies, Systems and Needs Analysis highlights that to be effective, job brokers need in-depth knowledge of individual employers needs and more detailed knowledge of relevant commercial and industrial sectors. Another crucial aspect that has begun to emerge along with higher unemployment rates is the increased focus on public schemes to reduce duality, promote open-ended recruitment and favour labour reallocation. Additionally, the report explores whether there is an appetite for needs analysis 'models' and 'tools' which the successful Job Broker can incorporate into their work with employers and employees to ensure successful sustained employment outcomes. It goes without saying that an effective Job Brokerage service relies on having excellent staff. The skills and knowledge base of the team will be linked to the needs of the labour market and employers, and could change from time to time based on the contracts secured and the employers engaged.

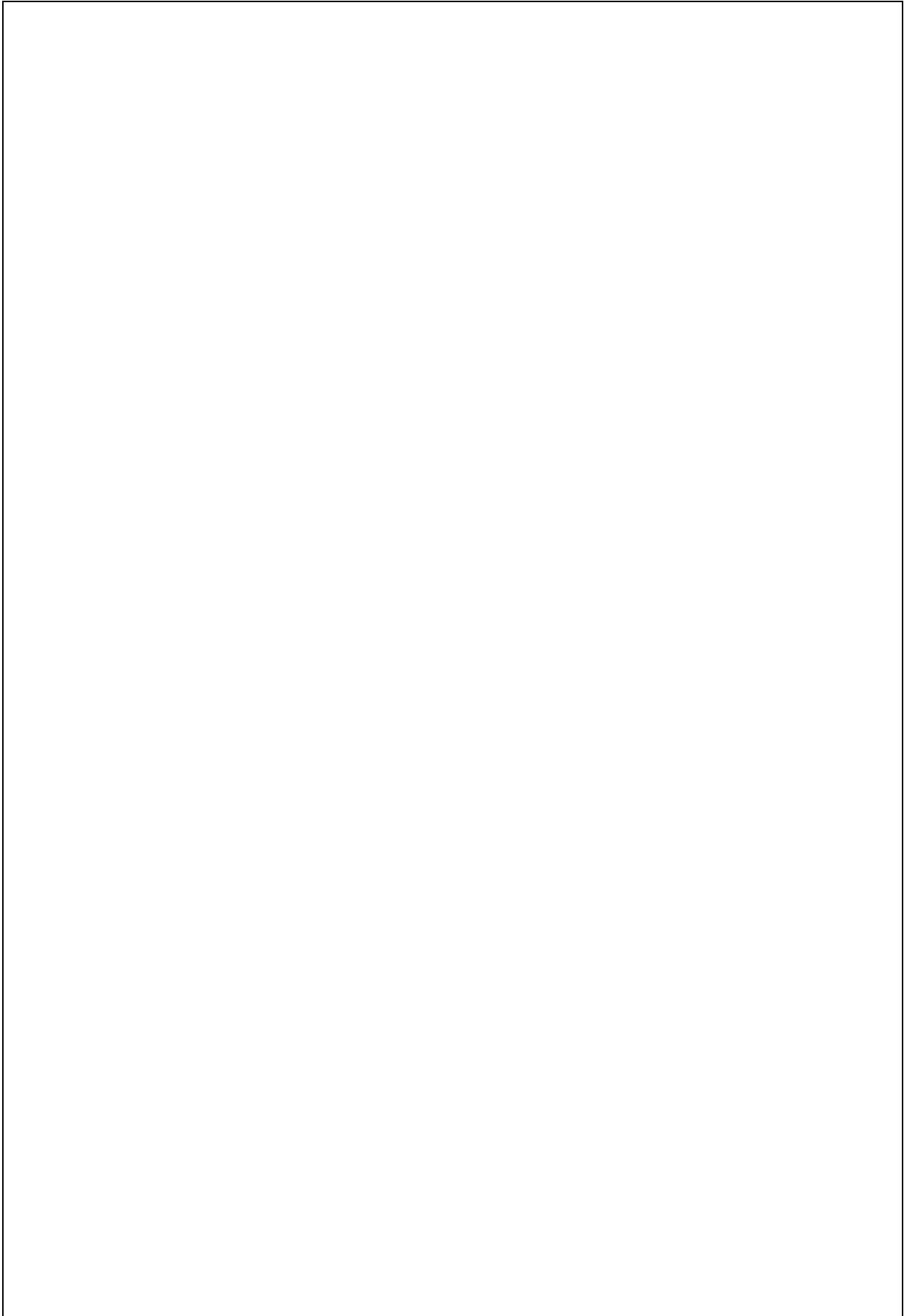
ACTIVITY 2.3.1

From a management perspective, an effective Job Brokerage service will adopt an account management model, which is quick, effective and efficient, and solution-driven. Therefore, effective Job Brokerage providers must be highly proactive in learning the employer's needs. Understanding and meeting these needs is the key to developing lasting employer relationships, which is enhanced by Job Brokers knowing about and understanding how their business works and having an insight into the sector. Therefore, developing specialist knowledge and partnership working, with complementary employability programme providers, for example, is essential as is the ability to:

- Explore current and future vacancies
- Explore and support human resource planning
- Supporting the production of job descriptions and person specifications, if needed

Do you think the Job Broker Occupational Profile covers the main areas that are relevant to your role as a Job Broker against employers' needs? What are the main areas that are relevant to you? Are there any missing?

Write down your observations here:



ACTIVITY 2.3.2

Good job brokers have to be highly proactive in learning the employer's needs. Understanding and meeting these needs is the key to developing lasting employer relationships. Once you have established a good relationship you should raise the issue of human resource planning. For example, if the employer knows they will have a particular vacancy in the near future, you can start preparing clients with customised training. However, the bottom line is usually about getting the job filled – so if your organisation cannot help, put them in touch with another one that can. This will raise your profile and they are more likely to come back to you in the future.

For this activity, draft a plan where you prepare your clients (employers) to make their needs and expectations come to light in order to be understood and accomplished

ACTIVITY 2.3.3

To meet an employer's needs you have to know the business they are in. Developing specialist knowledge of sectors such as retail, construction, or financial services is a key factor in successful employer relationships. Having job brokers (staff) who know the relevant industry, the skills it needs and the industry "jargon" will instil a sense of confidence and give them the key. This means having professional staff that can learn quickly, or employing people with direct industry experience.

What are the key business sectors that could be managed by your capabilities? Why? What are their main needs and expectations that could be addressed by your services? Write down here the main points of interest to you together with any ways that "specialist knowledge" of sectors may impact on your work as a Job Broker. Discuss your thoughts with your group members.

2.4 More than Job Placements

Employers want a quick and efficient service. This means dealing with one person within your organisation who can broker the full range of services on offer to meet their needs. Good job brokerage services tend to work with an account management model. It helps to find solutions and it 'bridges the gap' between the employer's world and the jobseeker. In this way, the Job Broker will remain in contact with the employer even after placement of the jobseeker to ensure that the post-employment support is effective and employer satisfied.

ACTIVITY 2.4.1

In terms of the general principle of employer satisfaction, can you think of three positive (strengths) and three negative (constraints) aspects that could arise in delivering, monitoring and evaluating it? Record the main points that arise from the discussion here.

Three positive points (strengths):

- 1.
- 2.
- 3.

Four negative points (constraints):

- 1.
- 2.
- 3.

ACTIVITY 2.4.2

Job brokerage agencies are increasingly seeing employers as customers as well. It is the employer that will have the final say in whether the jobseeker gains employment, therefore shaping services to meet the employer's needs is critical. To do this, job brokers must understand the business sector of their target employers as well as the business environment they operate in. You should consider offering more than simply putting jobseekers forward for interviews. Having a range of services that the employer may not have considered before can be highly effective in meeting employers' needs and these might include:

- developing job descriptions / person specifications
- carrying out bespoke assessment
- work experience
- customised training
- post-employment support.

The best job brokers are those that can achieve a good balance of services for all their clients by:

- being absolutely clear which jobseekers will be targeted and ensuring themselves with the skills and resources to meet their needs
- understanding the employer target group and having knowledge of the business sector and its particular skills requirements
- choosing their funding routes carefully to ensure that contractual obligations do not take them into areas they know little or nothing about.
- ensuring that post-employment support is provided that meets the needs of the

jobseeker and employer to ensure effective retention and ongoing 'business' from the employer

Implications for service design

It is important that your organisational structures and plans reflect the fact that you have three groups of clients. As an organisation, you must carefully plan how the needs of each group are met, how targets are set and how you monitor progress. Even though your organisational mission might be focused on the needs of the individual employer, you must ensure that sufficient focus within your service offer, marketing and business planning, is given to the needs of your other clients to achieve success.

2.5 Recruitment

Recruitment is described as “the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organisation can select each other in their own best short and long term interests” (Schuler, Randall S.: Personnel and Human Resource Management). In other words, the Best Job Broker should be able to, through a good recruitment process, to provide the organisation with one or a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. Theoretically, recruitment process is said to end with receipt of applications, in practice the activity extends to the screening applicants as to eliminate those who are not qualified for job.

The recruitment process comprises the following five steps:

- Recruitment planning: to draft a comprehensive job specification for the vacant position
- Strategy Development: to define a suitable strategy for recruitment the candidates
- Searching candidates internally or externally
- Screening applications received and selecting
- Evaluation of the process: level of success

Successful recruitment begins with proper employment planning and forecasting. An enterprise can use different recruitment methods to find the right person for the post:

INTERNAL: that made through the promotion and transfer of existing personnel or through referrals, by current staff members, of friends and family members.

Advantages of this method are:

- Familiarity with own employees
- Better use of internal talent
- Economical recruitment
- Improves morale of employees
- A motivator for employees

But has also some disadvantages:

- Limited choice
- Discourage competition to outsiders
- Stagnation of skills in the long run may happen

- Creates conflicts internally whether candidates deserve or not a promotion

EXTERNAL: External sources of recruitment lie outside the organization. These could be:

- Employment exchanges:
- Employment Agencies and thus Job Brokers
- Advertisement and on-line recruitment
- Professional Associations and Head-hunters
- Campus and fairs recruitment
- Raiding or Poaching from a rival firm

Advantages in this case are:

- Open process
- Availability of talented candidates
- Opportunity to select the best candidate: selection process becomes competitive
- Provides healthy competition

Disadvantages:

- Expensive and time consuming (except if they use the Job Broker, in which case cost is covered)
- Unfamiliarity with the organization of the chosen person
- Discourage existing employees

ACTIVITY 2.5.1

The best job brokers are those that know the different methods good enough to explain them to potential enterprises recruiting and are able to use both also when contacted by an organization to hire a person. Internal as through their own database and unemployed attending their services, external as collaborating with other agencies or employment fairs. In both cases, always with the aim of finding the right person for the organization and fulfil expectations of both with a good service.

How and when do you think you could:

- A. Attract organizations to use your Job Broker service?
- B. Use external methods to hire the right person for the organization?

Write your opinion here and debate with the rest afterwards:

Position descriptions should be developed or revised each time a position becomes vacant or a new one is created. This is due to the evolution of positions through organisational change. The job analysis process should be used to inform the development/revision of the position description. Undertaking the job analysis determines the current tasks, capabilities, and key result areas that go to forming the position description.

Key considerations for the development of a position description are to:

- clearly outline the tasks required of the role as determined through the job analysis process
- clearly outline the requisite capabilities as determined by the job analysis process
- include key selection criteria (KSC) that measure the capabilities required for the role in clear and unambiguous language with no jargon
- clearly state organisational values so candidates can self-assess their degree of fit with the organisation
- state whether working with children checks or police checks are required for the role
- state the job outcomes/key result areas in the position description. By doing this applicants are made aware of the success measures for the role and therefore understand what measures they will be assessed against.

A good Job Broker should be able to get all needed information from the employer and write down a profile needed that includes all requirements.

Person-organisation fit is the extent to which an individual's values match those of the organisation. There is no robust measure available to effectively assess an individual's degree of fit with an organisation, although there are methods that may offer some insight as to the degree of alignment. These methods could include:

- clearly stating organisational values or mission statements (where applicable) in the position description, so candidates can self-assess their degree of fit with the organisation
- using behaviourally-oriented interview questions to determine person-organisation fit

- key attributes determined through job analysis can assist in determining the level of fit e.g. the attribute is 'demonstrates a commitment to quality customer service'
- the following behaviourally-oriented interview question assesses the applicant – Please give me an example of a complex client service issue you needed to deal with recently – what was the issue and how did you resolve it?
- asking pertinent reference check questions around an individual's values: Please describe a time when ... demonstrated a commitment to customer service. Was this typical of the way ... dealt with clients?

ACTIVITY 2.5.2



For this activity, break into groups of two people. Before starting each of you write here a profile of a person you would like to hire and what kind of enterprise you have (as if you were an employer) and a profile of a person who is searching for a job and the kind of job you are looking for (as if you were a job-seeker) without sharing your thoughts. Both of them should be in the Tourism Sector and management level.

ENTERPRISE	POST DESCRIPTION	JOB-SEEKER PROFILE	DREAMT JOB

For the activity, one takes the role of the Job Broker (the one that writes as job-seeker) and the other one the role of the employer (the one that writes as employer).

The employer will explain to the Job Broker the profile of the person he/she is looking for and the Job Broker should explain the employer the different recruitment methodologies and why using his / her services is the best option and ask questions in detail about the

profile searched.

Write your thoughts after the play role:

2.6 Interviewing

Interviewing is the most commonly used selection technique. It can be expensive, time consuming and most organisations do not maximise its value. However, if used appropriately, interviewing can be a good predictor of work performance. Ideally, interviews are conducted by a panel of people.

People involved in the interviews once the Job Broker has a reduce number of candidates who could fit the job offered: the Job Brokers and the job-seeker

The employer could also form part of the interview panel as they:

- will have an in-depth knowledge of the job
- are well placed to identify high calibre applicants due to their level of involvement in the job analysis process.

If the employer is not going to participate in the interview, you should make sure you know the answer to all next questions / information.

All interviewers should be appropriately skilled/experienced in interviewing techniques and understand their roles and responsibilities in the process. The Job Broker should know:

- how to conduct a structured, behaviourally-oriented interview,
- how to provide effective feedback,
- instructions on note taking,
- how to avoid interviewer bias
- how to select applicants based on merit

Preparing questions and conducting interviews

- Interview questions should be behaviourally-oriented and based on each of the critical key selection criteria (KSC), as determined through the job analysis process.
- Behaviourally-oriented interview questions are recommended (e.g. asking an applicant what they would do if presented with a particular situation) as past behaviour is the best predictor of future performance.

Interviewers should note applicant responses in the following areas:

- Situation
- Task
- Action
- Result

Examples of behaviourally-oriented questions that encourage STAR based responses include:

STAR	Example questions
Situation or Task	<ul style="list-style-type: none"> – Describe a situation when... – Why did you ...? – What were the circumstances surrounding ...?
Action	<ul style="list-style-type: none"> – Exactly what did you do? – Describe specifically how you did that? – Describe your specific role in the project? – Walk me through the steps you took?
Result	<ul style="list-style-type: none"> – What was the result? – How did that work out? – What problems/success resulted from ...? – What feedback did you receive?

ACTIVITY 2.6.1



For this activity, we continue with same groups formed than previous one. In this case, the one with the Job Broker role moves to job-seeker and the employer to Job Broker.

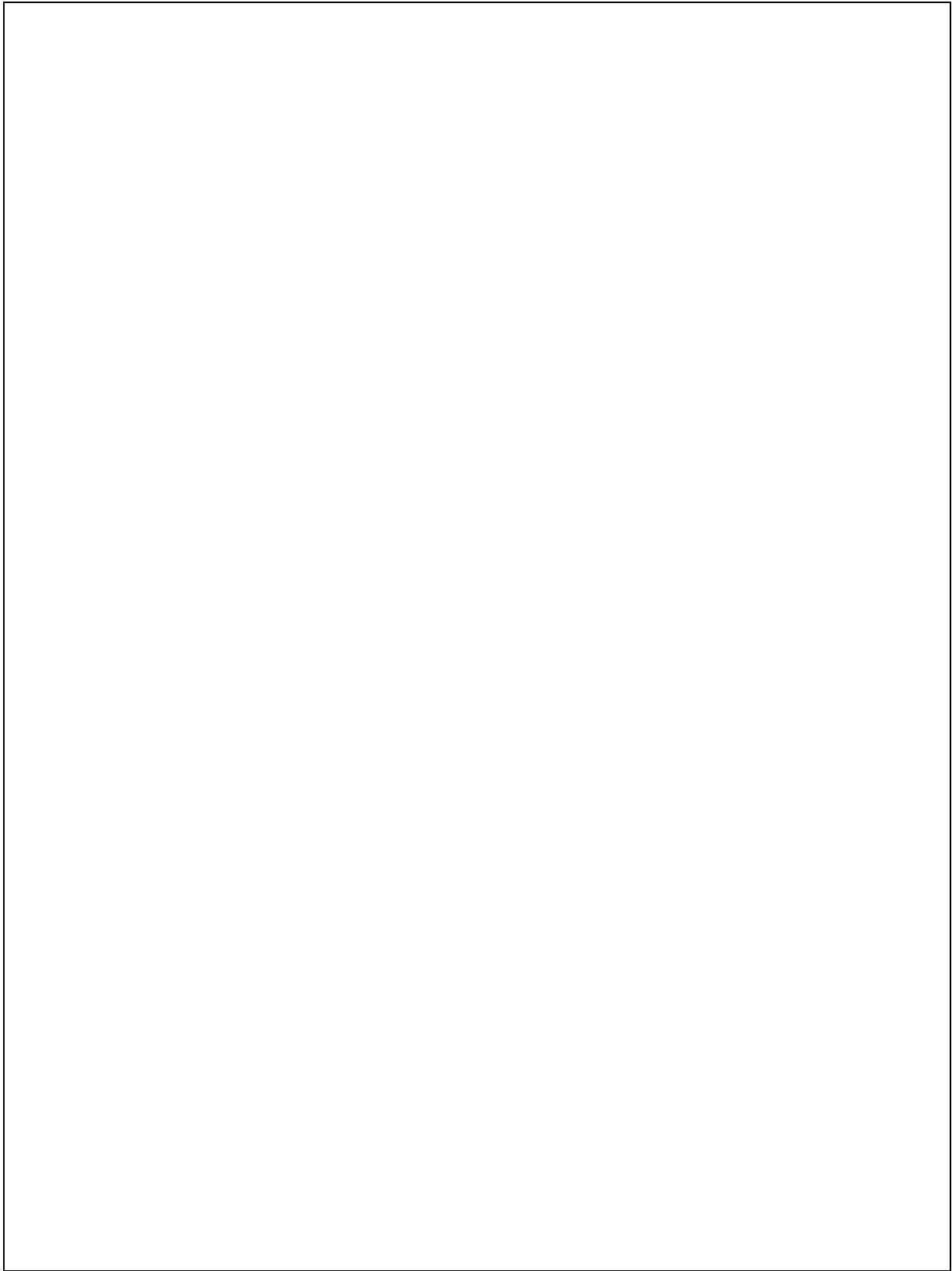
The Job Broker should interview the job-seeker (after reading job-seeker profile written in previous activity) and decide whether that person fits the offer or not. In case of negative answer he / she should let the person know and define which other methods he / she could use to find the right person according to defined profile.

Remember you had:

ENTERPRISE	POST DESCRIPTION	JOB-SEEKER PROFILE	DREAMT JOB

Did you have needed information from previous play role activity? If not, what else should have asked the employer? Did you get needed information from job-seeker? If not, what other questions could you have made?

Write your thoughts after the play role:



2.7 Collaborating principles for success

Assessing and understanding whether possible job-seekers are culturally, intellectually and emotionally aligned with the organisation provides a stronger connection between the employer and future employee and should be taken in account by a good Job Broker.

A psychological contract is the degree of alignment between the communicated role requirements and expectations with the reality of what is actually experienced. Where misalignment of expectation and reality is high, an increased future likelihood of resignation exists.

The potential benefits of managing expectations and reality in case of hiring that job-seeker are:

- reduced risk of resignations
- improved workplace productivity and morale.

As it has already been said, it is recommendable for the employer to participate in the final stage of the recruitment process.

Despite the wide choice of recruitment attraction methods available to employers today, there still remains a big demand for recruitment agencies (including Job Brokers) to help employers attract and recruit key staff to their organisation. But for good Job Brokers to successfully meet his / her organisation's recruitment requirements, the quality of the relationship between the Job Broker and the organizations needs to be high.

The key success factor in building such relationships is trust, which evolves through involvement and regular communications on both sides to keep up to date with objectives, developments and changing needs. It also depends on a sense of priority and a willingness to subscribe to a model that recognises quality over quantity.

There are key characteristics that can be identified as reflecting the type of relationship between enterprises and Job Brokers that can benefit both parties in the creation of the 'partnership' relationship:

- Awareness: This is the means by which the enterprise becomes aware of a Job Broker and its position in the marketplace. Equally it is the means whereby a Job Broker becomes aware of an organisation, its brand, employer value proposition (EVP), objectives and recruitment needs.

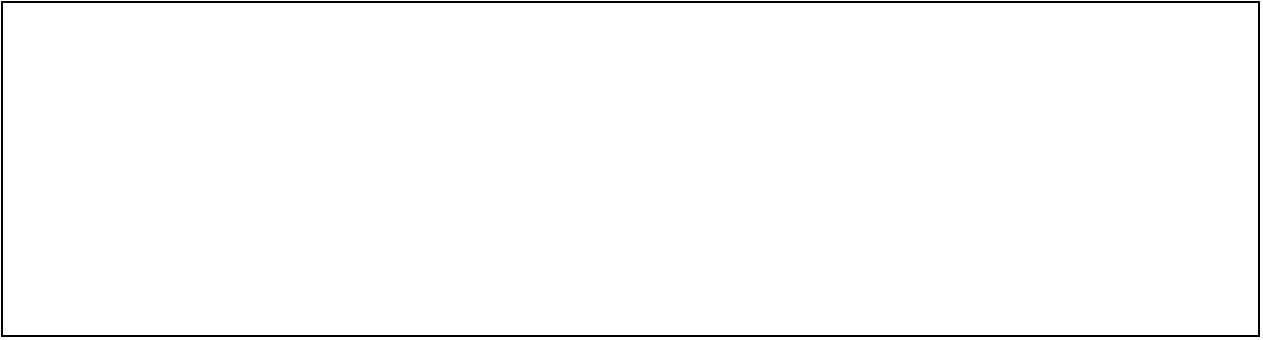
- Trust: Trust takes time to develop. It is built as a result of involvement with and connection between the two parties – through promoting openness and honesty in their relationship.
- Transaction: This relates to the process of employers appointing a Job Broker as their recruitment supplier, within or outside of a preferred supplier list.
- Satisfaction: Satisfaction can be reached as a consequence of agreeable business interactions, which meet the relevant objectives and also through the way in which both parties behave towards each other.
- Commitment: a desire to develop a deeper relationship
- Advocacy: the point at which employers are prepared to speak highly of a Job Broker's services and achievements, and a Job Broker of an employer's business as a place to work.

ACTIVITY 2.7.1

In your opinion:

- What are the reasons for employers choosing Job Brokers in general? How does this relate to the organisation's resourcing strategy?
- What are the characteristics of a strong partnership relationship and how can a Job Broker really add value to the organisation's resourcing strategy?
- What are enterprise's key selection criteria for choosing a Job Broker? What is the rationale behind organisations' different choices of recruitment agencies?
- What are the differences between building ongoing relationships and satisfying ad hoc recruitment needs? How can an ongoing relationship best add value to the employer branding process?
- What are the implications of quality over quantity when choosing a Job Broker and building a relationship?
- How do enterprises and Job Brokers become and remain involved and engaged with one another?
- How do organisations measure Job Brokers' performance?
- How do organisations and Job Brokers' maintain effective communications?
- If problems arise between them, how should they be resolved?
- What changing environmental trends and developments are affecting the relationship between employers and Job Brokers? And how might these changes shape the way in which both parties might work together in the future?

Discuss your thoughts with your group members:



2.8. Conclusion and further reading

The purpose of this module has been to place your work as a Job Broker in the context of how to work with employers and job seekers in a proper quality way to achieve success by understanding each ones' needs, matching those needs and creating a collaborative environment which will allow you to create a stable network to develop your work.

The table below recapitulates the learning objectives/outcomes of this module – and how the activities relate to them:

Learning Objectives	1: Research	2: Example	3: Assignment	4: Group Discussion	5: Lists	6: ideas	7. Case Study	8. Feedback	9. Role Play
Combine “EMPLOYERS” and “JOB SEEKERS” needs with existing supporting schemes	x	x	x						
Identify possible solutions in problems with employers or customers and apply decision making techniques to evaluate options to arrive at the best solution	x	x	x	x					
Instructing employers towards understanding and matching of their recruitment needs	x	x	x	x					
Demonstrating the ability to deliver, monitor and evaluate customer satisfaction as a means of continuous customer service quality improvement	x			x	x				

Learning Objectives	1: Research	2: Example	3: Assignment	4: Group Discussion	5: Lists	6. ideas	7. Case Study	8. Feedback	9. Role Play
Recruiting methods (direct, Indirect, third party methods, etc) to reach to potential candidates and to establish contact with both job- seekers / employers						x			
Support clients' expectations, profiling and needs (job seekers and employers) in identifying and exploring the best solutions for recruitment among the different recruiting methods to match them				x		x			x
Communication's techniques in terms of communicating instructions, providing feedback and listening for understanding ("interviewing")				x	x	x			x
Make use of collaboration principles to achieve best possible results for employers (collaborative and cooperative working - networking)				x				x	

There are various publications and resources relevant to the issues discussed in this module that you may want to read to fully understand the different themes. Most of them are in English and here is the list of the ones we would described as relevant:

- European Commission, Directorate-General for Employment, Social Affairs and Inclusion - **PES to PES Dialogue, Skills-based profiling and matching in PES**, November 2014
- European Training Foundation / European Centre for the Development of Vocational Training / International Labour Office, **The Role Of Employment Service Providers**, 2015
- European Commission, Employment, Social Affairs & Inclusion, <http://ec.europa.eu/social/home.jsp>
- Cedefop, **Skill Set and Match Magazine**, 2016 (www.cedefop.europa.eu)
- **Recruitment and Selection Guidelines**, Patricia Conroy, Results through People Ltd. <https://www.enterprise-ireland.com/en/Events/OurEvents/Finance-for-Growth/Recruitment-and-Selection-Guidelines.pdf>
- **Guidelines on best practice in recruitment and selection**, <https://www.pobal.ie/Publications/Documents/Guidelines%20on%20Best%20Practice%20in%20Recruitment%20and%20Selection.pdf>
- **The relationship between HR and recruitment agencies**, Chartered Institute of Personnel and Development (CIPD) and the Recruitment and Employment Confederation (REC), <http://www2.cipd.co.uk/NR/rdonlyres/4A0A0C16-6257-407E-B9EF-5126DA4AF9DD/0/guideproductive...>

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